Council Meeting

Agenda

Members Crs K King (Chairperson), S Baker, D Betteridge, S Bowen, D Cameron, A Edwards, A Glachan, J Kellahan, and D Thurley

Staff Chief Executive Officer

Apologies

Please be advised that the next **Council Meeting** will be held in the **Council Chambers**, AlburyCity Administration Building, Kiewa Street, Albury, for those wishing to attend, and with others by Zoom, **Monday 22 August 2022,** at **6.00pm**, unless preceded by a Public Forum.

CM1. Opening Affirmation and Acknowledgement of Country 3
CM2. Recording and Webcasting of Meeting 4
CM3. Conflict of Interest Declarations received by the Chair and Disclosure of Political Donations 5
CM4. Apologies 6
CM4.1. Apologies 6
CM4.2. Attendance by Councillors at Meeting by Audio-Visual Link 7
CM5. Mayoral Minute 8
CM5.1. Nil 8
CM6. Action Plans 9
CM6.1. Actions Complete - For Noting Only 10
CM6.2. Actions Awaiting Response from External Parties 16
CM6.3. Actions in Progress 17
CM6.4. Long Term Issues (more than three months) 22
CM7. Confirmation of Minutes of Previous Meetings 30
CM7.1. Minutes of the Council Meeting held on Monday 8 August 2022 at 6.12 pm 30
CM8. Reports from Community Forums 42
CM8.1. Nil 42
CM9. Notices of Motion/Notices of Rescission 43
CM9.1. Nil 43
CM10. Presentations and Deputations 44
CM10.1. Nil 44
CM11. Reports/Minutes of Committees and Working Parties 45
CM11.1. Albury Aquatic Facilities Advisory Committee Minutes - 3 August, 2022 45
CM12. Documents for Sealing 49
CM12.1. Nil 49
CM13. Officers Reports for Consideration 49
CM13.1. 2022 LGNSW Annual Conference Motions 49
CM13.2. Draft AlburyCity Advocacy Strategy 69
CM13.3. AlburyCity's Corporate Success Pillar Measures and Targets 89

CM13.4. Revised Two Cities One Community Partnership Agreement 103
CM13.5. Review Alcohol Free Zones and Alcohol Prohibited Areas 2022.....115
CM14. Officers Reports for Noting 132
CM14.1. Investment Balances - July 2022.....132
CM14.2. Operational Plan Quarterly Progress Report.....141
CM15. Delegates Reports for Noting 216
CM15.1. Nil.....216
CM16. Notice of Urgent Business.....217
CM17. Confidential Matters.....218
CM17.0. Nil.....218

Note *A light meal will be served at 5.15pm for Councillors and staff required to attend the meeting. A member of the Executive Support team will provide further details.*

Frank Zaknich
Chief Executive Officer

16 August 2022

CM1. OPENING AFFIRMATION AND ACKNOWLEDGEMENT OF COUNTRY

1.1 Opening Affirmation

We gather to represent the people of Albury who have entrusted us with this task. May our efforts be blessed with insight, wisdom and common sense. May our personal values give us honesty and courage to serve our community effectively and with respect for all.

1.2 Acknowledgement of Country

We would like to acknowledge the Wiradjuri people as the traditional custodians of the land that we meet upon today, and pay our respects to the Elders past, present and future, for they hold the memories, culture, tradition and hopes of Aboriginal and Torres Strait Islander people that contribute to our community.

CM2. RECORDING AND WEBCASTING OF MEETING

In the spirit of open, accessible and transparent government, AlburyCity's Council and Committee Meetings are video recorded and webcast. By speaking at a Council or Committee Meeting, members of the public agree to being recorded and webcast. AlburyCity accepts no liability for any defamatory, discriminatory or offensive remarks or gestures that are made during the course of the Council or Committee Meeting. Opinions expressed or statements made by individuals are the opinions or statements of those individuals and do not imply any form of endorsement by AlburyCity.

Confidential meetings of Council will not be video recorded or webcast.

Recordings and webcasts are protected by copyright and owned by AlburyCity. No part may be copied, recorded, reproduced or transmitted without the prior written consent of the Chief Executive Officer. Any recording or webcast is not, and shall not, be taken to be an official record of AlburyCity or discussion depicted therein. Only the official minutes may be relied upon as an official record of the meeting.

An audio recording of the Council or Committee Meeting will be taken for administrative and minute preparation purposes.

CM3. CONFLICT OF INTEREST DECLARATIONS RECEIVED BY THE CHAIR AND DISCLOSURE OF POLITICAL DONATIONS

3.1 Conflict of Interest Declarations

Conflict of Interest Declarations received by the Chair to be noted:

3.2 Disclosure of Political Donations and Requirements of the *Environmental Planning & Assessment Act 1979*

Advice to the Council Meeting

The Environmental Planning and Assessment Act 1979, Section 10.4 requires a person submitting planning applications or submissions regarding a planning application, to disclose any reportable political donation and/or gifts to any local Councillor or employee of Council. Reportable political donations include those of, or above, $1,000.

The Disclosure Statement forms are available on Council's website or from the Customer Service Centre and must be lodged in accordance with the Act. The forms are also available at the back of the Chamber during meetings.

In dealing with Development Applications, Councillors need to take into account specific planning matters contained in the Environmental Planning & Assessment Act 1979.

Accordingly, the provisions of Section 4.15(1) of that Act are set out in the Council officers report detailing planning issues to be considered.

The Local Government Act 1993, Section 375A requires that a division be called whenever a motion for a planning decision is put at a meeting of the council.

Planning decision means a decision made in the exercise of a function of council under the Environmental Planning and Assessment Act 1979 including a decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act.

CM4. APOLOGIES

CM4.1. Apologies

CM4.2. Attendance by Councillors at Meeting by Audio-Visual Link

CM5. MAYORAL MINUTE

CM5.1. Nil

CM6. ACTION PLANS

CM6.1. Actions Complete - For Noting Only

Item	Item No	Action Required	Responsible Officer	Action Taken
Notice of Motion - Climate Emergency Recognition	CM9.1 28 March 2022	That Council: d. Reviews Council's current net zero emissions targets with input from the AlburyCity Sustainability Advisory Committee, Youth Council, community organisations and residents;	Service Leader Assets, Sustainability & Environment	d. Reviewed net zero emission targets were presented to Council and adopted as part of Towards Albury 2050 - Community Strategic Plan at the 14 June Council meeting. A report on Carbon reduction progress and initiatives was presented to Council at the meeting on 8 August 2022. This matter is now complete.
Ian Barker Fields Stabilisation and Reconstruction Works Contract No 22/02546	CM13.3 23 May 2022	That Council accepts the tender from Colin Joss & Co Pty Ltd trading as Joss Construction for Contract No. 21/02546 Ian Barker Fields Stabilisation and Reconstruction Works for the lump sum price of $4,741,657.62 (including GST).	Service Leader City Projects	As part of post award discussions, it became apparent that the respective parties have differing interpretations of the scope of the Contract. In the interest of both parties the contractual arrangements have been terminated. Contract to be re-advertised in October/November 2022 following review of project scheduling and scope. This matter is now complete.

Item	Item No	Action Required	Responsible Officer	Action Taken
Proposed Changes to Service Delivery	CM17.1 23 May 2022	That Council endorses Option 1, as outlined in this report.	Service Leader Community and Place	This matter has been implemented and is now complete.
Aquatics Facilities Management - Extension of Season and Potential Contract Extension	CM 13.6 27 June 2022	That Council: b. Defers the authorisation for the Chief Executive Officer to negotiate and finalise a 12-month extension to contract number FIL17/01480 under Section 3.1 Contract Variation of the Contract Management Procedure until further clarification is sought.	Service Leader Business & Lifestyle	Matter was resolved at 8 August 2022 Council Meeting. This matter is now complete.
Alcohol-Free Zones and Alcohol Prohibited Areas Review 2022 - Stakeholder Engagement	CM 13.11 27 June 2022	That Council: a. Receives and notes the report; and b. Endorses the project scope and Stakeholder Engagement Plan – Alcohol-Free Zones and Alcohol Prohibited Areas Review 2022.	Service Leader Community & Place	Stakeholder engagement commenced in July 2022. The draft updated AFZ and APA is presented to Council at this 22 August 2022 Council Meeting, seeking endorsement to commence public exhibition. This matter is now complete.
Development Application 10.2022.39163.1 Medical Centre 14 Fairway Gardens	CM 13.1 8 August 2022	That Council: a. receives the contents of this report; and b. grants consent to Development Application	Service Leader City Development	Determination issued. This matter is now complete.

Item	Item No	Action Required	Responsible Officer	Action Taken
Thurgoona		10.2022.39163.1 for a Medical Centre, carparking, tree removal and retaining walls at 14 Fairway Gardens, Thurgoona, subject to the Conditions contained in the Draft Determination, included at attachment 5 to this report.		
2022 LGNSW Annual Conference Voting Delegates	CM 13.6 8 August 2022	That Council: a. Confirm one (1) of the voting delegates at the 2022 LGNSW Annual Conference on 23-25 October 2022 to be the Councillor holding the office of Mayor. b. Seek nominations to fill the additional three (3) voting delegate positions and decide by show of hands the three (3) additional voting delegates from Council to attend the 2022 LGNSW Annual Conference on 23-25 October 2022. And That Council confirms the three (3) additional voting delegates for the 2022 LGNSW Annual Conference on 23-25 October 2022 to be Councillors Edwards, Glachan and Kellahan.	Service Leader People & Culture	LGNSW have been notified of voting delegates. This matter is now complete.
Rural Fire Service Assets	CM 13.8 8 August	That Council: a. Writes to the local State Member Justin Clancy MP,	Service Leader Strategy & Performance	Correspondence has been prepared and issued.

Item	Item No	Action Required	Responsible Officer	Action Taken
	2022	the Treasurer, the Hon Matt Kean MP, Minister for Emergency Services and Resilience, the Hon Steph Cook MP and the Minister for Local Government Wendy Tuckerman MP: i. Expressing Council's strong objection to the NSW Government's determination that councils control Rural Fire Service (RFS) firefighting equipment. ii. Advising of the impact of the Government's position on Council finances of this accounting treatment. iii. Informing that Council will not record RFS assets in Council's financial statements. iv. Calling on the NSW Government to take immediate action to permanently clear up inequities and inconsistencies around the accounting treatment of Rural Fire Service assets by acknowledging that rural firefighting equipment is under the control of the RFS; and v. Amending s119 of the *Rural Fires Act 1997* so that the effect is to make it clear that RFS assets are not the property of councils. b. Writes to the Shadow Treasurer Daniel Mookhey MLC, the Shadow Minister for Emergency Services Jihad Dib MP, the Shadow Minister for Local Government Greg Warren MP, the Greens		This matter is now complete.

Item	Item No	Action Required	Responsible Officer	Action Taken
		Spokesperson for Local Government Jamie Parker MP and the leaders of the Shooters, Fishers and Farmers, Animal Justice and One Nation parties, Robert Borsak MLC, Emma Hurst MLC and Mark Latham MLC: i. Advising Members of Council's position, including providing copies of correspondence to NSW Government Ministers; and ii. Seeking Members' commitments to support NSW councils' call to amend the *Rural Fires Act 1997* as set out in correspondence. c. Writes to the NSW Auditor-General advising that notwithstanding any overtures of future qualified audits, it will not record RFS assets in Council's financial statements, noting that the State Government's own Local Government Accounting Code *of Practice and Financial Reporting* provides for councils to determine whether or not they record the RFS assets as council assets in accordance with Australian Accounting Standards. d. Promotes these messages via its digital and social media channels and via its networks. e. Re-affirms its complete support of and commitment to local RFS brigades noting that Council's action is		

Item	Item No	Action Required	Responsible Officer	Action Taken
		entirely directed towards the NSW Government's nonsensical position that rather than being owned and controlled by local brigades, RFS assets are somehow controlled by councils, which councils consider to be a cynical financial sleight of hand abdicating the NSW Government's responsibilities at the cost of local communities. Affirms its support to Local Government NSW (LGNSW) and requests LGNSW continue advocating on Council's behalf regarding the accounting treatment of RFS assets.		

CM6.2. Actions Awaiting Response from External Parties

CM 6.2.1 Nil.

CM6.3. Actions in Progress

Item	Item No	Action Required	Responsible Officer	Action Taken
AlburyCity Statement of Business Ethics and Procurement Policy Review	CM 13.5 27 June 2022	That Council: a. Endorse AlburyCity's draft revised Statement of Business Ethics and draft Social and Sustainable Procurement Policy; b. Rescind AlburyCity's Contract Management Policy; c. Publicly exhibit the draft revised Statement of Business Ethics and draft Social and Sustainable Procurement Policy for a period of 28 days; and d. If no submissions are received, the draft revised Statement of Business Ethics and draft Social and Sustainable Procurement Policy be adopted.	Service Leader Strategy & Performance	The revised Statement of Business Ethics has now been finalised, and is adopted, as no submissions were received during the public exhibition period. Submissions received in response to the public exhibition of the draft Social and Sustainable Procurement Policy will be further considered before being presented to Council at the 26 September 2022 meeting.
Aquatics Facilities Management - Extension of Season and Potential Contract Extension	CM 13.6 27 June 2022	That Council: a. Endorse an extension to the 2022/2023 swim season at Albury Swim Centre based on normal operating hours (Monday – Friday 6.00am - 7.00pm, Saturdays 7.00am - 7.00pm	Service Leader Business & Lifestyle	a. Planning is underway to undertake this action.

Item	Item No	Action Required	Responsible Officer	Action Taken
		and Sundays 9.00am - 7.00pm) from early September 2022 to late June 2023, up to a maximum additional investment of $200,000 when compared to operating costs for a standard swim season and subject to patronage of an average of at least 500 visits per week during the extension period		
Multicultural Plan - Project Scope and Stakeholder Engagement Plan	CM 13.7 27 June 2022	That Council endorses the project scope and Stakeholder Engagement Plan for the development of a Multicultural Plan.	Service Leader Community & Place	Stakeholder Engagement commenced in July and the draft report will be presented to Council at the 25 October 2022 meeting.
Lauren Jackson Sports Centre - Stage 2 Feasibility Scope	CM 13.2 11 July 2022	That Council endorses the Scope and Stakeholder Engagement Plan for the Stage 2 feasibility of the Lauren Jackson Sports Centre redevelopment.	Service Leader Business and Lifestyle	The project is being progressed as per identified timelines. The RFQ for Stage 2 Feasibility Study was released on Thursday 22 July. The draft Feasibility Study will be presented to Council in February 2023.
Airport Governance Review	CM 13.3 11 July 2022	That Council: a. Receives and notes the report. b. Endorses the recommendations from the Albury Airport Governance Review as follows: i. Retain Council ownership and	Service Leader Business and Lifestyle	A report presenting the draft Terms of Reference and implementation plan is presented to Council for consideration at the 12 September 2022, Council meeting.

Item	Item No	Action Required	Responsible Officer	Action Taken
		management of Albury Airport ii. Formally document and endorse an Albury Airport governance framework iii. Enhance reporting systems, processes, and protocols iv. Update and enhance Albury Airport User Advisory Committee Terms of Reference v. Retain membership of the Albury Airport User Advisory Committee on a volunteer basis vi. Enhance capabilities and skills at all levels of governance vii. Improve visibility and awareness of Albury Airport governance viii. Develop and adopt a governance maturity model ix. Schedule regular governance reviews x. Strengthen the integration of strategy, budgeting, and operations xi. Establish across Council coordination governance Receive a further report presenting revised draft Terms of Reference for the Albury Airport User Advisory Committee and an implementation plan		
Water Pump Station	CM 13.2	That Council accepts the tender from Remtron	Service Leader	Council Officers are in the process of

Item	Item No	Action Required	Responsible Officer	Action Taken
5 Skillin Lane - Variable Frequency Drive Contract No. 22/00960	8 August 2022	Automation Pty Ltd for Contract No: 22/00960 – Supply and Delivery of Five Variable Frequency Drives (VFDs) for Water Pump Station 5 – Skillin Lane, Albury, for the lump sum cost of $279,233 (including GST).	Water & Wastewater	drafting the contract documents with Remtron Automation Pty Ltd, the contract is expected to be executed by 2 September 2022. Letters have been provided to the unsuccessful businesses.
Draft Eastern Hill Activation Master Plan	CM13.3 8 August 2022	That Council: a. receives and endorses the draft Eastern Hill Activation Master Plan; b. places the draft Eastern Hill Activation Master Plan on public exhibition for a minimum of 56 days; c. during the exhibition, include a community information session; and d. if no submissions are received through the public exhibition process, then the draft Eastern Hill Activation Master Plan be adopted as the final version.	Service Leader City Landscapes	The draft Eastern Hill Activation Master Plan is currently on public exhibition for 56 days (12th August-7th October), with a community information session to be scheduled during the exhibition period (date TBC). A summary of feedback received from the public exhibition and the final draft of the Eastern Hill Activation Master Plan will be presented to Council at the 28 November 2022 meeting.
Economic Development	CM 13.4	That Council endorses the Scope and Stakeholder Engagement Plan for the development of the	Service Leader Business &	The project is being progressed as per identified timelines. The RFQ will be

Item	Item No	Action Required	Responsible Officer	Action Taken
Strategy Scope and Stakeholder Engagement Plan	8 August 2022	Economic Development Strategy 2023 – 2026.	Lifestyle	released in August 2022. Further updates will be provided to Council in due course.
Aquatics Facility Management Contract Extension	CM 13.5 8 August 2022	That Council authorises the CEO to negotiate and finalise a 12-month extension to contract number FIL17/01480 under Section 3.1 Contract Variation of the Contract Management Procedure, including enhanced performance indicators and a mechanism for ongoing feedback for users to share their experience during the contract extension period, subject to the City of Wodonga also committing to a 12-month extension with Aligned Leisure, to the "Provision of Management Services for the Operation of Albury and Wodonga Aquatics Facilities" Agreement.	Service Leader Business & Lifestyle	Negotiations relating to the contract extension have progressed. It is expected that negotiations will be finalised by 30 September 2022.

CM6.4. Long Term Issues (more than three months)

Item	Item No	Actions Required	Responsible Officer	Action Taken
Proposed Formation of Regional Cities NSW	CM 15.3 24 September 2018	A formal review of Council's membership to take place within the first 24 months of the formal commencement of RCNSW, to ensure it is meeting its stated objectives.	DCEO Business, Growth & Community	Review report to be provided on receipt of further information regarding Regional Cities NSW Living Campaign outcomes.
(Confidential Item) *Lease of Part of Lot 44 DP1256679 for Telecommunications Infrastructure*	CM17.1 24 August 2020	That Council: a. Authorises the Chief Executive Officer to enter into direct negotiations to offer part of Lot 44 DP 1256679 for lease to Edge Data Centres Pty Ltd (or nominee) without advertising the Property by way of EOI or otherwise under clause 6.2 and clause 9 of the Leasing and Licensing of Council Property Policy; b. Authorises the Chief Executive Officer to finalise negotiations and arrangements in relation to the Lease Agreement and any other ancillary documents deemed necessary to complete the transaction contemplated by this report including but not limited to the Heads of Agreement and Agreement for Lease (Transaction Documents); and c. Authorises its Seal to be affixed to the Transaction Documents deemed	Service Leader Business & Lifestyle	a. The Heads of Agreement document was executed on 2 September 2020. The Deed of Agreement for Lease has been signed by both parties. The plan of subdivision was lodged in February 2022, and Titles are expected to be registered in August 2022 following further requests for information from the Titles Office. b. The Lease Agreement will be activated once the title has been registered.

Item	Item No	Actions Required	Responsible Officer	Action Taken
		necessary to complete the Transaction in the presence of two signatories authorised to affix the Seal pursuant to Regulation 400 of the Local Government (General) Regulation 2005 and Council's associated procedure.		
Mobile CCTV	CM13.8 23 November 2020	That Council: c. Receives a further report at the conclusion of the trial period on the efficacy of the pilot.	Service Leader Community & Place	The mobile CCTV trailer was launched in November 2021 with the trial concluding in May 2022. Data is being captured by Police and AlburyCity to evaluate the projects efficacy. It is anticipated that a report will be presented to Council at the 26 September 2022 meeting.
(Confidential Item) *Additional Air Services*	CM17.1 23 November 2020	That Council: a. Authorises the Chief Executive Officer to finalise negotiations and arrangements in relation to the Agreement and any other ancillary documents deemed necessary to complete the transaction contemplated by this report and report back to Council; and b. Authorises its Seal to be affixed to the Agreement deemed necessary to complete the transaction in the presence of two signatories authorised to affix the	Service Leader Business & Lifestyle	Negotiations have been finalised with activation of the Agreement subject to ongoing monitoring of market conditions. The parties to the Agreement are continuing to liaise regarding activation timing given market conditions.

Item	Item No	Actions Required	Responsible Officer	Action Taken
		Seal pursuant to Regulation 400 of the Local Government (General) Regulation 2005 and Council's associated procedure.		
Social Plan Review	CM13.6 22 March 2021	That Council: a. Endorses the findings and rationale not to develop a Social Plan and continues to use the Community Strategic Plan Albury 2030, and its future iterations, to meet the needs and interests of the community in relation to social issues; and b. Develops a Multicultural Plan and Early Years Plan following the review of the Albury Community Strategic Plan.	Service Leader Community & Place	a. This matter is complete. b. It is anticipated that the Early Years Plan stakeholder engagement plan will be presented to Council at the 24 October 2022 meeting. The stakeholder engagement plan for the Multicultural Plan was endorsed by Council at the 27 June 2022 meeting and development of the draft plan is in progress with a view to being presented to Council in October 2022.
Murray Art Museum Albury (MAMA) Governance Transition	CM13.5 26 July 2021	That Council: b. Applies to the Minister for Local Government seeking consent under Section 358 of the *Local Government Act 1993* to participate in the formation of MAMA Ltd.	Service Leader Community & Place	The application was lodged in August 2021. The Office of Local Government (OLG) have sought further information in February, March and April 2022 which has been provided. Progression to Phase 2 of the transition will be subject to approval from the Minister for Local Government under Section 358 of the Local Government Act 1993. Meeting held with Minister and OLG 1 July 2022 to progress application. Further information requested and

Item	Item No	Actions Required	Responsible Officer	Action Taken
				provided.
Parklets Project Trial Consultation Findings	CM13.11 26 July 2021	That Council: c. Receives a Summary Report for consideration by Council at the conclusion of the trial period.	Service Leader Business & Lifestyle	The Parklet is in situ and pilot activated. A report on outcomes is expected to be presented to Council in February 2023 to align with NSW Government grant reporting requirements.
Proposed Closure of Unused Road Reserve and Sale to Adjoining Owner - Part Delaware Road, Splitters Creek	CM13.6 9 August 2021	That Council: a. Approves the closure of the part of the Public Road Reserve shaded red on attachment 2 and sale to the owners of Lot 1090 DP753326; and b. Authorises its Seal to be affixed to any documents relating to the sale of the abovementioned part of the Public Road Reserve for the sale price of $23,000 (excluding GST) in the presence of two signatories authorised to affix the Seal pursuant to Regulation 400 of the Local Government (General) Regulation 2005 and Council's associated procedure.	Service Leader Assets, Sustainability & Environment	Plan of Survey is completed and was registered by the client 16 June 2022. The road closure was gazetted on 24 June 2022 and will be available for sale 60 days after gazettal. Anticipated to be completed September 2022.
Draft Uiver Collection Policy - Submissions from Public Exhibition	CM13.7 11 October 2021	That Council: c. Asks the AlburyCity Museum & Social History team officers, when next reviewing the AlburyCity Cultural Assets Development and Management Policy and the AlburyCity Cultural Collection	Service Leader Community & Place	The AlburyCity Cultural Assets Development and Management Policy review will commence in August 2022. The updated Policy will be presented to Council at its 12 December 2022 Council meeting.

Item	Item No	Actions Required	Responsible Officer	Action Taken
		Development Plan 2015 – 2020, to recommend the incorporation of suitable provisions with respect to any State heritage listed collection, to facilitate the acceptance of material that is consistent with the State significant values of that collection as outlined by the State Heritage Register listing.		
(Confidential Item) *Albury Wodonga Regional Deal Agreement*	CM17.1 11 October 2021	That Council: a. Authorises the Mayor and Chief Executive Officer to finalise negotiations and arrangements in relation to the Albury Wodonga Regional Deal Agreement as outlined in this report; and b. Authorises its Seal to be affixed to the Albury Wodonga Regional Deal Agreement and any other documents deemed necessary to complete the transaction in the presence of two signatories authorised to affix the Seal pursuant to Regulation 400 of the Local Government (General) Regulation 2005 and Council's associated procedure.	Deputy CEO Business, Growth & Community	Matter in progress.
Albury Environmental Zoned Lands Review	CM13.2	That Council: c. Upon receipt of a Gateway	Service Leader City Development	Gateway Determination has been sought and further information was requested by the NSW

Item	Item No	Actions Required	Responsible Officer	Action Taken
	22 November 2021	Determination under Section 3.34 of the *Environmental Planning & Assessment Act 1979*, places the Planning Proposal and any supporting material on public exhibition pursuant to any requirements of the Gateway Determination and Schedule 1, Clauses 4 and 5 of the *Environmental Planning & Assessment Act 1979*; and d. Should no objections be received, furnishes a copy of this report and any other relevant information (including the Planning Proposal) to the NSW Department of Planning, Industry and Environment and/or NSW Parliamentary Counsel's Office, in accordance with the *Environmental Planning & Assessment Act 1979*, and requests the Minister for Planning (or a delegate on their behalf) undertakes the appropriate actions to secure the making of the Amendment to the Albury Local Environmental Plan 2010.		Department of Planning and Environment. Council officers have provided the information for further consideration by the Department and are awaiting Gateway Determination.
Additional Crisis, Social, and Public Housing in Albury	CM13.8 22 November	That Council: c. Further investigates the direct creation of affordable rental housing by	Service Leader City Development	Engagement with Community Housing Providers has been undertaken in support of the development of the Albury Local Housing

Item	Item No	Actions Required	Responsible Officer	Action Taken
	2021	partnering with a registered Community Housing Provider (CHP).		Strategy. The Strategy will guide the next steps and the draft is expected to be presented to Council in September 2022.
Inland Water Strategy - Stakeholder Engagement Plan	CM13.3 14 March 2022	That Council endorses the project scope and Stakeholder Engagement Plan for the development of the Inland Water Safety Strategy.	Service Leader Community & Place	Royal Lifesaving NSW has been awarded the contract and commenced community consultation in July 2022. The draft Strategy is now anticipated to be presented to Council in October 2022.
Aquatics Strategy Update	CM13.9 28 March 2022	That Council: d. Undertakes a comprehensive review of the Aquatics Strategy on completion of the Thurgoona Wirlinga Structure Plan and Thurgoona Open Space Strategy.	Service Leader Business & Lifestyle	d. To be progressed on completion of the Thurgoona Wirlinga Structure Plan review and Thurgoona Open Space Strategy.
Notice of Motion - Climate Emergency Recognition	CM9.1 28 March 2022	That Council: f. Develops a Climate Action Plan, as part of the proposed AlburyCity Sustainability Framework, that sets out how Council will achieve the Council emissions targets and how Council will support the community to achieve their emissions targets, by 12 December 2022.	Service Leader Assets, Sustainability & Environment	f. Three RFQs have been received for the development of the Sustainability Framework. Shortlisting and referee checks have been completed in consultation with DPE's sustainability branch. The successful consultant will be appointed in August 2022. Deliverables will include an action plan which will be presented to Council by 12 December

Item	Item No	Actions Required	Responsible Officer	Action Taken
				2022.
MAMA Governance Transition	CM13.7 28 March 2022	That Council: b. Delegates final negotiation of the draft agreements to the AlburyCity CEO; c. 41, Workplace Change; Delegates authority to the AlburyCity CEO to activate the decision and implementation phase of Clause d. Endorses the financial assistance request for public exhibition per the budget process; e. Authorises its Seal to be affixed to the Lease and any other documents relating to MAMA Governance transition in the presence of two signatories authorised to affix the Seal pursuant to Regulation 400 of the Local Government (General) Regulation 2005 and Council's associated procedure.	Service Leader Community & Place	b. Underway awaiting Ministerial approval, to be finalised as soon as practicable. c. Activated. d. Incorporated into budget process. e. To be actioned on finalisation of documents.

CM7. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

CM7.1. Minutes of the Council Meeting held on Monday 8 August 2022 at 6.12 pm

Recommendation

That the Minutes of the Council Meeting held on Monday 8 August 2022 at 6.12 pm be confirmed.

Council Meeting
Minutes

Minutes of the Council Meeting held on Monday 8 August 2022 at 6.12pm

Present Crs K King (Chairperson), S Bowen, S Baker, D Cameron (via Zoom), D Betteridge, A Edwards (via Zoom), A Glachan, J Kellahan and D Thurley.

Staff Chief Executive Officer, Deputy CEO Business, Growth & Development, Deputy CEO Infrastructure, Planning and Environment, Service Leader Business & Lifestyle, Service Leader People & Culture, Service Leader Strategy & Performance, Service Leader City Landscapes, Service Leader Water & Wastewater, Service Leader Assets, Sustainability & Environment, Acting Team Leader City Development, Team Leader Natural Areas, Executive Support team, IT Services

Apologies Nil

THE MEETING OPENED WITH THE AFFIRMATION & ACKNOWLEDGEMENT OF COUNTRY

CM2. RECORDING AND WEBCASTING OF MEETING

The Chairperson advised those present that the meeting is being webcast and recorded for administrative purposes.

CM3. CONFLICT OF INTEREST DECLARATIONS RECEIVED BY THE CHAIR AND DISCLOSURE OF POLITICAL DONATIONS

3.1 Conflict of Interest Declarations

There were no Conflict of Interest Declarations received.

3.2 Disclosure of Political Donations and Requirements of the *Environmental Planning & Assessment Act 1979*

Advice to the Council Meeting

The Environmental Planning and Assessment Act 1979, Section 10.4 requires a person submitting planning applications or submissions regarding a planning application, to disclose any reportable political donation and/or gifts to any local Councillor or employee of Council. Reportable political donations include those of, or above, $1,000.

The Disclosure Statement forms are available on Council's website or from the Customer Service Centre and must be lodged in accordance with the Act. The forms are also available at the back of the Chamber during meetings.

In dealing with Development Applications, Councillors need to take into account specific planning matters contained in the Environmental Planning & Assessment Act 1979.

Accordingly, the provisions of Section 4.15(1) of that Act are set out in the Council officers report detailing planning issues to be considered.

The Local Government Act 1993, Section 375A requires that a division be called whenever a motion for a planning decision is put at a meeting of the council.

Planning decision means a decision made in the exercise of a function of council under the Environmental Planning and Assessment Act 1979 including a decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act.

CM4. APOLOGIES

CM4.1. Apologies

There are no apologies for the meeting.

CM4.2. Attendance by Councillors at Meeting by Audio-Visual Link

MOTION
Cr Kellahan Moved, Cr Betteridge Seconded

That Council receive, note and accept the attendance by Cr Cameron and Cr Edwards via audio-visual link (zoom) for the meeting.

CARRIED

CM5. MAYORAL MINUTE

There was no Mayoral Minute.

CM6. ACTION PLANS

MOTION
Cr Thurley Moved, Cr Betteridge Seconded

That the following Action Plans be received and noted:

1. Actions Complete – For Noting Only;
2. Actions Awaiting Response from External Parties;
3. Actions in Progress; and
4. Long Term Issues (more than three months).

CARRIED

CM7. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

CM7.1. Minutes of the Council Meeting held on Monday 11 July 2022 at 6.00pm

MOTION
Cr Betteridge Moved, Cr Thurley Seconded

That the Minutes of the Council Meeting held on Monday 11 July 2022 at 6.00pm be confirmed.

CARRIED

CM8. REPORTS FROM COMMUNITY FORUMS

There were no Reports from Community Forums

CM9. NOTICES OF MOTION/NOTICES OF RESCISSION

There were no Notices of Motion/Notices of Rescission

CM10. PRESENTATIONS AND DEPUTATIONS

There were no Presentations and Deputations.

CM11. REPORTS/MINUTES OF COMMITTEES AND WORKING PARTIES

CM11.1. Lauren Jackson Sports Centre Advisory Committee - June meeting minutes

MOTION
Cr Bowen Moved, Cr Kellahan Seconded

That Council receives, notes and accepts the Minutes of the Lauren Jackson Sports Centre Advisory Committee Meeting held on Wednesday 22 June 2022 at 6.00pm.

CARRIED

CM12.DOCUMENTS FOR SEALING

There were no Documents for Sealing

CM13. OFFICERS REPORTS FOR CONSIDERATION

CM13.1. Development Application 10.2022.39163.1 Medical Centre 14 Fairway Gardens Thurgoona

MOTION
Cr Thurley Moved, Cr Betteridge Seconded

That Council:

a. receives the contents of this report; and

b. grants consent to Development Application 10.2022.39163.1 for a Medical Centre, carparking, tree removal and retaining walls at 14 Fairway Gardens, Thurgoona, subject to the Conditions contained in the Draft Determination, included at attachment 5 to this report.

FOR	AGAINST
Cr Edwards	
Cr Cameron	
Cr Thurley	
Cr Kellahan	
Cr Bowen	
Cr King	
Cr Betteridge	
Cr Glachan	
Cr Baker	

CARRIED

CM13.2. Water Pump Station 5 Skillin Lane - Variable Frequency Drive Contract No. 22/00960

MOTION
Cr Thurley Moved, Cr Bowen Seconded

That Council accepts the tender from Remtron Automation Pty Ltd for Contract No: 22/00960 – Supply and Delivery of Five Variable Frequency Drives (VFDs) for Water Pump Station 5 – Skillin Lane, Albury, for the lump sum cost of $279,233 (including GST).

CARRIED

CM13.3. Draft Eastern Hill Activation Master Plan

MOTION
Cr Baker Moved, Cr Kellahan Seconded

That Council:

a. receives and endorses the draft Eastern Hill Activation Master Plan;

b. places the draft Eastern Hill Activation Master Plan on public exhibition for a minimum of 56 days;

c. during the exhibition, include a community information session; and

d. if no submissions are received through the public exhibition process, then the draft Eastern Hill Activation Master Plan be adopted as the final version.

CARRIED

CM13.4. Economic Development Strategy Scope and Stakeholder Engagement Plan

MOTION
Cr Thurley Moved, Cr Kellahan Seconded

That Council endorses the Scope and Stakeholder Engagement Plan for the development of the Economic Development Strategy 2023 – 2026.

CARRIED

CM13.5. Aquatics Facility Management Contract Extension

MOTION
Cr Thurley Moved, Cr Betteridge Seconded

That Council authorises the CEO to negotiate and finalise a 12-month extension to contract number FIL17/01480 under Section 3.1 Contract Variation of the Contract Management Procedure, including enhanced performance indicators and a mechanism for ongoing feedback for users to share their experience during the contract extension period, subject to the City of Wodonga also committing to a 12-month extension with Aligned Leisure, to the "Provision of Management Services for the Operation of Albury and Wodonga Aquatics Facilities" Agreement.

CARRIED

CM13.6. 2022 LGNSW Annual Conference Voting Delegates

MOTION
Cr Betteridge Moved, Cr Bowen Seconded

That Council:

a. Confirm one (1) of the voting delegates at the 2022 LGNSW Annual Conference on 23-25 October 2022 to be the Councillor holding the office of Mayor.

b. Seek nominations to fill the additional three (3) voting delegate positions and decide by show of hands the three (3) additional voting delegates from Council to attend the 2022 LGNSW Annual Conference on 23-25 October 2022.

CARRIED

MOTION
Cr Kellahan Moved, Cr Betteridge Seconded

That Council confirms the three (3) additional voting delegates for the 2022 LGNSW Annual Conference on 23-25 October 2022 to be Councillors Edwards, Glachan and Kellahan.

CARRIED

CM13.7. AlburyCity Corporate Risk Plan Annual Review

MOTION
Cr Bowen Moved, Cr Betteridge Seconded

That Council endorses the annual review of AlburyCity's Corporate Risk Plan.

CARRIED

CM13.8. Rural Fire Service Assets

MOTION
Cr Thurley Moved, Cr Bowen Seconded

That Council:

a. Writes to the local State Member Justin Clancy MP, the Treasurer, the Hon Matt Kean MP, Minister for Emergency Services and Resilience, the Hon Steph Cook MP and the Minister for Local Government Wendy Tuckerman MP:
   i. Expressing Council's strong objection to the NSW Government's determination that councils control Rural Fire Service (RFS) firefighting equipment.
   ii. Advising of the impact of the Government's position on Council finances of this accounting treatment.
   iii. Informing that Council will not record RFS assets in Council's financial statements.
   iv. Calling on the NSW Government to take immediate action to permanently clear up inequities and inconsistencies around the accounting treatment of Rural Fire Service assets by acknowledging that rural firefighting equipment is under the control of the RFS; and
   v. Amending s119 of the *Rural Fires Act 1997* so that the effect is to make it clear that RFS assets are not the property of councils.

b. Writes to the Shadow Treasurer Daniel Mookhey MLC, the Shadow Minister for Emergency Services Jihad Dib MP, the Shadow Minister for Local Government Greg Warren MP, the Greens Spokesperson for Local Government Jamie Parker MP and the leaders of the Shooters, Fishers and Farmers, Animal Justice and One Nation parties, Robert Borsak MLC, Emma Hurst MLC and Mark Latham MLC:
   i. Advising Members of Council's position, including providing copies of correspondence to NSW Government Ministers; and
   ii. Seeking Members' commitments to support NSW councils' call to amend the *Rural Fires Act 1997* as set out in correspondence.

c. Writes to the NSW Auditor-General advising that notwithstanding any overtures of future qualified audits, it will not record RFS assets in Council's financial statements, noting that the State Government's own Local Government Accounting Code *of Practice and Financial*

Reporting provides for councils to determine whether or not they record the RFS assets as council assets in accordance with Australian Accounting Standards.

d. Promotes these messages via its digital and social media channels and via its networks.

e. Re-affirms its complete support of and commitment to local RFS brigades noting that Council's action is entirely directed towards the NSW Government's nonsensical position that rather than being owned and controlled by local brigades, RFS assets are somehow controlled by councils, which councils consider to be a cynical financial sleight of hand abdicating the NSW Government's responsibilities at the cost of local communities.

f. Affirms its support to Local Government NSW (LGNSW) and requests LGNSW continue advocating on Council's behalf regarding the accounting treatment of RFS assets.

CARRIED

CM14. OFFICERS REPORTS FOR NOTING

CM14.1. Two Cities One Community - Action Plan Updates 1 January - 30 June 2022

MOTION
Cr Betteridge Moved, Cr Kellahan Seconded

That Council receives and notes the Two Cities One Community Action Plan progress reports – 1 January to 30 June 2022 update.

CARRIED

CM14.2. Regional Kerbside Collection Services Contract Update

MOTION
Cr Thurley Moved, Cr Kellahan Seconded

That Council receives and notes the update on the Regional Kerbside Collection Service Contract.

CARRIED

CM14.3. Carbon Emission Progress Report

MOTION
Cr Betteridge Moved, Cr Edwards Seconded

That Council notes:

a. the 7.6% reduction in carbon emissions between 2018/19 and 2020/21;

b. the completed and upcoming projects aimed at reducing carbon emissions; and

c. that the existing Carbon Emission Targets will be reviewed, in consultation with the Sustainability Advisory Committee, by July 2025.

CARRIED

CM14.4. Councillor Conference Attendance 1 January to 30 June 2022

MOTION
Cr Bowen Moved, Cr Kellahan Seconded

That Council receives and notes the report on Councillor attendance at conferences for the period 1 January 2022 to 30 June 2022

CARRIED

CM14.5. Investment Balances - June 2022

MOTION
Cr Thurley Moved, Cr Betteridge Seconded

That Council receives and notes the Investment Balances Report for the month of June 2022.

CARRIED

CM15. DELEGATES REPORTS FOR NOTING

There were no Delegates Reports for Noting

CM16.NOTICE OF URGENT BUSINESS

CM16.1. Cr Bowen made the following statement:

I wish to address my fellow Councillors and thank the community for putting me forward as the Bonza local legend. As you would be aware, I am extremely passionate about our region and always welcome the opportunity to promote tourism opportunities for the amazing region of Albury Wodonga.

I was honoured to be chosen to represent our region and as a part of this recognition requested that the complimentary flights that were part of being a local legend be gifted directly to a local charity. Since the announcement, I have sought to understand whether my involvement with Bonza may present a perceived conflict of interest.

As a result, I have made the decision to not proceed as the Bonza local legend. My priority however remains being able to continue to promote this outstanding region to the rest of the world, to serve as an active member of our wonderful community and to represent you as a councillor and current deputy Mayor. I wish to thank the community and my fellow councillors for their support.

CM17. CONFIDENTIAL MATTERS

There were no Confidential Matters.

The meeting closed at 6.58pm

CM8. REPORTS FROM COMMUNITY FORUMS

CM8.1. Nil

CM9. NOTICES OF MOTION/NOTICES OF RESCISSION

CM9.1. Nil

CM10. PRESENTATIONS AND DEPUTATIONS

CM10.1. Nil

Nil

CM11. REPORTS/MINUTES OF COMMITTEES AND WORKING PARTIES

CM11.1. Albury Aquatic Facilities Advisory Committee Minutes - 3 August, 2022

Recommendation

That Council receives, notes and accepts the Minutes/Recommendations of the Albury Aquatic Facilities Advisory Committee Meeting held on Wednesday 3 August 2022.

Note: The Minutes of Advisory Committees and Working Parties may come to Council for noting prior to the adoption of the Minutes by the relevant Committee or Working Party. This is to ensure timely information to the Council. Should an Advisory Committee or Working Party subsequently agree that the Minutes should be changed, this will be noted in the next set of Minutes.

Albury Aquatic Facilities Advisory Committee Meeting – FIL22/00484

Minutes

Members: Cr Alice Glachan (Chairperson), Phil Evans (Ovens & Murray Swimming Association), Matthew Whitehouse (Ovens and Murray Water Polo Association), Stephen Mamouney (Community Representative), Alan Anderson (Albury Wodonga Aquatic Facilities), Peter Slattery (Community Representative), Grace Alexander (AlburyCity Youth Council)

Staff: Michael Stanton (Team Leader Leisure Facilities, AlburyCity)
Ambrose Glass (Service Leader, Business & Lifestyle, AlburyCity)
Liona Edwards (Manager Sport & Recreation, City of Wodonga)

The meeting of the **Albury Aquatic Facilities Advisory Committee Meeting** was held on **Wednesday 3 August 2022 at 6.00pm**.

1. Acknowledgement of Country

2. Apologies

- Nil

3. Conflict of Interest

- Nil

4. Minutes of the previous meeting held on August 4, 2021
Moved: S Mamouney **Seconded:** P Slattery

5. Albury Wodonga Regional Deal Update – Ambrose Glass

A high-level overview of the stakeholders and processes associated with the Regional Deal was presented. The outcome for regional aquatics was provided, which included:

- There was a broad range of projects and priorities that were worked through across many areas.
- AlburyCity promoted the regional aquatics facility as an opportunity to provide improved social and economic benefits for the region, but ultimately the Lauren Jackson Sports Centre (LJSC) and Baranduda Fields projects were listed as the two priority sporting projects.
- A regional aquatic development was not included in the final Regional Deal outcome although listed highly by AlburyCity for investigation.

6. Extension of the 2022/23 Albury Swim Centre Season – M Stanton

The details for the Albury Swim Centre extension through to the end of June 2023 were communicated to the Committee. Some feedback and comments from the committee included:

- Water polo groups normally have a break during May so there may not be a lot of use from these groups in that period.
- As ratepayers there are concerns about the costs involved with this extension period and the need for management to maximise income through other areas (cafe etc) to reduce the operating deficit and subsequent costs to Council.
- Outdoor pool usage at facilities in Melbourne over winter seems to work ok.
- There are concerns that low patronage attendance will see the exercise as a failure as part of the bigger picture in potentially trying to develop an indoor facility.
- The extension period needs to be well communicated and advertised so groups can start planning their training and potential events over this period.

7. Lauren Jackson Sports Centre – Stage 2 Feasibility – M Stanton

A PowerPoint presentation was provided to the Committee detailing the scope of the LJSC Feasibility including the inclusion of investigating a regional aquatic facility at the site following a recent Council resolution. Some of the feedback from the Committee included:

- The need for hydrotherapy, warm water and accessible facilities to support the needs of a broad range of users.
- All year-round facilities are more efficient in terms of management, staffing and planning.

It was emphasised to the Committee their will be consultation though the process via a Stakeholder Engagement Plan that has been developed and the AAFAC Committee members are identified as key stakeholders in this Plan.

8. Swim Centres – off season works

An update was provided on some off-season works taking place this year which included:

- Replacement of shade umbrella canopies at Albury Swim Centre.
- New LED flood lights have been installed for the 25 and 50m pools at Albury Swim Centre.
- New accessible hoists are being explored for the facilities.

Cr Glachan welcomed any feedback on operational matters and some of the feedback provided by the committee members included:

- Lack of staff at the entrance to WAVES at times.
- Contractor mowing around pools at the wrong times and the gum nuts at Lavington Swim Centre.
- The toddlers pool at Lavington Swim Centre being closed for a long period last season.
- The need for improved café operations in order to encourage social interaction and maximise sales, specifically providing good coffee for morning swimmers.

9. Alan Anderson Introduction – Albury Wodonga Leisure Manager

As the new Albury Wodonga Leisure Manager Alan provided an insight into his background including his significant experience in aquatic facilities with Griffith City Council. Alan has a real focus on customer service and getting as many people to the facilities as possible.

Alan welcomed the feedback on operational matters and detailed some of the key focus areas for Aligned leisure locally which includes staff engagement, staff training and improved mechanisms for the community to provide feedback.

10. General Business

Nil

11. Next Meeting

- The next meeting is scheduled for Wednesday 7 December 2022. An earlier meeting of the Committee will be called should it be required for consultation purposes on the LJSC Stage 2 Feasibility.

Meeting closed at 7.10pm

CM12. DOCUMENTS FOR SEALING

CM12.1. Nil

CM13. OFFICERS REPORTS FOR CONSIDERATION

CM13.1. 2022 LGNSW Annual Conference Motions

DATE	22 August 2022	**FIL REFERENCE**	FIL22/00471
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Cate Stevens People & Culture	**PHONE**	6023 8111
AUTHOR	Jane Gould		

Purpose of Report

To provide Council the opportunity to consider draft motions for lodgement with LGNSW for consideration for inclusion in the LGNSW 2022 Annual Conference Business Paper.

Background

The LGNSW Annual Conference is the pre-eminent policy-making event for the NSW local government sector. Delegates will vote on motions that help determine the policies and priorities for LGNSW and the sector. It is a key event for local government where councillors come together to share ideas and debate issues that shape the way the sector functions and is governed.

The 2022 Annual Conference will be held in the Hunter Valley, from **Sunday 23 October to Tuesday 25 October 2022** at Crowne Plaza.

The Annual Conference will incorporate the adoption of standing orders and voting in the election of Board members along with the debate and resolution of motions and a range of keynote speakers. As a registered organisation, LGNSW is legally required to report back to the membership on its financial results within six months of the end of the financial year, therefore, reports from the President and Treasurer will also be presented during the Annual Conference.

Submission of motions for the business paper of the Annual Conference

Councils are invited to submit motions for possible debate to advance the sector-wide policy agenda. Motions are to relate to strategic local government issues that affect members state-wide and introduce new or emerging policy issues and actions.

Refer to the **attached** *2022 Motions Submissions Guide*.

Councils can submit motions online **from Monday 4 July 2022**. To allow printing and distribution of the Business Paper before the conference, Councils are asked to submit their motions **by Monday 29 August 2022**.

Motions are submitted electronically to LGNSW through an online 'Motion Form'. Evidence of Council's support for a motion (i.e., extract of the minutes of the meeting at which the member resolved to submit the motion for consideration by the Conference or, in the absence of a council meeting, a letter signed by the Mayor and the Chief Executive Officer) can be attached to the draft motion.

Historically AlburyCity has submitted draft motions most years. The following Table lists our recent history of submitting motions.

AlburyCity's History of Motions for the Years 2018, 2019, 2020, 2022 Special Conference

Conference Year	Number of Motions Submitted	Motion Title	Motions Debated and Motion Reference Numbers	Motions Carried
2018	7	✓ Southern Lights Project ✓ Solar bulk buy ✓ Rural Fire Service assets ✓ Refugee attraction ✓ Management of cats ✓ Impact of river levels on tourism ✓ Development control plan	5 motions debated Motion Reference Numbers: 34,40,51,59,100	Motions 34, 40, 59, 100 Carried Motion 51 Carried with Amendment
2019	Nil		NA	NA
2020	3	✓ Council meetings by audio-visual link ✓ Alternative options to voting in person at local government elections ✓ Provision of personal accident insurance cover for elected representatives.	2 motions debated Motion Reference Numbers: 108, 121	Motions 108, 121 Carried
2022 Special Conference	1	✓ Mental health crisis	1 motion debated	Motion 48 Carried*

Issues

Process for consideration by Council for the conference

Councillors discussed topics of interest for potential motions at the Pre-Meeting Briefing Session on 18 July 2022. In follow-up, motions from Councillors were invited by email on 19 July, in preparation for consideration at the 22 August Council Meeting. A total of six suggestions were put forward by Councillors and officers as a result of this consultation.

Draft motions and supporting background information were subsequently prepared and circulated by email to Councillors on 5 August for any further feedback.

As outlined above, in submitting any motions for consideration for inclusion in the LGNSW Annual Conference Business Papers, Council must provide evidence of Council support (e.g. extract of Council meeting minutes or a signed letter by the Mayor and CEO in the absence of a Council meeting). The minutes of this Council meeting, detailing endorsed motions, will form the basis of the evidence of support submitted to LGNSW.

Final draft motions for submission to LGNSW for consideration for inclusion in the Annual Conference Business Papers by AlburyCity are as follows:

Draft Motion Reference	Nominee	Topic/Draft Motion (possible wording)	Background/supporting information
1	Cr Baker	That LGNSW advocate to the NSW Government to develop a holistic Inland Water Safety Strategy for NSW that includes specific reference to cohorts of the community who are at higher risk of drowning.	A wide range of government and non-government agencies have a role to play in water safety. The Office of Local Government produces a Practice Note to guide local government and other stakeholders on their role and responsibilities with regard to water safety. Practice Note No. 15 states that its purpose is to "help councils minimise risk associated with aquatic locations under their care and control to keep people as safe as possible while they enjoy the water." Under the Act, councils have the power to: • provide goods, facilities, and services and carry out activities appropriate to the current and future needs of the local community and the wider public (section 24); and • manage public land (Part 2, Chapter 6). Public land is defined as land vested in or under the control of the council (with certain exclusions). There is need for integrated and holistic state-wide Strategy to reduce the number of drownings, including inland waterways. The National Drowning Report of 2021 showed NSW had the highest number of deaths by drowning in Australia, up 5% on the previous year. Royal Life Saving Australia are leading efforts to reduce drowning and increase swimming, water safety and lifesaving skills. Local government is in a position to play a leading role in collaborating with external agencies and utilising its own resources to drive the implementation of State-wide strategies in the local community that promote inland water safety.
2	Cr Thurley	That LGNSW calls on the NSW Government to enact	Cat curfews and total cat restrictions cannot be applied by a NSW Council because local

Draft Motion Reference	Nominee	Topic/Draft Motion (possible wording)	Background/supporting information
		legislation that gives Councils more power to regulate and control cats in their LGA's.	policy cannot be more onerous than State legislation. Specifically, this means that because the NSW Companion Animals Act does not prohibit the free roaming of cats, a local Council cannot introduce this restriction. There are only two areas where cats are prohibited under the Companion Animals Act, in 'food preparation' areas and in a 'Wildlife Protection Area'. When declared, a Wildlife Protection Area can only apply to a public place, which comprises pathway, road, park, or any other place the public is entitled to use. To enforce the restriction of cats or dogs in a Wildlife Protection Area Council would also need to have adequate signage erected in those public places. This does not assist with the management of roaming cats in residential areas.
3	Crs Edwards and Kellahan	That LGNSW advocates that the NSW Government develop strategies to reduce and ultimately eliminate the provision of reticulated natural gas supply to new residential developments in NSW.	Natural gas is a non-renewable fossil fuel that contributes to carbon emissions and the devastating impacts of climate change. The NSW Climate Change Policy Framework defines the NSW Government's role in reducing carbon emissions and adapting to the impacts of climate change. This role includes guiding public and private sector decision-making, particularly for long-lived assets such as gas reticulation. The Framework states NSW Government policy should be consistent with the likely long-term direction of government and private sector action on climate change. Transitioning away from Natural gas, a non-renewable energy source, is consistent with this objective. The NSW government needs to join other States and Territories to prevent gas infrastructure in new suburbs. This transition will reduce carbon emissions and will support the NSW Government's objective to achieve net-zero emissions by

Draft Motion Reference	Nominee	Topic/Draft Motion (possible wording)	Background/supporting information
			2050.
4	Cr Edwards	That LGNSW advocates to the NSW Government to amend TCorp investment policy requirements to enable Councils to support local banking institutions and reinvestment in local communities.	Councils can access lower-interest long-term loans from NSW Treasury Corporation (TCorp) to fund new infrastructure and upgrade existing facilities. TCorp offers loans to Councils at a lower interest rate compared to commercial banks, resulting in tangible savings for NSW ratepayers. However, regional and rural Councils are concerned that the conditions applied by TCorp are having a negative impact on the opportunity to support their local banks and therefore reinvestment in local communities. NSW Councils that borrow from TCorp fear limits on investments with local banks and credit unions could also affect access to local banking services.
5	Various	That LGNSW calls on the NSW Government to improve the capacity and quality of health services and infrastructure in regional NSW to meet growing community demand.	Regional areas across NSW are experiencing strong population growth. Long-term population forecasting by NSW Government has not historically accounted for such growth, accordingly, there is a high level of risk that health service demand forecasting is not aligned with the actual growth of communities. Health service workers are highly valued and appreciated, and the services they provide are integral to the liveability of our communities and the health and wellbeing of our residents. Access to appropriate health services and infrastructure is also a key determining factor of the liveability and appeal of NSW, including our regions. There are growing concerns that NSW health services and infrastructure, particularly in regional areas, is not fully meeting community needs and expectations.
6	Officers	That LGNSW calls on the NSW Government to fast-track changes to policy	Currently, the NSW Road Rules 2014 prohibits the use of e-scooters on road or in a public place.

Draft Motion Reference	Nominee	Topic/Draft Motion (possible wording)	Background/supporting information
		and legislation that prohibits the use of e-scooters as a means of active transport on our pathways, streets and roads.	Specifically, Road Rule 240(2)(c) states: *A person must not travel in or on a wheeled recreational device on a road at any time while any person travelling in or on the device is wholly or partly assisted in propelling the device by means other than human power.* The use of e-scooters across Australia is currently legal in: • Australian Capital Territory • Queensland • Tasmania The use of e-scooters in Victoria, Western Australia, Northern Territory and South Australia is not allowed beyond private property, however, is allowed for use in public areas (shared paths, roads etc.) with varying restrictions across the States and Territories. The use of e-scooters is particularly important to assist in providing an alternative means of transport where public transport systems are limited, inefficient or non-existent. There are also broader benefits with regard to reduction of emissions and congestion on roads, along with positive economic impacts through liveability and tourism, and community health and wellbeing outcomes.

Risk

- **Business Risk** – No risks identified.
- **Corporate Risk** – If Council does not use this key platform to advocate for strategic change it would be a crucial missed opportunity. Council could be seen as not engaged should it choose not to participate in the submission of motions. There is however a risk that not all motions endorsed by Council will be agreeable to all members of the community.
- **WHS and Public Risk** – No risks identified
- **Environmental Risk** – No risks identified.
- **Delivery Program Risk** – No risks identified.

Options

That Council:

1. endorse all six motions identified in this report being submitted to LGNSW for consideration for inclusion in the 2022 LGNSW Annual Conference Business Paper. **Recommended.**

2. endorse some motions identified in this report being submitted to LGNSW for consideration for inclusion in the 2022 LGNSW Annual Conference Business Paper. **Not recommended**

3. endorse motions identified in this report, with amendments, being submitted to LGNSW for consideration for inclusion in the 2022 LGNSW Annual Conference Business Paper. **Not recommended**.

4. not submit any motions to LGNSW for consideration for inclusion in the 2022 LGNSW Annual Conference Business Paper. **Not recommended.**

Conclusion

The LGNSW Annual Conference is a key event for the local government sector. The Annual Conference is an opportunity for AlburyCity to be involved in the election of the LGNSW Board and submit draft motions for debate in the LGNSW Annual Conference Business Papers.

It is recommended that AlburyCity maintain the history of submitting motions to the LGNSW Annual Conference as this key platform is crucial for advocating for strategic change. Therefore, it is recommended that Council endorse the six draft motions proposed by Councillors and prepared by Council officers.

Recommendation

That Council endorse the following motions be submitted to LGNSW for consideration for inclusion in the 2022 LGNSW Annual Conference Business Paper:

1. That LGNSW advocate to the NSW Government to develop a holistic Inland Water Safety Strategy for NSW that includes specific reference to cohorts of the community who are at higher risk of drowning.

2. That LGNSW calls on the NSW Government to enact legislation that gives Councils more power to regulate and control cats in their LGA’s.

3. That LGNSW advocates that the NSW Government develop strategies to reduce and ultimately eliminate the provision of reticulated natural gas supply to new residential developments in NSW.

4. That LGNSW advocates to the NSW Government to amend TCorp investment policy requirements to enable Councils to support local banking institutions and reinvestment in local communities.

5. That LGNSW calls on the NSW Government to improve the capacity and quality of health services and infrastructure in regional NSW to meet growing community demand.

6. That LGNSW calls on the NSW Government to fast-track changes to policy and legislation that prohibits the use of e-scooters as a means of active transport on our pathways, streets and roads.

Attachments:

1. LGNSW 2022 Annual Conference Motion Submission Guide (DOC22/165970)

LOCAL GOVERNMENT NSW

LGNSW 2022 Annual Conference Motion Submission Guide

LOCAL GOVERNMENT NSW
GPO BOX 7003 SYDNEY NSW 2001
L8, 28 MARGARET ST SYDNEY NSW 2000
T 02 9242 4000 F 02 9242 4111
LGNSW.ORG.AU LGNSW@LGNSW.ORG.AU
ABN 49 853 913 882

Contents

1. Introduction 3
2. Deadlines 3
3. Criteria for motion submission 3
4. How to write a motion 3
5. Demonstrating evidence of council support for motion 4
6. How to submit a motion 4
7. How LGNSW manages incoming motions 4
8. What happens to motions at the LGNSW Annual Conference 5
9. Post-conference: Updates to the LGNSW Policy Platform 5
10. Post-conference: Determining LGNSW Advocacy Priorities 5
11. Further information 6

Frequently Asked Questions 7

Attachment A – Step by Step guide to lodge a motion 8

Motions Submission Guide

1. Introduction

Each year, member councils across NSW submit a range of motions to the Annual Conference conducted by Local Government NSW (LGNSW). These motions relate to strategic local government issues which affect members state-wide and introduce new or emerging policy issues and actions. They are debated and resolved by Conference delegates, with successful resolutions guiding LGNSW's advocacy priorities for the year ahead.

All LGNSW member councils are invited to submit motions to the Annual Conference, with the following Guide outlining the motion development and submission process.

2. Deadlines

Members are encouraged to submit motions online as early as possible to allow assessment of the motions and distribution of the Business Paper before the Conference. Under LGNSW Rules, the latest date motions can be accepted for inclusion in the Business Paper is **12 midnight (AEDT) on Monday 25 September 2022** (28 days prior to Conference).

3. Criteria for motion submission

The LGNSW Board has resolved that motions will be included in the Business Paper for the Conference only where they:

1. are consistent with the objects of LGNSW (see Rule 4 of the Association's rules),
2. relate to or concern local government as a sector in NSW and/or across Australia,
3. seek to establish or change policy positions of LGNSW and/or improve governance of the Association (noting that the LGNSW Board is responsible for decisions around resourcing any campaigns or operational activities, and any necessary resource allocations will be subject to the LGNSW budgetary process),
4. have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws),
5. are clearly worded and unambiguous in nature, and
6. do not express preference for one or several members over one or several other members.

Before submitting motions for this year's Annual Conference, council members are encouraged to review Action Reports (on the member only pages of the LGNSW website) from previous Conferences and the LGNSW Policy Platform to ensure the proposed motion wording reflects any recent developments and does not duplicate existing policy positions.

4. How to write a motion

Motions adopted at Conferences inform LGNSW's advocacy actions on behalf of the local government sector. LGNSW includes the exact wording of motions when writing to ministers, departments and agencies post-conference, so it is important that the wording of motions clearly outlines your council's policy intent or objective.

The format of motions, as much as possible, should call on a specific body (e.g. LGNSW, state government, federal government, a specific department or minister) and have a specific outcome that the motion is aiming to achieve. The wording should be unambiguous.

Examples of clearly-worded Annual Conference motions:

Local government representation on National Cabinet
That Local Government NSW lobbies the Australian Government for permanent local government representation on the National Cabinet.

Natural Disaster Funding, Day Labour
That LGNSW requests the Australian and NSW governments reinstate the claimable expense for the use of council staff during their normal working hours to attend to natural disaster relief and recovery funded works and reverse the present policy that effectively requires the mandatory use of contractors for recovery works.

Companion Animal Act matters
That LGNSW advocates that the NSW Government takes the following steps to improve the management of companion animals:

- establish an integrated on-line statewide registration process as an improved service to companion animal owners;
- resolve difficulties with the *Companion Animals Act 1998* definition of an "Authorised Officer", by using the definition contained in the *Impounding Act 1993* as the definition in both Acts, allowing councils choice in the business model for its area; and
- review the dismissal of charges under section 10 of the *Crimes (Sentencing Procedure) Act 1999* in relation to offences under the *Companion Animals Act 1998*.

For more examples see Business Papers from past Conferences on the LGNSW website.

5. Demonstrating evidence of council support for motion

The member submitting the motion must provide accompanying evidence of support for the motion. Such evidence takes the form of an attachment note or extract from the minutes of the council meeting, at which the member council resolved to submit the motion for consideration by the Conference. In the absence of a council meeting, the evidence should be a letter signed by both the Mayor and General Manager.

6. How to submit a motion

LGNSW members are invited to submit motions through an online portal from **4 July 2022**.

Attachment A provides detailed instructions on how to submit motions via the online portal.

7. How LGNSW manages incoming motions

The LGNSW Board has established a committee and delegated the function of managing incoming motions for the Conference to this committee. The Chief Executive will refer motions to the committee and the committee will assess whether the motion meets or doesn't meet the criteria, or if it is unclear whether it meets the criteria. This assessment forms the final decision on which motions are included in the Conference Business Paper.

Prior to the committee making a final decision, LGNSW may contact the council that submitted the motion to seek clarity on its intent or wording.

Incoming motions which seek to change any long-held Fundamental Principles (Part A of the Policy Platform), will be highlighted in the Business Paper for members' information at time of voting.

Motions which are consistent with existing LGNSW positions or current LGNSW actions, or that are operational and can be actioned without a Conference resolution, may still be printed in the Business Paper but will not be debated at the Conference.

8. What happens to motions at the LGNSW Annual Conference

Standing orders are outlined at the front of the Business Paper and adopted at the commencement of each Conference. They outline the manner in which the Conference deals with motions. The standing orders adopted at the Special Conference can be found on our website.

During debate on motions at Conference, the standing orders generally permit councillor delegates to speak in support of or against each motion. Following a vote on a motion, the motion is either carried and becomes a resolution of the Conference, or it is defeated.

9. Post-conference: Updates to the LGNSW Policy Platform

LGNSW's Policy Platform consolidates the voices of councils across NSW, reflecting the collective positions of local government on issues of importance to the sector. Importantly, the Policy Platform guides LGNSW in its advocacy on behalf of the local government sector.

The Policy Platform consists of two parts: LGNSW's Fundamental Principles, and the more targeted Position Statements.

- **Fundamental Principles** are the enduring and overarching principles that direct LGNSW's response to broad matters of importance to the local government sector. These Fundamental Principles are endorsed (or amended) by LGNSW members at Annual Conferences.

- **Position Statements** contain LGNSW's more detailed positions on specific issues and guide LGNSW's work on, and response to, policy issues of the day. Position Statements are subordinate to LGNSW's Fundamental Principles but are more agile and are targeted at specific policy issues as they arise.

Changing Fundamental Principles
Where a motion conflicts or may conflict with a Fundamental Principle, this will be clearly highlighted for delegates in the Conference Business Paper. If the motion is adopted as a resolution at Conference, then the relevant Fundamental Principle will be changed.

It is expected that changes to the Fundamental Principles will be uncommon, given their broad focus and general acceptance among the local government sector.

Changing Position Statements
Following each Conference, LGNSW will review resolutions of that Conference to determine whether the intent of each resolution is adequately covered by existing Position Statements. Where the Position Statements do not adequately include the intent of a resolution, LGNSW will update an existing Position Statement or draft a new Position Statement, to be endorsed by the LGNSW Board as part of the LGNSW Policy Platform.

LGNSW members will be informed of updates to the LGNSW Policy Platform.

10. Post-conference: Determining LGNSW Advocacy Priorities

Following the LGNSW Annual Conference, LGNSW will review the resolutions and identify key areas of focus to guide LGNSW's advocacy for the coming year. These areas of focus are also informed by member feedback, the LGNSW strategic plan, position statements, emerging issues, and Board input.

LGNSW's Advocacy Priorities for the following year are then submitted for endorsement by the LGNSW Board, and communication to members via email.

As LGNSW undertakes advocacy actions on each of the Conference resolutions throughout the year, these actions and their outcomes will be published in LGNSW's Action Report. (Past Action reports are available on the member only pages of the LGNSW website).

11. Further information

For further information on the motion submission process, please contact Elle Brunsdon, Policy Officer at elle.brunsdon@lgnsw.org.au.

Frequently Asked Questions

How do I know if my proposed motion is consistent with existing LGNSW policy positions?

The subject matter expert within council is best placed to identify this (for example, if the motion relates to a planning matter, this question should be answered by the Planning Manager). Subject matter experts are encouraged to review LGNSW's Policy Platform to gain an understanding of LGNSW's position on a particular matter to help identify whether your proposed motion is consistent.

What is the deadline for submitting motions?

Members are encouraged to submit motions online as soon as possible to allow assessment of the motions and distribution of the Business Paper before the Conference. However, in line with the LGNSW Rules, the latest date motions can be accepted for inclusion in the Conference Business Paper is **12 midnight AEST on Sunday 25 September 2022** (28 days prior to Conference).

LGNSW can receive more than 300 motions for an Annual Conference. Submitting motions as early as possible helps LGNSW to manage the large volume of motions received within a short period of time and allows LGNSW to seek clarification on any motions if required.

However, the LGNSW Rules allow councils to submit motions with less than 28 days' notice and the LGNSW Board may allow these to be considered at Conference as a **late item** (but not included in the Business Paper).

I'm unsure which motion category or sub-category I should select in the online portal

If you are unsure, just select the category you think best fits. LGNSW can re-categorise the motion if necessary.

Who should be the council contact for motions?

We recommend the council contact is someone who is available during the months that motions are open, and able to respond promptly to communications between your council and LGNSW. Some councils have identified the General Manager and others have identified the Governance Officer – it is a decision for each council.

How can I amend my council's motion that I've already submitted?

Once a motion has been submitted it cannot be edited without contacting LGNSW so please review the content carefully before submission. If you need to edit a submitted motion, please contact Elle Brunsdon, Policy Officer at elle.brunsdon@lgnsw.org.au. You may need to provide evidence of support for the change (see section 5).

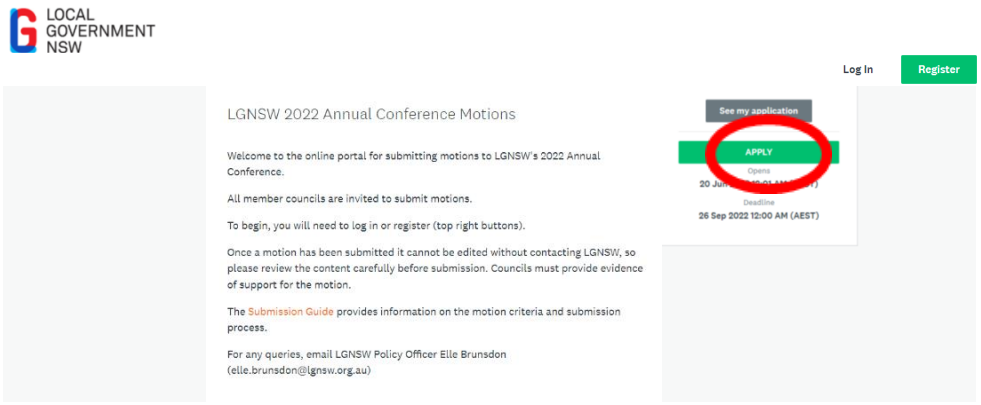
Attachment A – Step by Step guide to lodge a motion

This section provides step-by-step instructions to assist council staff in lodging a motion via Survey Monkey Apply.

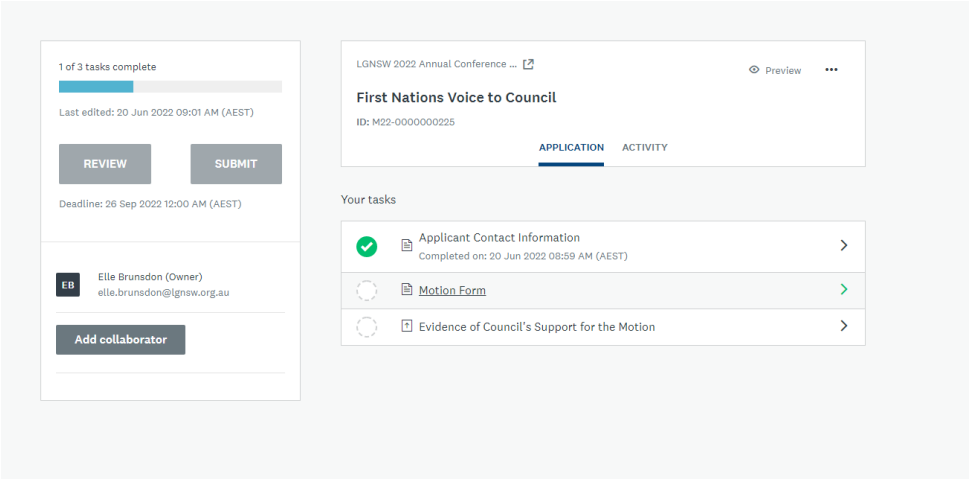
- Member councils are invited to submit motions for the LGNSW Annual Conference via Survey Monkey Apply.
- Under LGNSW Rules, the latest date motions can be accepted for inclusion in the Business Paper is **12 midnight (AEDT) on Monday 25 September 2022** (28 days prior to Conference).
- Once a motion has been submitted it cannot be edited without contacting LGNSW, so please review the content carefully before submission.

For further assistance contact Elle Brunsdon, Policy Officer at elle.brunsdon@lgnsw.org.au.

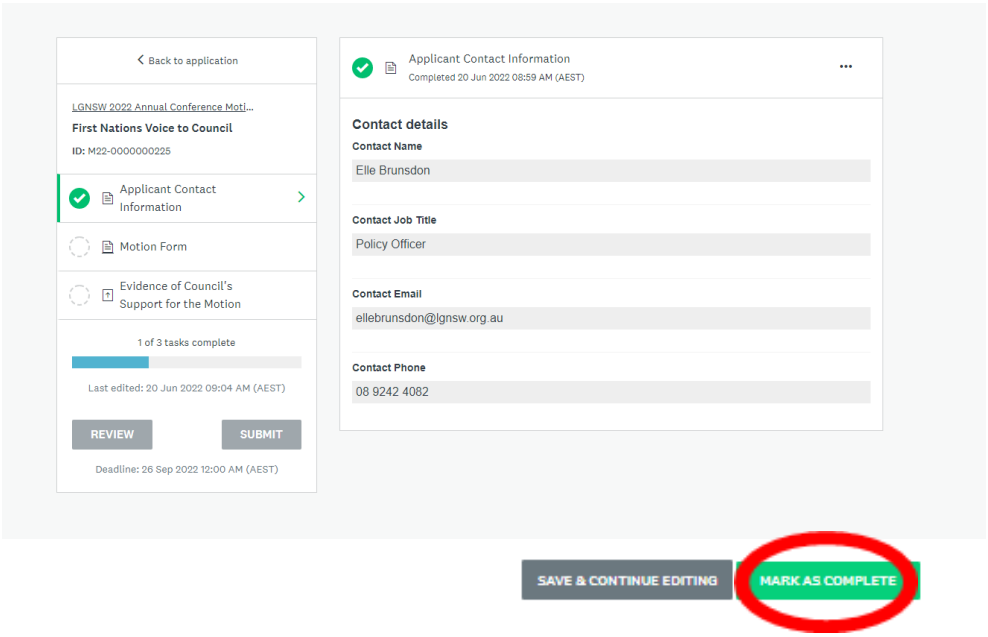
Step 1: Log into LGNSW's online portal and click **APPLY**.
Note: you will need to register for Survey Monkey Apply if you are logging in for the first time.



Step 2: Add your motion title (a few words). You will then be taken to the landing page which will show three tasks to complete.



Step 3: Click on 'Applicant Contact Information' to add the contact information. This could be the relevant officer within council or someone who can respond to questions promptly. Click **MARK AS COMPLETE** once finished.



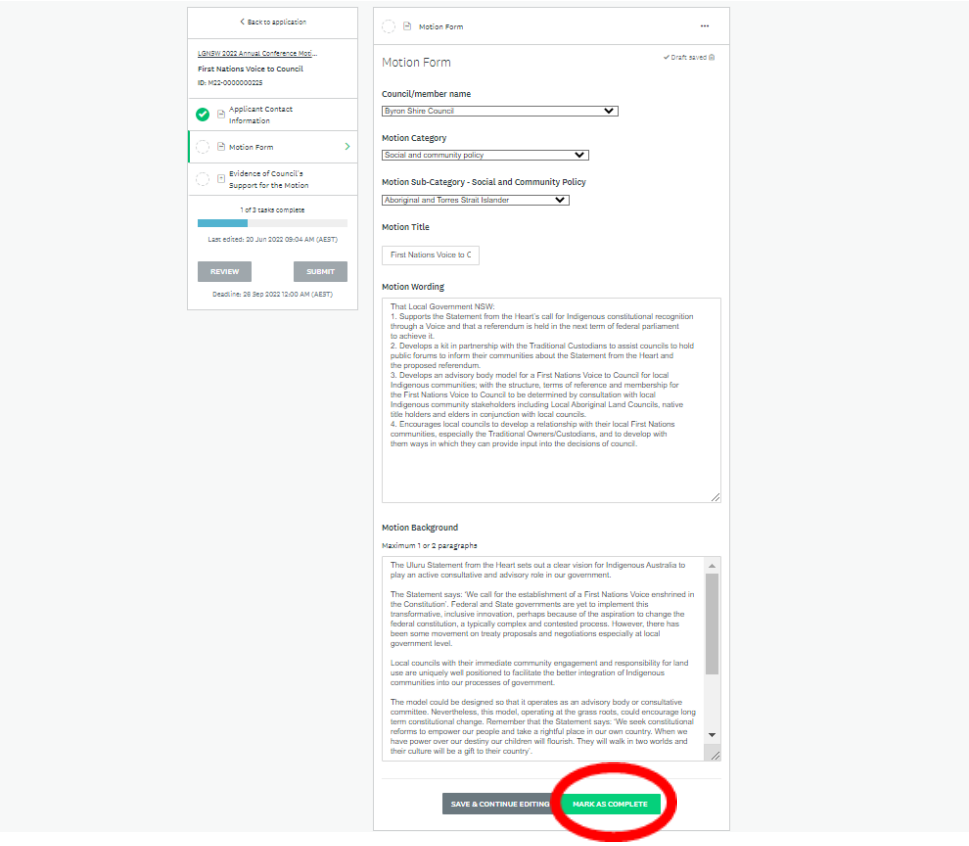
Step 4: Click 'Motion Form' to add the motion details.

Motion category and sub-category assists with assigning motions to the relevant policy staff and grouping related motions in the Conference Business Paper.

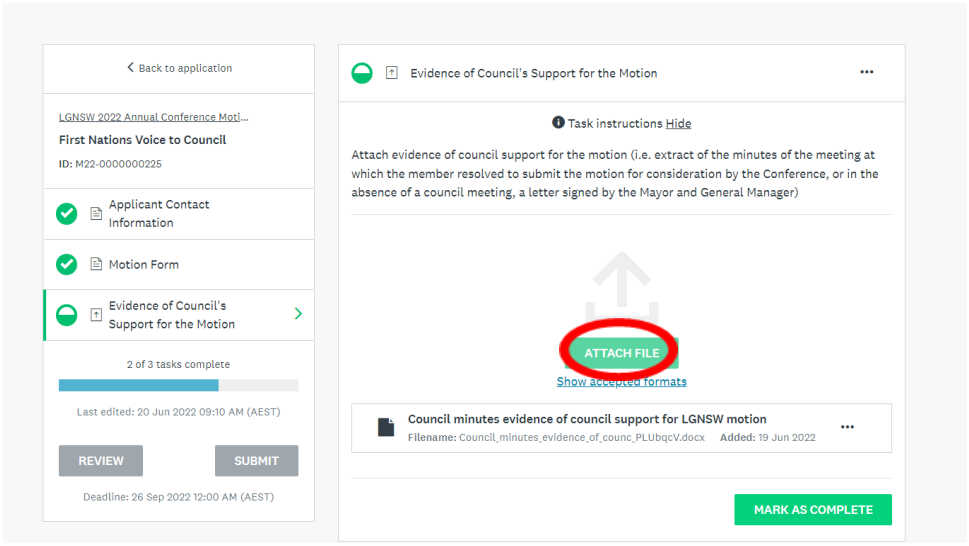
Motion wording should include a sentence or two which includes the call to action.

Background note should provide a paragraph or two to explain the context and importance of the issue to the local government sector.

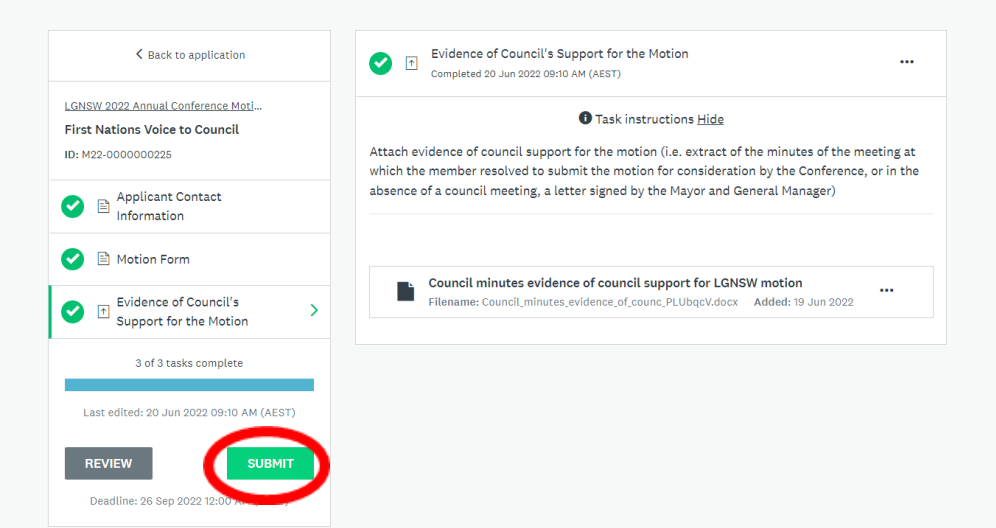
Click **MARK AS COMPLETE** once finished.



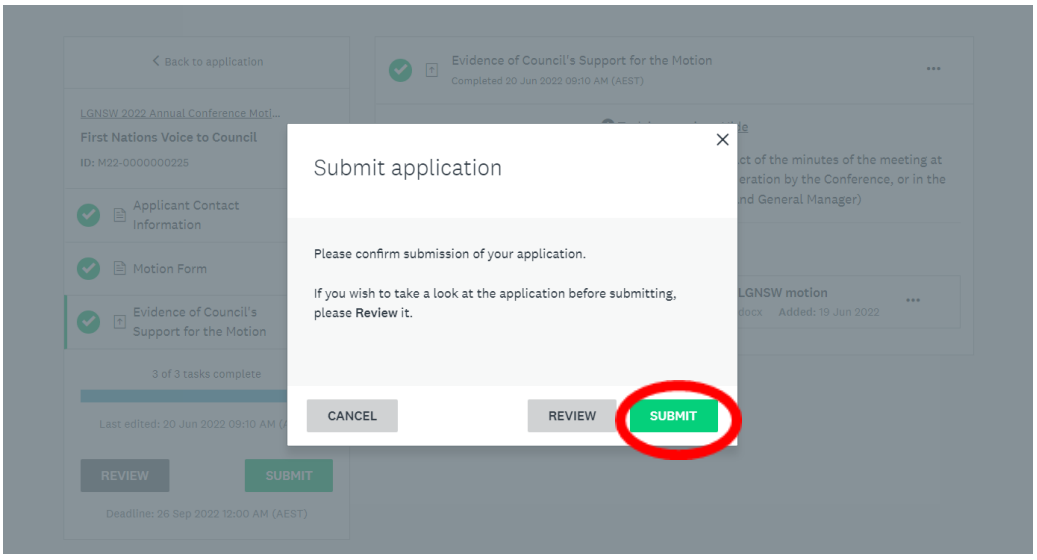
Step 5: Click 'Evidence of Council's Support for the Motion' and attach the relevant file. This could be an extract of council meeting minutes. Click **MARK AS COMPLETE** once finished.



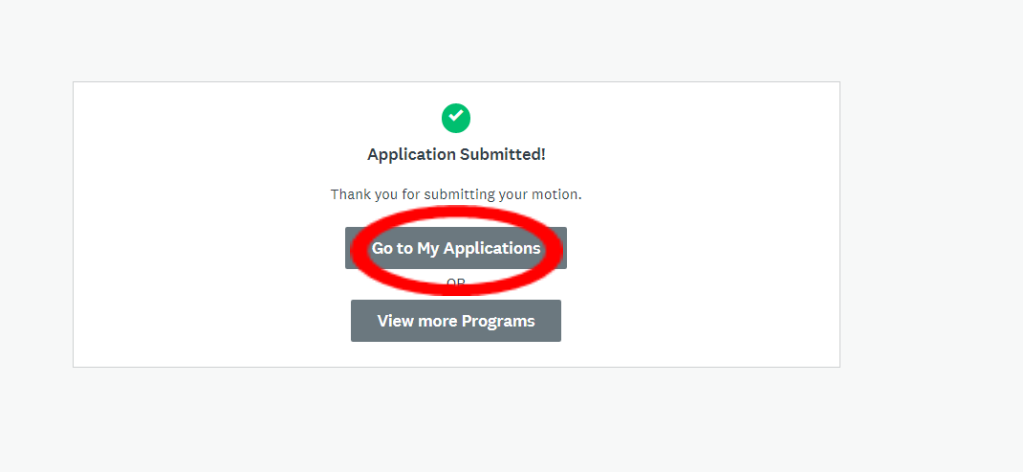
Step 6: Once you have completed all tasks (a green tick is displayed next to each task), click **SUBMIT**.



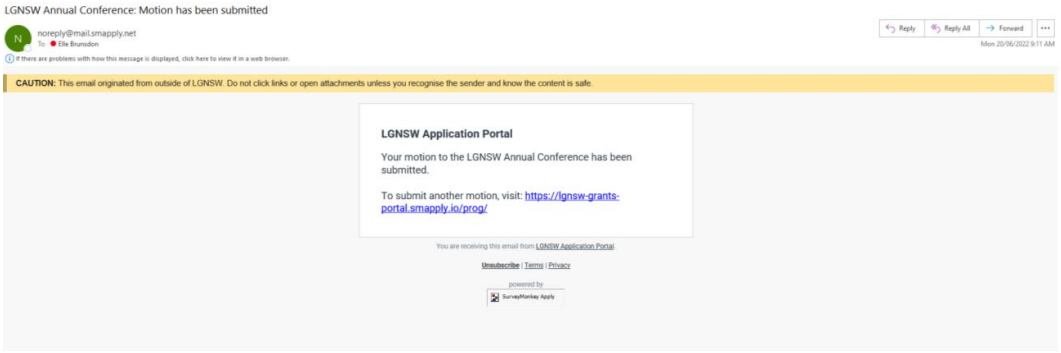
Step 7: You will be asked to confirm submission of the motion. There is an option to review the motion before submitting. When you are ready, click **SUBMIT**.



Step 8: If you are submitting multiple motions, click ‘Go to My Applications’. This will take you to a landing page to submit more motions. It will also show all the motions you have submitted.



Step 9: An automated confirmation email will be sent to the email address listed in the ‘Applicant Contact Information’ section.



CM13.2. Draft AlburyCity Advocacy Strategy

DATE	5 August 2022	**FIL REFERENCE**	FIL22/01408
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Tracey Squire – Deputy CEO Kate de Hennin Service Leader – Engagement	**PHONE**	6023 8131
AUTHOR	Kate de Hennin		

Purpose of Report

To present the draft AlburyCity Advocacy Strategy for consideration for endorsement for public exhibition for 28 days and adoption, if no submissions are received.

Background

Advocacy is a process to listen to, represent, promote and advance the interests of the community and key stakeholders to influence public policy and the allocation of resources towards a more liveable local community. An Advocacy Strategy will assist in the delivery of services and infrastructure to benefit our community and seek partnering opportunities with other levels of government to meet current and future needs.

In 2019 an advocacy paper was jointly developed within the parameters of the Two Cities One Community Strategy and Partnership Agreement for the Albury Wodonga Regional Deal.

While AlburyCity regularly prepares advocacy papers on particular issues or opportunities, and is consistently and highly active in the advocacy space more broadly, we have not historically developed or adopted a documented Advocacy Strategy.

Advocacy is more effective when it demonstrates a unified voice through partnerships. Our advocacy effort is focused on engaging with other levels of government and key organisations in our community to gain support for Council and community priorities.

The importance of developing an AlburyCity Advocacy Strategy has been discussed with Councillors and Senior Leaders. Facilitated workshops assisted in the development of our advocacy focus, drawing on new ideas, community needs, the adopted Four-Year Delivery Program and other plans and strategies. A draft AlburyCity Advocacy Strategy has been developed through information gained from these consultative workshops.

Issues

In developing our advocacy focus, discussions were held with the Councillor group during the Council Induction Program (January 2022) and workshops were held with Executive Leaders, Senior Leaders and AlburyCity Councillors.

The following focus areas were drawn from the feedback:

- Health and Mental Health Services – all ages, hospital infrastructure, precinct planning, issues identified in Albury Wodonga Regional Deal (AWRD) consultation
- Housing – crisis/public/social/affordability
- Community Safety – domestic violence/crime
- Climate Emergency/Climate Action – policy, incentives, partnerships
- Integrated Transport – public transport, State roads (Riverina Hwy Corridor/Hume Hwy), faster rail, active transport
- Raising profile of Albury – nationally significant regional city, major events
- Albury Wodonga Regional Deal – execution and/or implementation of priorities
- Four-Year Delivery Program priority projects – major projects requiring additional investment or reducing requirement for Council investment
- Regional Connectivity & Innovation – mobile and data networks, partnership opportunities
- Supporting business and industry – Cross-border harmonisation (incorporated in AWRD priorities), skills and labour shortages, utility infrastructure (electricity, gas)
- Managing Growth – public schools, Defence land, shared education/community/recreational facilities, infrastructure, strategic plan outcomes
- Financial sustainability – Financial Assistance Grants, Rate peg, access to capital grants, cost shifting, policy & legislative change

Our Draft AlburyCity Advocacy Strategy is aligned with Towards Albury 2050 and the Two Cities One Community Strategic Plans, and seeks to include the advocacy priorities for Local Government NSW (LGNSW), where they align:

Current advocacy priorities for LGNSW include:

1. Enable financial sustainability
2. Protect and invest in local, social and community infrastructure
3. Support local government in community and economic recovery
4. Improve resilience to natural disasters
5. Address the housing availability and affordability crisis
6. Improve rural and regional health services
7. Address skills and labour shortages
8. Invest in better waste, recycling and circular economy solutions.

A tiered approach Advocacy Model has been used to provide some structure to our advocacy focus.

- **Tier One** – Planned and Proactive Approach. Tier 1 projects will have the highest level of focus by AlburyCity and are driven through a proactive and planned approach. The types of projects in a Tier 1 category can bring cross-border and regional benefits and are a major community issue of strategic significance.
- **Tier Two** – Opportunistic Approach. Tier 2 projects are considered as opportunities are presented and may be more ad hoc in nature. The resources and focus from AlburyCity are not as high as the Tier 1 projects but do have the potential to bring multiple benefits to residents of Albury.
- **Tier Three** – Responsive Approach. Tier 3 projects are large in number and may be advocated by many stakeholders. The projects will have an individual and local resident impact. These

may be service or community infrastructure that improves access to services or placemaking projects that improve community social and physical connections.

Risk

- **Business Risk** – An AlburyCity Advocacy Strategy aims to increase investment from State and Federal government and will represent community needs, opportunities and concerns. It will leverage our resources, minimise risks and maximise opportunities for our community.
- **Corporate Risk** – There is a risk to corporate reputation and public image if AlburyCity is not seen to be representing the needs of our community for the betterment of Albury. Needs are driven by both the Two Cities One Community Strategic Plan and Towards Albury 2050.
- **WHS and Public Risk** – Nil identified
- **Environmental Risk** – Nil identified
- **Delivery Program Risk** – The activation of an AlburyCity Advocacy Strategy, and associated advocacy focus areas, may impact the Four-Year Delivery Program through a change of priority of major projects. This could arise if advocacy is successful and results in grant funding being secured earlier than anticipated.

Community Engagement

Strong external community engagement was undertaken during the development of Towards Albury 2050, where the community provided their voice to inform Council of current and future needs.

Internal engagement occurred with Councillors, Executive Leaders and Service Leaders to develop the draft AlburyCity Advocacy Strategy. The draft was circulated to Councillors for comment with no changes suggested.

The draft is now presented to Council for consideration for endorsement for public exhibition and, in the event no submissions are received, adoption.

Public exhibition of the draft AlburyCity Advocacy Strategy will be promoted via the AlburyCity website and Border Mail advertisement.

We will regularly communicate the outcomes of our advocacy efforts to our community and other stakeholders through an advocacy page on the AlburyCity website.

Options

1.

a. Council endorse the draft AlburyCity Advocacy Strategy for public exhibition for 28 days, and

b. If no submissions are received, Council adopts the draft AlburyCity Advocacy Strategy. **Recommended.**

This is recommended to demonstrate AlburyCity's commitment to representing community needs and maximising opportunities for Albury, and to clearly communicate areas of focus. Or,

2. Council seek amendment to the draft AlburyCity Advocacy Strategy. **Not Recommended.**

   The draft Strategy has been developed with significant input from Councillors and senior leaders and to align with and support the achievement of Towards Albury 2050 and the Two Cities One Community Strategic Plan and other Council plans and strategies. Or,

3. Do not endorse the draft AlburyCity Advocacy Strategy for Public Exhibition. **Not Recommended**.

   Not having an Advocacy Strategy fails to demonstrate AlburyCity's willingness and future planning to leverage our resources, seek partnerships and maximise opportunities for our community.

Conclusion

An Advocacy Strategy aligned to Towards Albury 2050 and other Council plans and strategies, will assist AlburyCity in the delivery of services and infrastructure to benefit our community and seek partnering opportunities with other levels of government to meet current and future needs.

The importance of developing an AlburyCity Advocacy Strategy has been discussed with Councillors and Senior Leaders. Facilitated workshops assisted in the development of our advocacy focus, drawing on new ideas, community needs, the adopted Four-Year Delivery Program and other adopted plans and strategies. The draft AlburyCity Advocacy Strategy has been developed through information gained from these consultative workshops.

Advocacy is more effective when it demonstrates a unified voice through partnerships and our effort is focused on engaging with other levels of government and key organisations in our community to gain support for Council and community priorities.

Recommendation

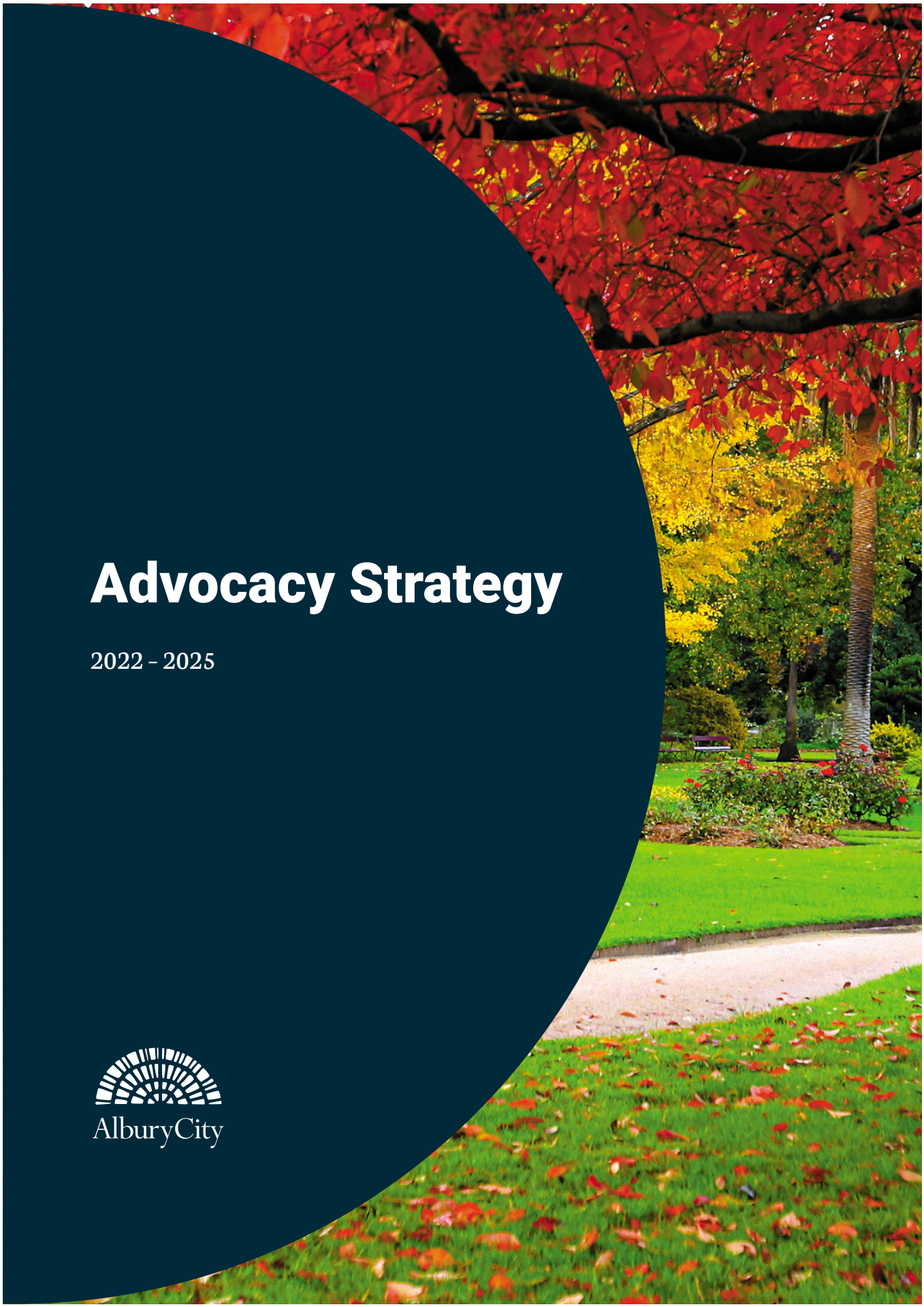
That Council:

a. Endorse the draft AlburyCity Advocacy Strategy for public exhibition for 28 days; and

b. Adopt the AlburyCity Advocacy Strategy if no submissions are received during the public exhibition period.

Attachments

1. Draft AlburyCity Advocacy Strategy (DOC22/164697)
2. Draft AlburyCity Advocacy Focus (DOC22/164696)

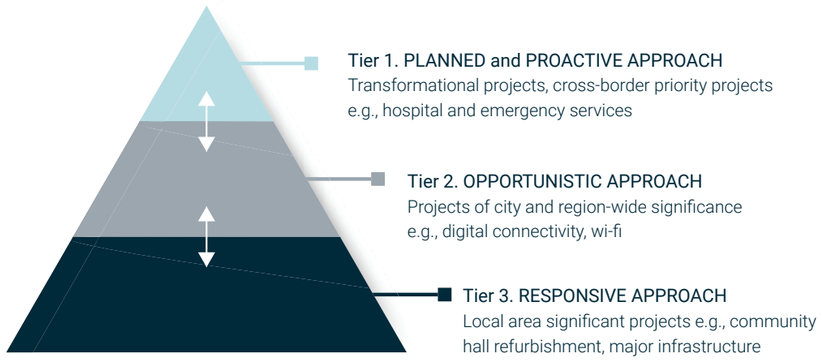


Advocacy Strategy

2022 - 2025

AlburyCity

Our Advocacy Focus



Tier 1. PLANNED and PROACTIVE APPROACH
Transformational projects, cross-border priority projects
e.g., hospital and emergency services

Tier 2. OPPORTUNISTIC APPROACH
Projects of city and region-wide significance
e.g., digital connectivity, wi-fi

Tier 3. RESPONSIVE APPROACH
Local area significant projects e.g., community hall refurbishment, major infrastructure

The identification and location of advocacy initiatives may move between the three tiers and will be influenced by changes in the political environment, a shift in community needs and/or major events including natural disasters or pandemics.

HEALTH AND MENTAL HEALTH SERVICES	
1	Health and mental health services
2	Health precinct planning
3	Supporting health infrastructure & services

HOUSING – PUBLIC, SOCIAL, CRISIS AND AFFORDABILITY	
1	Improving access to housing
3	Crisis housing

CLIMATE EMERGENCY/CLIMATE ACTION	
1	Albury Waste Recovery Centre
3	Achieving net zero
3	Government policy/legislation

TWO CITIES ONE COMMUNITY	
1	Albury Wodonga Regional Deal
3	Major infrastructure projects
2	Major events

CITY FUTURE & LIVEABILITY	
1	Raise profile of Albury
2	Public education facilities – Thurgoona/Wirlinga
2	Justice and government services precinct
1	Wirlinga defence landholdings
2	Utilisation of State Government owned land
2	Four-year Delivery Program
1	Utility services

SUPPORTING BUSINESS AND INDUSTRY	
1	Skills and labour shortages
3	Thurgoona Wirlinga Structure Plan

FINANCIAL SUSTAINABILITY	
1	Government policy and legislation
2	Investing locally

INTEGRATED TRANSPORT	
1	Public transport
1	High speed rail
2	Riverina Highway Corridor Strategy
2	Hume Freeway presentation



AlburyCity acknowledges the Wiradjuri people as the traditional custodians of the land in which we live and work and we pay our respects to Elders past, present and future for they hold the memories, culture, tradition and hopes of Aboriginal and Torres Strait Islander people that contribute to our community

Contents

From Our Mayor and Councillors 6

What is Advocacy? 7

The Purpose of this Strategy 7

The Albury Context. Who are we? 8

About Our Council 8

Our Advocacy Principles 9

Strategic Alignment and Regional Forums 10

- Two Cities One Community 10
- Regional Forums 11

The Advocacy Model – A Tiered Approach 12

How will we advocate? 13

Our Advocacy Focus 14

Measuring our performance 25

Communicating outcomes 26

DRAFT

From Our Mayor and Councillors

One of our key roles is to listen to and represent the needs and desires of our community and advocate on your behalf for the things that make Albury such a special place to live, work, play, visit and invest.

You've told us, in Towards Albury 2050, that you have a clear vision for the future and that we will only achieve this vision by working together, leading change, building strong partnerships and engaging with a broad range of stakeholders.

This Advocacy Strategy outlines how we will listen to, represent, promote and advance your interests by focusing our efforts on the things that are important to you.

The Two Cities One Community collaboration is already delivering great outcomes for our region. This Advocacy Strategy builds on this work and also highlights other areas we will focus on to advance our border community including our city's future and liveability, the housing crisis and affordability, health and mental health services, actions to address our changing climate, supporting business and industry, our financial sustainability and integrated transport.

By advocating on your behalf we look forward to delivering great outcomes as we strive Towards Albury 2050.

What is Advocacy?

Advocacy is a process to listen to, represent, promote, and advance the interests of the community and key stakeholders to influence public policy and the allocation of resources towards a more liveable local community.

AlburyCity will advocate to achieve our community's vision for Albury 'to be a nationally significant regional city that is vibrant, diverse, innovative and connected, and inspired by its culture, environment and location on the Murray River'. We will continue to nurture and grow our community by advocating to government to receive support on priority projects and community needs.

Advocacy on behalf of our community plays a key role in the achievement of ambitions and aspirations identified in Albury 2050. It provides a framework for how, when and why we should advocate to provide clarity on our focus to ensure it delivers the desired outcome.

The Purpose of this Strategy

We believe the best advocacy initiatives result from partnerships, are supported by evidence, and strengthened through engagement and consultation. We will Identify priority areas of focus - matters that require action to influence and gain commitment and support from others.

Our advocacy will:

- Support achievement of Towards Albury 2050 community aspirations
- Build on links within our community and our strong relationships with key stakeholders and other levels of government
- Represent community needs, opportunities and concerns to key service providers and decision makers
- Increase investment from State and Federal government for the benefit of Albury and the region
- Leverage our resources, minimize risks and maximise opportunities for our community

DRAFT

The Albury Context. Who are we?

We are a modern, vibrant city on the northern banks of the Murray River in the Murray Riverina region of south-eastern New South Wales. Located around 300 kilometres north-east of Melbourne and 570 kilometres south-west of Sydney, Albury covers 306 square kilometres and in 2021 had a population of 56,093.

Our economy is diverse and resilient. It is the major manufacturing, retail, health, commercial, administrative, and cultural centre for the region. The most recent figures available show the Gross Regional Product (GRP) is valued at just over $4.0 billion. There continues to be a high level of business confidence with major construction projects underway and many in the planning process. There are approximately 4,706 businesses in Albury and 26, 988 people in employment. Albury's working age population (15-64 years) accounts for 61.5% of the population and the most populated age bracket is 25-34 years.

The Albury region has a unique multicultural heritage. Traditionally the home of the Wiradjuri people who in 2021 accounted for 3.8% of Albury's population, the region became home to German, Dutch, Italian, Greek and Polish migrant communities after World War II. More recently, Vietnamese, Philippine, Laotian, Albanian, Bhutanese and Bosnian residents have contributed to the city's vital, cosmopolitan feel.

About Our Council

AlburyCity administers a local government area that covers East Albury, Ettamogah, Glenroy, Hamilton Valley, Lake Hume Village, Lavington, North Albury, South Albury, Splitters Creek, Springdale Heights, Tabletop, Thurgoona, West Albury & Wirlinga.

AlburyCity is bounded by Greater Hume Shire in the north, north-east and west, and across the border in Victoria by the City of Wodonga and Towong Shire in the south and east. We have nine councillors including the Mayor.

Our Advocacy Principles

1. We will represent our community and seek broad community support
2. We will keep our community informed
3. We will have clarity of purpose through identifying clear community needs
4. We will be flexible and adapt to a changing landscape
5. We will use evidence to support our advocacy arguments
6. We will create and foster relationships and partnerships



Strategic Alignment and Regional Forums

Advocacy is more effective when it demonstrates a unified voice through partnerships. Our advocacy effort is focused on engaging with other levels of government and key organisations in our community to gain support for Council and community priorities.

Our Advocacy Strategy is aligned with Towards Albury 2050 and the Two Cities One Community Strategic Plan and Partnership Agreement. Through this alignment, we have a high level of awareness of Albury Wodonga priorities.

Two Cities One Community

Albury Wodonga is the 20th largest city in Australia and one of the nation's largest single regional inland communities.

As a major regional centre, Albury Wodonga has immediate capacity for growth, where congestion is not a factor, commute times are short, productivity is high, and the lifestyle offer is outstanding. Albury Wodonga offers a real alternative to the major capital cities and can be positioned to advocate and leverage off the opportunities this brings, as well as continuing to improve the lifestyles of our existing community.

Albury Wodonga as a combined region has the potential to identify a point of difference in its future plans and profile. We have the opportunity to play a role in the international arena – and take with it accessible options to our community for growth, investment and visitation.

The Two Cities One Community partnership will allow us to consider how programs being delivered in the two cities can be pooled and consolidated to enable greater community impact. The combined knowledge of our community and business aspirations ensures a strong combined advocacy opportunity. This collaborative approach will ensure the two councils are well positioned to take advantage of future government funding opportunities to improve infrastructure and growth.



Regional Forums

AlburyCity also advocates through representation on a number of regional forums:

- Charles Sturt University Murray Hume regional Consultative Committee
- Clubs NSW
- Country Mayors Association
- Essential Energy Street Lighting Consultative Committee
- Hume Zone Bush Fire Management Committee
- Hume Zone Liaison Committee
- Local Emergency Management Committees
- Murray Arts Board
- Murray Darling Association Incorporated
- Murray Darling Basin Authority Advisory Group on Hume to Yarrawonga Management
- Murray Region Tourism
- Parklands Albury Wodonga
- Public Library NSW Association (Southwest Zone)
- Regional Cities NSW
- Regional Capitals Australia
- Riverina and Murray Joint Organisation
- Riverina Regional Cities Group
- Southern Border Recovery Committee
- Southern Regional Planning Panel Representation

Local Government New South Wales (LGNSW) is the voice of local government in NSW, representing councils and related entities as the peak body for the sector.

Current advocacy priorities for LGNSW include:

1. Enable financial sustainability
2. Protect and invest in local, social and community infrastructure
3. Support local government in community and economic recovery
4. Improve resilience to natural disasters
5. Address the housing availability and affordability crisis
6. Improve rural and regional health services
7. Address skills and labour shortages
8. Invest in better waste, recycling and circular economy solutions.

Where our advocacy focus aligns with the priorities of LGNSW we will leverage their efforts i.e., share copies of submissions and outcomes, provide case study examples etc.

DRAFT

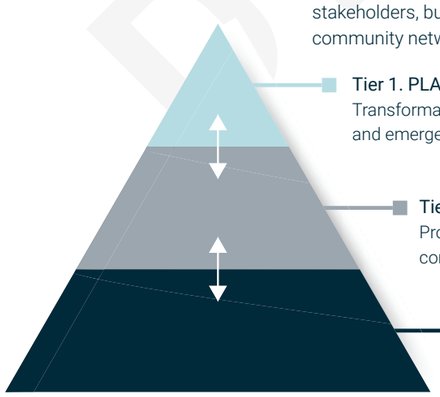
The Advocacy Model – A Tiered Approach

The advocacy model for the approach used by AlburyCity will assist with the prioritisation of projects and guide the level of formal advocacy undertaken.

Tier 1 projects will have the highest level of focus by AlburyCity and are driven through a proactive and planned approach. The types of projects in a Tier 1 category can bring cross-border and regional benefits and are a major community issue of strategic significance. The projects may include transport, job creation, connectivity, health and environmental sustainability. We will make them the focus of our discussions with federal and state ministers and local members of parliament on both sides of the border.

Tier 2 projects are considered as opportunities are presented and may be more ad hoc in nature. The resources and focus from AlburyCity are not as high as the Tier 1 projects but do have the potential to bring multiple benefits to residents of Albury. Other stakeholders may also be required to assist in advocating for the project. These projects will enhance lifestyle, liveability, and may boost visitation and business. They are underpinned by an adopted position of Council. We will draw attention to these initiatives in our discussions with federal and state ministers, local members of parliament, strategic stakeholders, businesses and community networks.

Tier 3 projects are large in number and may be advocated by many stakeholders. The projects will have individual and local resident impact. These may be service or community infrastructure that improve access to services or placemaking projects that improve community social and physical connections. Where appropriate and relevant they will be raised with federal and state ministers, local members of parliament, strategic stakeholders and businesses, government departments, organisations, our community networks and individuals.



Tier 1. PLANNED and PROACTIVE APPROACH
Transformational projects, cross-border priority projects e.g., hospital and emergency services

Tier 2. OPPORTUNISTIC APPROACH
Projects of city and region-wide significance e.g., digital connectivity, wi-fi

Tier 3. RESPONSIVE APPROACH
Local area significant projects e.g., community hall refurbishment, major infrastructure

The identification and location of advocacy initiatives may move between the three tiers and will be influenced by changes in the political environment, a shift in community needs and/or major events including natural disasters or pandemics.

How will we advocate?

- Identifying community needs through community engagement
- Proactive, positive and meaningful discussions with state and federal government elected and department representatives and other key stakeholders
- Developing partnerships with key stakeholders, peak bodies, local and regional organisations
- Undertaking public campaigns and producing collateral to raise awareness of the issues in the community and encouraging their involvement in advocacy efforts
- Adopting Council Policy
- Making submissions to government and parliamentary inquiries to advance the priorities of the Advocacy Strategy
- Identifying and applying for grants to secure funding
- Work together with our government neighbours where interests align



Our Advocacy Focus

In developing our Advocacy Focus, workshops were held with AlburyCity Councillors and Senior Leaders. Focus areas were drawn from the feedback received during the workshops held on 24 March and 9 May 2022 respectively.

HEALTH AND MENTAL HEALTH SERVICES

Towards Albury 2050 – Outcome 3.2 Albury is a welcoming, caring and healthy community with an emphasis on physical, mental and spiritual wellbeing.

Tier	Topic	What we will do:
1	**Health and mental health services** Albury Wodonga provides health services for a growing region. Our existing hospital systems and physical infrastructure is at capacity and there is currently no plan or commitment for future investment. Cross-border health and social services constraints must be resolved to support retention and attraction of people and industry to the region. The regions mental health, alcohol and other drugs (MHA&OD) services have major gaps and a fragmented, disparate provider network leading to poorer outcomes. The cross-border child and family services systems has procedural and legislative barriers that cannot be overcome despite the efforts of providers. Our community needs and deserves an integrated health system that supports the region by delivering the right cross-border services, as close to home as possible, now and in the future.	Call on all State and, where appropriate, Australian Governments to: - Determine the most effective infrastructure and systems required and to commit to delivery improved health services to the Albury Wodonga Region - Provide capital funding for a leading regional hospital model - Lift the effectiveness of health and social services to enable hundreds of millions of dollars of annual existing investment to deliver more services, more efficiently
2	**Health precinct planning** Effective planning of Health Precincts (public & private) is critical to their integration with surrounding residential/ commercial areas and to ensure connectivity to active/ public transport and open spaces.	- Collaboration and/or investment from NSW Department of Planning, NSW Land and Housing Corporation and Albury Wodonga Health to progress Health Precinct Planning in East Albury, focusing on the geographical area surrounding Albury Campus - Engagement with private sector health precinct developers progressing plans in other areas of the city
3	**Supporting health infrastructure & services** A wide range of private and not for profit providers deliver services across the city that complement and support community health and wellbeing. From time to time they may seek support from Government for infrastructure or program funding to enhance services to that improve health outcomes for our community.	Provide general advocacy support to individual proposals by health and health related services providers seeking government funding

HOUSING – PUBLIC, SOCIAL, CRISIS AND AFFORDABILITY

Towards Albury 2050 – Outcome 3.5 Albury is a safe, inclusive and accessible region for our entire community.

Tier	Topic	What we will do:
1	**Improving access to housing** Research by AlburyCity, NSW Land and Housing Corporation and other key stakeholders shows there are shortages in public, social and affordable housing.	- Collaboration and investment to implement recommendations of the Albury Local Housing Strategy - NSW Government and Land and Housing Corporation (LAHC) to deliver on commitments to invest in public housing creation and renewal in Albury, including engagement with the local community throughout the process - Encourage local developers to explore and activate affordable housing developments
3	**Crisis housing** A range of not-for-profit organisations operate crisis housing services across the City providing critical services to vulnerable members of our community.	- Provide advocacy support to local providers seeking State or Federal Government funding to establish additional crisis housing in Albury or its surrounds

CLIMATE EMERGENCY/CLIMATE ACTION

Towards Albury 2050 – Outcome 2.1 Albury is a zero emission and climate resilient city.

Tier	Topic	What we will do:
1	**Albury Waste Recovery Centre** The Albury Waste Management Centre services more than six Local Government Areas in the Albury Wodonga Region. A centre for innovation in resource recovery, the facility requires continued investment to eliminate waste to landfill and achieve our goal of Net Zero emissions (incl. Albury LGA waste) by 2040.	- Seek partnerships with all levels of government and other key stakeholders, including universities and other research institutions, to progress new innovations in resource recovery and to maximise the regional circular economy - Attract capital funding to support the progressive development of the facility as identified in the Four-year Delivery Program
3	**Achieving net zero** AlburyCity has a range of projects incorporated in the Four-year Delivery Program that will assist our organisation in achieving our net zero targets. There are opportunities to fast-track or expand some projects, and those being proposed by others in the community, with government funding and/or other incentives.	- In collaboration with our industry partners, continue to promote the need for grant funding and/or programs that support our community to achieve its net zero targets
3	**Government policy/legislation** Changes to government policy or legislation often have flow on impacts that are not adequately considered in the regional context or could impact on community aspirations identified in Toward Albury 2050 in regards to the environment.	- Monitor proposed changes in government policy and legislation and prepare and lodge formal submissions in the event proposals will have a significant negative impact - Advocate for change where existing policies are limiting progress on local priorities

TWO CITIES ONE COMMUNITY

Towards Albury 2050 – Outcome 4.3 Albury is nationally recognised as a vibrant, innovative, collaborative cross border community.

Tier	Topic	What we will do:
1	**Albury Wodonga Regional Deal** The Albury Wodonga Regional Deal Statement of Intent was executed by Albury and Wodonga Councils, and the NSW, Victorian and Australian Government in July 2020. Since that time significant community and stakeholder engagement was undertaken to identify priority areas of focus, which were subsequently endorsed in-principle by the Joint Ministerial Committee. The Australian Government has announced $80M in funding to support a range of priority projects, complemented by contribution announcements by the Albury and Wodonga Councils. NSW has also announced funding for a range of priority projects identified during the development of the Deal. While drafted, the Agreement is yet to be finalised and signed by all parties.	- Execution of the Albury Wodonga Regional Deal Agreement by all parties - Ensure implementation of priority projects - Collaborate and ensure completion of remaining business cases - Ongoing demonstrated commitment to Agreement intent
3	**Major infrastructure projects** Our 2C1C Partnership and associated strategies, identifies a range of priority infrastructure projects and/or commits us to supporting each other as we create facilities and infrastructure to meet community needs.	- Offer our support to Wodonga Council grant funding applications that deliver on the 2C1C strategic plans objectives
2	**Major events** Our combined Albury Wodonga infrastructure and service offering, together with the expertise of our respective teams and supporting local service providers, ensures we are well placed to attract major events.	- In collaboration with industry and key stakeholders, we will actively bid for major events that drive growth in the visitor economy and provide experiences for our local community, and continue to raise awareness of our offering within government

CITY FUTURE & LIVEABILITY

Towards Albury 2050 – Outcome 1.1 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.

Tier	Topic	What we will do:
1	**Raise profile of Albury** As a nationally significant regional city, Albury Wodonga is the 20th largest in the country. Albury's population is the 10th fastest growing of all NSW Local Government Areas and is forecast to be 15th largest outside of Sydney by 2041. Our political and market profile is imperative to the continued growth and development of the city, and the businesses and industries that call it home.	- NSW Government investment attraction programs feature Albury and it is promoted as a investment destination of choice in regional NSW - NSW and Australian Government engagement on policy and strategy that impacts on the growth, development and liveability of significant regional cities - Monitor NSW Government population forecasting for Albury LGA to ensure it reflects actual growth and evidence-based development forecasts
2	**Public education facilities – Thurgoona/Wirlinga** The primary school in Thurgoona is at capacity and there are currently no structured plans for a future public education facility in Thurgoona. While the private sector is continuing to expand its facilities in the growth corridor, not all families have an appetite or the ability to fund a private education for their children. With a project population of more than 50,000 by 2036, there is strong and existing demand for both primary and secondary public schools in Thurgoona. The NSW State Budget 2022 includes $1.7M in funding to progress planning for the establishment of an additional primary school in Thurgoona.	- NSW Department of Education to activate plans for new primary and secondary schools in Thurgoona - Finalise the Thurgoona Education Precinct Masterplan to ensure consideration of opportunities for utilisation of Charles Sturt University and NSW TAFE landholdings



CITY FUTURE & LIVEABILITY

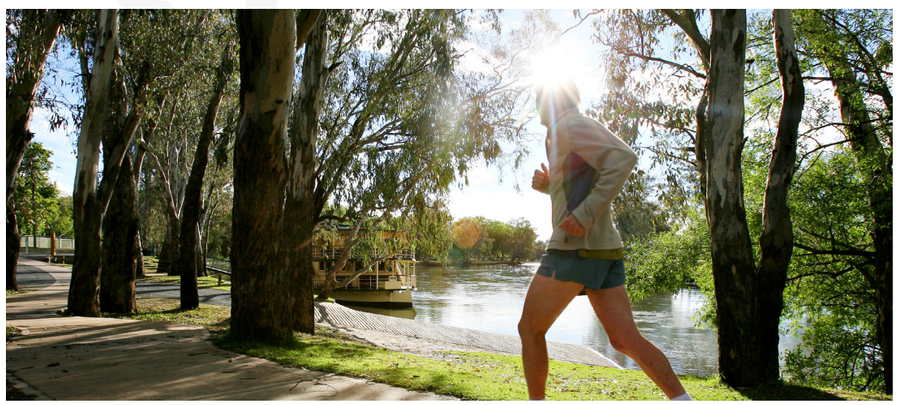
Towards Albury 2050 – Outcome 1.1 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.

Tier	Topic	What we will do:
2	**Justice and government services precinct** In 2021 Council endorsed the Cultural Precinct Masterplan. The master planning process identified the opportunity to repurpose some existing State Government owned assets within the precinct to better activate QEII and its surrounds. We understand that some government assets are not fit for purpose long term. AlburyCity has acquired part of a large vacant land parcel in Young St, a former railway corridor, and is collaborating with the NSW Government to enable its potential release to market for private sector development. Prior to release of the land, there is an opportunity to consider development of a greenfield Justice and Government Services precinct on the site to enable release of other assets that will become redundant in the future.	- Raise awareness within NSW Government of the opportunity - Seek funding to undertake a feasibility study on the concept in collaboration with the NSW Government
1	**Wirlinga defence landholdings** Defence landholdings in Wirlinga are geographically located in the middle of the Thurgoona Wirlinga Growth Corridor, accordingly the use is no longer consistent with surrounding and future land use. The Defence land is restricting effective and orderly planning and development of a suburb of more than 50,000 future residents.	- Australian Government investment in a feasibility study of the remediation and value capture opportunities for the Wirlinga site - NSW Government support for the project and collaboration in undertaking future land use planning for the area
2	**Utilisation of State Government owned land** Crown Lands and other State Authorities have significant landholdings across the city. Some sites are well suited and appropriately zoned for development, either by the Crown or by others. These sites can make a much greater contribution to the social and economic development of the city.	- The NSW Government partners with AlburyCity to identify and prioritise key sites and ensures Crown Lands is adequately resourced to progress the opportunities

CITY FUTURE & LIVEABILITY

Towards Albury 2050 – Outcome 1.1 Albury is a liveable city supporting sustainable population growth through the provision of high-quality infrastructure, industry-leading services and high levels of amenity.

Tier	Topic	What we will do:
2	**Four-year Delivery Program** AlburyCity's Four-year Delivery Program contains a wide range of infrastructure and facility projects related to either redevelopment, creation or renewal. In order to continue to meet the needs of a growing community, we require partnerships to ensure key projects are progressed.	- Develop an annual "Economic Stimulus Projects/Partnership Investment Opportunities" publication to support our advocacy efforts - Ensure awareness within NSW Government of these opportunities to guide formation of future grant programs and/or other mechanisms to support initiatives - Monitor government grant programs and target those aligned with projects identified in adopted plans
1	**Utility services** City growth and expansion is dependent on timely and adequate access to utility services such as gas, electricity and telecommunications. While AlburyCity has control of water and sewer services, other services are delivered by a range of providers. We consistently seek to maintain awareness and understanding of the utility issues facing developers, business and industry that may or have the potential to constrain future growth and expansion.	- Adequate long term planning and infrastructure, including timely augmentation and expansion, to meet the needs of our growing city - Ongoing engagement with Essential Energy regarding network augmentation to service Nexus and the Thurgoona growth corridor



SUPPORTING BUSINESS AND INDUSTRY

Towards Albury 2050 – Outcome 1.4 Albury has a national reputation as a place to do business, supported by a resilient, future-focussed and sustainable economy driving employment and supporting growth across all sectors.

Tier	Topic	What we will do:
1	**Skills and labour shortages** Like many regional and metropolitan cities around the nation, Albury is challenged by skills and labour shortages across a range of sectors. The NSW 2022 State Budget includes $9M for a Regional Concierge Service to attract key workers to the regions, focusing on factors outside work that influence a person's decision to live and work in regional areas.	- NSW Government to develop and/or support programs and initiatives build skills and provider greater access to labour - Leverage our existing programs against those of others to maximise return on investment - Collaborate with other regional/state key stakeholders to identify and implement solutions and/or leverage government funded programs
3	**Thurgoona Wirlinga Structure Plan** The structure plan is developed in consultation with the community and sets a future vision for the growth corridor and land use development. A review of the plan will commence in the next 12 months, guided by further input from the community and specialist knowledge and expertise.	- Assistance to implement the opportunities identified in the existing and updated structure plan - Collaboration and support from NSW Department of Planning to fast-track planning proposals for rezoning or other amendments to the Local Environment Plan where required



FINANCIAL SUSTAINABILITY

Towards Albury 2050

Outcome 4.3 Albury is nationally recognised as a vibrant, innovative, collaborative cross border community

Outcome 4.4 Albury continues to have strong community leadership from a diverse range of backgrounds, driven by good governance.

Tier	Topic	What we will do:
1	**Government policy and legislation** AlburyCity's long term financial sustainability is significantly dependent on government policy providing adequate provision of grant funding and capacity to raise revenue through ordinary rates and other statutory fees and charges. As a regional centre, many of the services and facilities funded and provided by AlburyCity are utilised and relied upon by residents from surrounding regions who have no ability to access them in their own community. Policy and legislative change is constant and often results in flow on effects that require significant council resources to implement and/or require ongoing action in order to ensure compliance.	- NSW Government distribution of Financial Assistance Grants is fair and reasonable and reflects the needs of a growing regional city - IPART determination of annual rate peg is fair, reasonable and reflects market conditions and the economic environment and challenges being faced by local government - State and Australian Governments continue to provide access to programs that are adequately funded to support the redevelopment and creation of facilities that meet community needs - Eliminate the practice of cost-shifting to local government by terminating service provision where strong community demand exists, and/or transferring service delivery responsibilities to local councils with no sustainable financial support - All levels of government to engage in active conversations with national, state and regional local government industry bodies or groups to understand impacts of legislative change and genuinely consider issues raised
2	**Investing locally** Local financial institutions play an important role in providing services to the regional community and economy, offering an alternative to larger institutions.	- Advocate to the NSW Government to amend NSW Treasury Corporation (TCorp) investment policy requirements to allow AlburyCity to increase the percentage of investments that can be made with our local banks to support reinvestment into our local economy

INTEGRATED TRANSPORT

Towards Albury 2050 – **Outcome 1.2** Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.

Tier	Topic	What we will do:
1	**Public transport** Public transport is the responsibility of the NSW Government. We have consistently heard from our community that public transport does not meet current needs and expectations. AlburyCity has been engaging in a Transport NSW review of existing public transport services. Transport NSW are also engaging with the Victorian Governments Department of Transport with a view to achieving a seamless cross border service.	- Continue to participate in the public transport review to seek to ensure positive outcomes and alignment with the Albury Wodonga Integrated Transport Strategy (once finalised) - NSW Government to implement review recommendations
1	**High speed rail** AlburyCity in collaboration with Wodonga Council and our other regional Council partners, has been a strong advocate for improvement in rail services, with a focus on the Albury-Melbourne service given community feedback. This work included a feasibility study demonstrating unmet regional demand and opportunities to grow usage if services and user experience was improved. This culminated in $235M in upgrades to the main line by ARTC and provision of VLocity trains by the Victorian Government. The former Federal Government established the National Rail Agency in July 2019 to work closely with state and territory governments on opportunities to develop rail infrastructure between major cities and key regional centres in order to advance social, economic and population outcomes. The Albanese Government has proposed to establish a High-Speed Rail Authority as a statutory agency to progress development of a fast rail Sydney-Newcastle line as a priority, however indications are they will also continue to advance other sections including Sydney, Melbourne and Canberra.	- Continue to monitor changes in policy, approach and priority areas of focus in relation to high speed rail and activate advocacy as required - Continue to challenge the Victorian Government proposal to not provide a platform at the Sunshine Super Station that can be accessed by North-East line services.

DRAFT

INTEGRATED TRANSPORT

Towards Albury 2050 – Outcome 1.2 Albury has an accessible, integrated transport network that connects our city through safe and efficient travel options.

Tier	Topic	What we will do:
2	**Riverina Highway Corridor Strategy** In collaboration with Transport NSW, AlburyCity commissioned a Riverina Highway Corridor Strategy. The Strategy was developed in consultation with the community and provides a range of recommendations and priorities to ensure this significant transport corridor is progressively developed to ensure safety, capacity and amenity for users, businesses and service providers and residents.	- Ensure recommendations are considered by the NSW Government in its future planning and budget process - Advocate for investment in priority elements/projects.
2	**Hume Freeway presentation** The Hume Freeway is the major transport corridor traversing across our two cities. The visual amenity and presentation of the corridor in some sections is not considered adequate in projecting a positive image of our growing cities.	- Continue our engagement with Transport NSW regarding maintenance of the Freeway to a higher standard - Explore opportunities for future enhancement through partnerships with Government and other key stakeholders



DRAFT

Measuring our performance

It is difficult to measure advocacy success without waiting until the endgame. Considering our actions collectively and through ongoing collaboration, our actions may result longer term outcomes including strengthened partnerships, improved policies, or legislative change. It is important to measure, but the measure of this success may take years to emerge. That is;

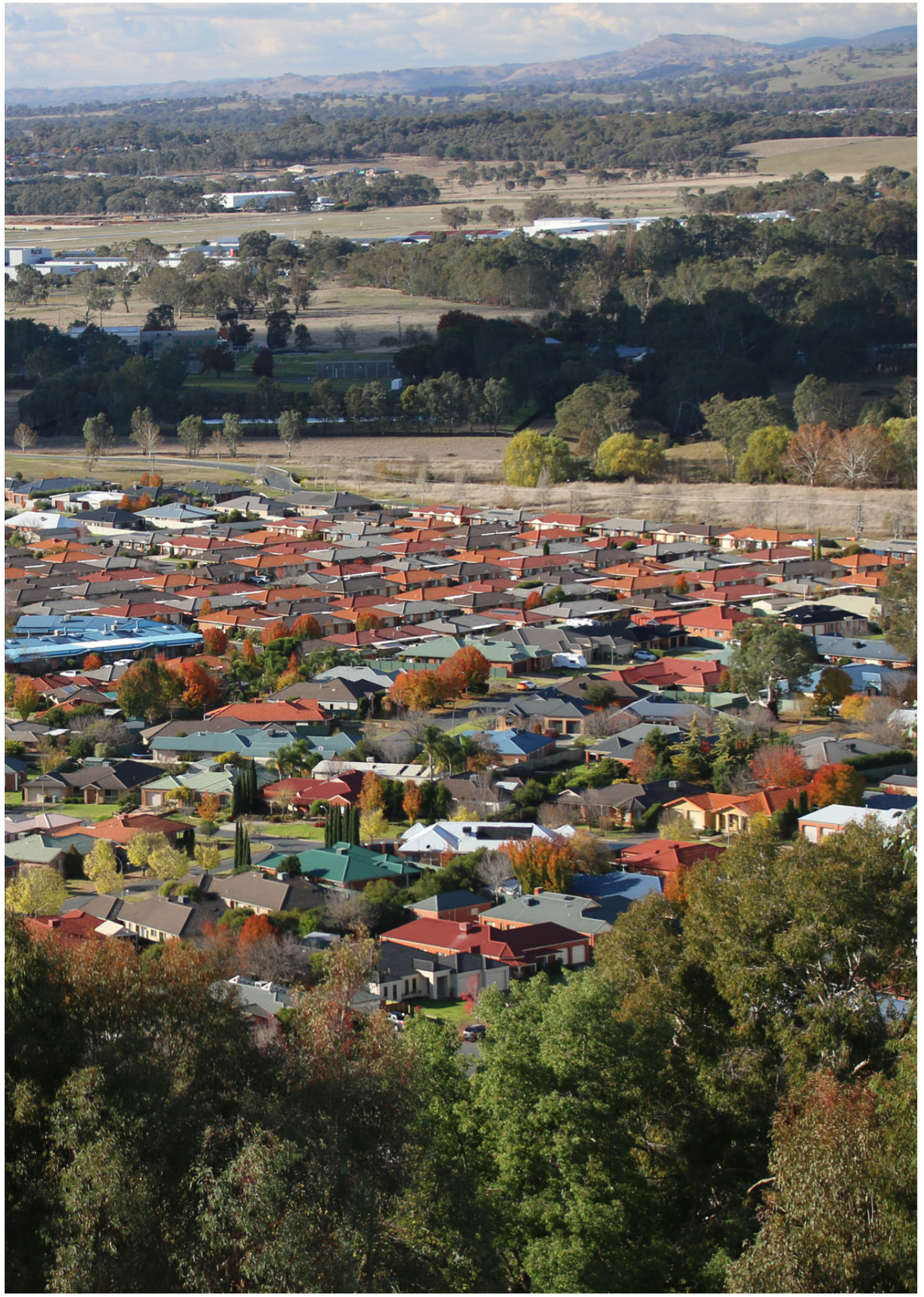
- did we achieve what we set out to achieve?
- did we influence change?
- did we secure funding?
- did we deliver the project?

The success of our advocacy can be dependent upon unpredictable external events, plans may have to be adjusted often to account for circumstances beyond our control. We will proactively plan and check in on our advocacy progress along the way and continuously improve. Throughout our longer-term advocacy, we will consider emerging opportunities, threats, and identify promising approaches. Do we need to course-correct? Importantly, we will set milestones and celebrate small wins. By being flexible, we can adjust our approach based on contextual changes, the actions of others, and our incremental successes.

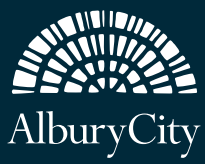
Communicating outcomes

We will regularly communicate the outcomes of our advocacy efforts to our community and other stakeholders.

Our AlburyCity Advocacy Page hosts our Advocacy Focus and provides ongoing updates of our progress and outcomes.



DRAFT



553 Kiewa Street, Albury NSW 2640
T 02 6023 8111
alburycity.nsw.gov.au

Our Advocacy Focus

AlburyCity

HEALTH AND MENTAL HEALTH SERVICES	
1	Health and mental health services
2	Health precinct planning
3	Supporting health infrastructure & services

HOUSING – PUBLIC, SOCIAL, CRISIS AND AFFORDABILITY	
1	Improving access to housing
3	Crisis housing

CLIMATE EMERGENCY/CLIMATE ACTION	
1	Albury Waste Recovery Centre
3	Achieving net zero
3	Government policy/legislation

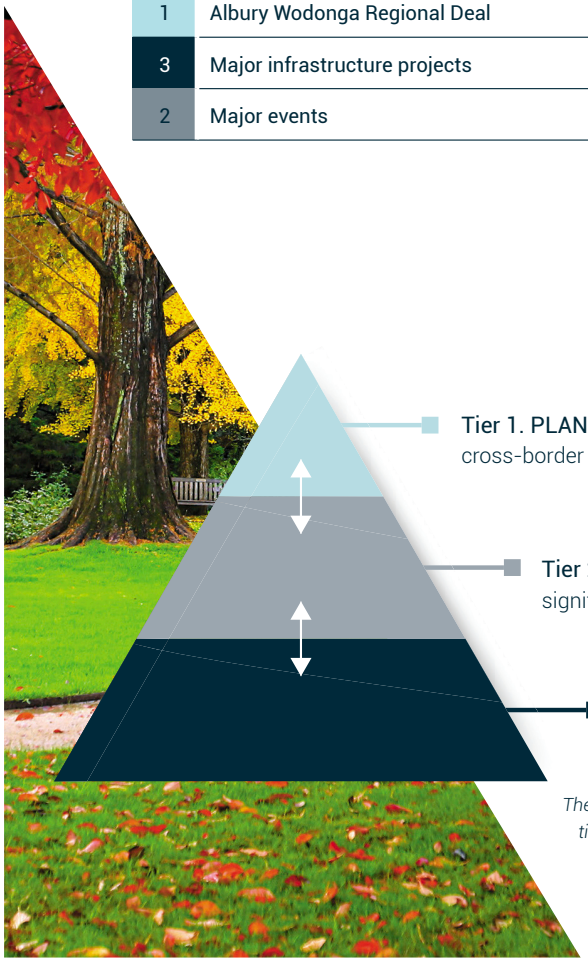
TWO CITIES ONE COMMUNITY	
1	Albury Wodonga Regional Deal
3	Major infrastructure projects
2	Major events

CITY FUTURE & LIVEABILITY	
1	Raise profile of Albury
2	Public education facilities – Thurgoona/Wirlinga
2	Justice and government services precinct
1	Wirlinga defence landholdings
2	Utilisation of State Government owned land
2	Four-year Delivery Program
1	Utility services

SUPPORTING BUSINESS AND INDUSTRY	
1	Skills and labour shortages
3	Thurgoona Wirlinga Structure Plan

FINANCIAL SUSTAINABILITY	
1	Government policy and legislation
2	Investing locally

INTEGRATED TRANSPORT	
1	Public transport
1	High speed rail
2	Riverina Highway Corridor Strategy
2	Hume Freeway presentation



Tier 1. PLANNED and PROACTIVE APPROACH - Transformational projects, cross-border priority projects e.g., hospital and emergency services

Tier 2. OPPORTUNISTIC APPROACH - Projects of city and region-wide significance e.g., digital connectivity, wi-fi

Tier 3. RESPONSIVE APPROACH - Local area significant projects e.g., community hall refurbishment, major infrastructure

The identification and location of advocacy initiatives may move between the three tiers and will be influenced by changes in the political environment, a shift in community needs and/or major events including natural disasters or pandemics.

CM13.3. AlburyCity's Corporate Success Pillar Measures and Targets

DATE	9 August 2022	**FIL REFERENCE**	FIL22/00555
CONFIDENTIAL	No		
FURTHER ENQUIRIES TO	Justin Finlayson Strategy and Performance	**PHONE**	6023 8153
AUTHOR	Chelsea Schlink		

Purpose of Report

The report presents AlburyCity's Corporate Success Pillars Scorecard 2021/22 available results and proposed targets for 2022/23.

Background

AlburyCity's Corporate Success Pillars provide us with an organisation performance and improvement focus, as we strive toward AlburyCity Our Future Strategy and Towards Albury 2050 Community Strategic Plan.

The six pillars cascade down to all levels in alignment with our approach to doing business with excellence. They are crafted with input from Council and AlburyCity Leaders and create a shared working together focus for all our people and for Council to measure our performance success.

Table 1: 2021/22 Corporate Success Pillars measures and targets

Success Pillar	**Measure**	**2021/22 Targets**
Community First	Community Satisfaction Survey overall mean rating	>3.8 / 5
Engaged People	Employee Opinion Survey	>6.8 / 10
Enhanced Environment	Carbon intensity of AlburyCity operations per resident	Decreasing
Good Governance	a. Good Governance Health Check annual self-assessment survey verified by auditor b. Council resolutions actioned within agreed timelines	>95% 100%
Service Excellence	Delivery of Operational Plan under IP&R framework	100%
Sustainable Finance	AlburyCity Operating Result	Actual result by Fund better than original budget

Issues

Corporate Success Pillar results and targets

The table below summarises the available results for our 2021/22 Corporate Success Pillars.

Targets for each Success Pillar are also proposed for 2022/23, building upon our continuous improvement focus.

Table 2 – Corporate Success Pillars measures, results and proposed targets

Success Pillar	Measure	2021/22 Targets	2021/22 Result	2022/23 Targets
Community First	Community Satisfaction Survey	>3.8 / 5	3.5/5 (90% at least somewhat satisfied)	Increasing (interim survey)
Engaged People	Employee Opinion Survey	>6.8 / 10	6.6/10 (interim survey)	Increasing (interim survey)
Enhanced Environment	Carbon intensity of AlburyCity operations per resident	Decreasing	TBC (not available until November)	Decreasing. (2025; 40% excluding waste)
Good Governance	a. Good Governance Health Check annual self-assessment survey verified by Auditor b. Council resolutions actioned within agreed timelines	>95% 100%	TBC 100%	>95% 100%
Service Excellence	Delivery of Operational Plan under IP&R framework.	100%	96%	100%
Sustainable Finance	AlburyCity Operating Result	Actual result by Fund better than original budget	TBC	Better than original budget (by Fund)

Further background notes regarding measures of targets and results for each of the corporate success pillars are provided in Attachment 1 to this report.

June Quarter Corporate Success Pillar Scorecard

The quarterly Corporate Success Pillar Scorecard includes additional lead indicators that are monitored throughout the year and reported to Council each quarter.

The June 2022 Corporate Success Pillar Scorecard (refer Attachment 2) summarises AlburyCity's performance against both Tier 1 and Tier 2 measures and reflects several positive results across all six Pillars.

Lead indicators under each Pillar provide a valuable management tool to measure the success of our organisation and build upon our focus of working together, innovation and continuous improvement.

Risk

- **Business Risk** – Investment into the development of our AlburyCity corporate performance approach will build upon our focus on working together, innovation and continuous improvement.
- **Corporate Risk** – The utilisation of Corporate Success Pillars, measures and targets will strengthen corporate planning, measurement and performance across the organisation.
- **WHS and Public Risk** – No risks identified.
- **Environmental Risk** – An Enhanced Environment has been identified as a key AlburyCity Corporate Success Pillar.
- **Delivery Program Risk** – The delivery of AlburyCity's Operational Plan is a specific Corporate Success Pillar measure.

Community Engagement

AlburyCity's Corporate Success Pillars, measures and targets have been developed through consultation with AlburyCity Service Leaders, Executive and Council.

Options

That Council:

1. Receives and notes the AlburyCity Corporate Success Pillars 2021/22 available results. **Recommended.**

2. Endorses the AlburyCity 2022/23 Corporate Success Pillars measures and targets. **Recommended.**

3. Receives and notes the quarterly Corporate Success Pillar Scorecard – June 2022. **Recommended**

Conclusion

Our Corporate Success Pillars measures and targets form part a key part AlburyCity's performance focus and will be utilised as part of the development of a cascading scorecard approach to performance reporting.

The supporting June 2022 quarter scorecard also reflects several positive results across all six pillars.

Recommendation

That Council:

a. Receives and notes the AlburyCity Corporate Success Pillars 2021/22 available results.

b. Endorses the AlburyCity 2022/23 Corporate Success Pillars measures and targets.

c. Receives and notes the quarterly Corporate Success Pillar Scorecard – June 2022.

Attachments

1. Corporate Success Pillar 2021/22 results and background notes (DOC22/161067)
2. Corporate Success Pillar Scorecard – June Quarter 2022 (DOC22/159876)

Corporate Success Pillar 2021/22 Available Results

AlburyCity

Presented by:
Corporate Performance Team

3 August 2022

ACKNOWLEDGEMENT OF COUNTRY



AlburyCity acknowledges the Wiradjuri people as the traditional custodians of the land in which we live and work and we pay our respects to Elders past, present and future for they hold the memories, culture, tradition and hopes of Aboriginal and Torres Strait Islander people that contribute to our community

AlburyCity Corporate Success Pillars

2021/2022 Results

AlburyCity's Corporate Success Pillars provide us with an organisation performance and improvement focus, as we strive toward AlburyCity Our Future Strategy and Towards Albury 2050 Community Strategic Plan.

The pillars cascade down to all levels in alignment with our approach to doing business with excellence. They are crafted with input from Council and AlburyCity Senior Leaders and create a shared working together focus for all our people and for Council to measure our performance success.

Table 1: 2021/22 Corporate Success Pillars measures and results

Success Pillar	Measure	2021/22 Targets	2021/22 Result
Community First	Community Satisfaction Survey overall mean rating	>3.8 / 5	3.5/5 (90% at least somewhat satisfied)
Engaged People	Employee Opinion Survey	>6.8 / 10	6.6/10 (interim survey)
Enhanced Environment	Carbon intensity of AlburyCity operations per resident	Decreasing	TBC (not available until November)
Good Governance	1. Good Governance Health Check annual self-assessment survey verified by Auditor 2. Council resolutions actioned within agreed timelines	>95% 100%	TBC 100%
Service Excellence	Delivery of Operational Plan under IP&R framework.	100%	96%
Sustainable Finance	AlburyCity Operating Result	Actual result by Fund better than original budget	TBC

Community First Pillar

Community Satisfaction Survey

Measure: Target: >3.8 / 5

The Community Satisfaction Survey (CSS) has previously been conducted every two years, with the most recent survey completed in February 2022. Historical survey results are as follows:

- 2013 – 3.48
- 2016 – 3.68
- 2018 – 3.57
- 2020 – 3.68
- **2022 – 3.52**

A Community Satisfaction Survey was conducted in February 2022 with the results presented to Council at its meeting on 11 April 2022. The results of the Survey showed that the Albury community rated AlburyCity at 3.52/5. This is a slight decrease on the last Survey (February 2020) with a result of 3.68/5.

Overall, 90% of residents are at least somewhat satisfied with the performance of Council over the past 12 months. Despite a decline compared to 2020, satisfaction with the performance of Council is significantly higher than the Regional Benchmark.

Our next interim Community Satisfaction Survey will be conducted in February 2023. This limited-question and cost-effective survey is undertaken on the alternate years to the much larger biennial Community Satisfaction Survey.

Engaged People Pillar

Employee Opinion Survey

Measure: Target >6.8 / 10

The Employee Opinion Survey has been conducted four times since 2011. The period between each survey has varied due to operational reasons.

Further investigation was undertaken to establish a shorter interim survey. Our first employee Pulse Check Survey was conducted in November 2021, with 340 of our people participating in the survey. The result was slightly below the 2020 Employee Opinion Survey result of 6.66 employee satisfaction rate.

The survey provides our people the opportunity to share their thoughts, which is crucial if we are to continue to improve our workplace, implement new initiatives, further strengthen the things we do well, and ensure that we all feel valued as members of the AlburyCity team.

Historical results for the Employee Opinion Survey Job Satisfaction are as follows:

- 2011 – 4.1/5

- 2013 – 4.1/5
- 2016 – 4.3/5
- 2020 – 6.8/10
- **2021 – 6.66 - Pulse Check**

The Employee Opinion Surveys conducted in the years 2011, 2013, and 2016 were all conducted under the same questionnaire set and groupings, with results scored from a range 1 to 5. The 2020 Employee Opinion Survey, even though conducted by the same consultant, resulted in a vastly different questionnaire set and groupings, making it difficult to compare to previous year's results.

The next full Employee Opinion Survey will be undertaken during 2023/24.

Enhanced Environment Pillar

Carbon intensity of AlburyCity operations per resident

Measure: Decreasing

As requested by Council, AlburyCity undertook research in consultation with the Sustainability Advisory Committee to inform the measurement of carbon intensity and the setting of ambitious and achievable carbon intensity reduction targets for 2025, 2030, 2040 and 2050.

Council, at its meeting on 26 October 2020, when considering AlburyCity Enhanced Environment Corporate Success Pillars measure and future targets, resolved to adopt the following achievable and ambitious targets:

Target 2025

i. Emission reduction of 40% below 2018/19 levels (excluding waste);
ii. Emission reduction of 10% below 2018/19 levels (including all waste) and
iii. AlburyCity consumes 100% renewable electricity

Target 2030

i. Emission reduction of 80% below 2018/19 levels (excluding waste); and
ii. Emission reduction of 20% below 2018/19 levels (including all waste).

Target 2040

i. Net Zero emissions (including Albury LGA waste); and
ii. Emission reduction of 80% below 2018/19 levels (including all waste).

Target 2050

i. Net Zero emissions (including all waste).

Council recently reviewed the above carbon emission targets through the Sustainability Advisory which resulted in the inclusion of an additional 2025 target of 100% renewable electricity.

AlburyCity's estimated carbon emissions for 2020/21 total 89,386 tonnes was 7% less than the 2018/19 base year, applying the current National Greenhouse and Energy Reporting methodology.

As noted by the table below landfill waste represents a significant proportion of AlburyCity's total emissions, followed by electricity which have both reduced since base year 2018/19. Non-legacy waste emissions are increasing whilst legacy emissions are decreasing, as all waste buried since July 2017 is classified as non-legacy waste, and any associated organics contribute to these emissions.

Carbon emissions (tonnes)	**2020/21**	**2019/20**	**2018/19**
Landfill – legacy waste	48,810	55,123	63,235
Landfill – non-legacy	23,704	18,680	14,452
Electricity	13,391	16,764	15,129
Fuel	2,084	2,090	2128
Mains gas	505	511	535
Other sources	892	1,024	761
Total	**89,386**	**94,192**	**96,240**

A full report on the 2021/22 results will not be available until November 2022.

Good Governance Pillar

Measures:

a. **Good Governance Health Check annual self-assessment survey verified by auditor >95%**
b. **Council resolutions actioned within agreed timelines 100%**

The Governance Health Check has been developed by LG Professionals NSW and ICAC. The Governance Health Check is structured under four main areas and includes a number of relevant governance sub-sections:

Ethics: Including, but not limited to, Code of conduct/complaints, conflicts of interest, gifts and benefits, Councillor interaction with staff, and political donations and planning.

Risk Management: Including, but not limited to, Internal reporting, internal controls and audit, fraud and corruption prevention, process for legislative compliance, delegation of authority, and privacy.

Information Management: Includes access to information, records management, records storage, and information, communication and technology.

Reporting: Includes committee systems, integrated planning and reporting (IP&R), performance management, complaint handling, and registers.

AlburyCity's governance health check self-assessment is reviewed by AlburyCity's Internal Auditor.

Historical results for the Good Governance Health Check are as follows:

- 2020 – 91%
- 2021 – 96%
- **2022 – Health check and audit to be undertaken**

b. Council resolutions actioned within agreed timeframe:

The measure allows for extensions of time to be sought where there is sound reasoning for why the item cannot be actioned until a future date, which may be due to circumstances beyond our control.

Historical results for Council resolutions implemented within the agreed timeframe are as follows:

- 2020 – 95%
- 2021 – 100%
- **2022 – 100%**

Service Excellence Pillar

Delivery of Operational Plan under IP&R framework

Measure: 100%

This measure monitors the delivery of AlburyCity's annual Operational Plan which supports the achievement of the Community Strategic Plan as part of the local government Integrated Planning and Reporting Framework. The progress of Operational Plan actions is reported monthly to the Executive and quarterly to Council. Historical results for the achievement of the annual Operational Plan are as follows:

- 2017 – 92%
- 2018 – 89%
- 2019 – 87%
- 2020 – 81%
- 2021 – 94%
- **2022 – 96%**

Sustainable Finance Pillar

Operating result better than budget

Measure: Actual result by Fund better than original budget

Results will not be available until end-of-year processing is completed.

ALBURYCITY CORPORATE SUCCESS PILLAR SCORECARD - JUNE QUARTER 2022							
Corporate Success Pillar	**Lead Indicators**	**Frequency**	**Data Period**	**Actual**	**Target/ Measure**	**Status**	**Comment**
Community satisfaction > 3.8/5							
Community First	Number of community and stakeholder engagement activities	Quarterly	Jun-22	19	> 12	Target Met	During the quarter 13 'Have Your Say' projects were available for community feedback, resulting in 8,387 website visits and 2,222 contributions. The top performers were: MOVE Albury Wodonga Integrated Transport Strategy, Albury Swim Centre Operating Period, Albury Botanic Gardens Master Plan, and the Draft 2022-23 Budget. 100 new followers subscribed to 'Have Your Say' projects during the quarter. Engagement activity also included the following initiatives: •Albury Botanic Gardens Masterplan Walk & Talk – x 2 •MOVE: Albury Wodonga Integrated Transport Strategy – x 6 pop ups •Albury 2050 – X 1 community forum •City Centres – x 2 community pop ups •Albury Housing Strategy – x 3 community events, pop ups/forums/workshops •Access committee meetings x 3
Job satisfaction > 6.8/10							
Engaged People	Attendance at Live Well Work Well events	Quarterly	Jun-22	442	>75 attendance per quarter	Target Met	There were 442 people attending Health & Wellbeing events throughout April - June quarter, which was our largest attendance for the year. Activities included resilience and wellbeing workshops, information sessions on health eating habits, quit smoking programs, onsite pilates classes and early intervention and wellbeing training for leaders.
Engaged People	Lost Time Injury Frequency Rates (LTIFR)	Quarterly	Jun-22	6.7	0	Target Not Met	The LTIFR rose to 6.7 in June with two new lost time injury claims in June. Despite the two new claims our LTIFR is remaining steady. The June result is a slight decrease on the LTIFR reported in March of 6.8.
Engaged People	Lost Time Hours	Quarterly	Jun-22	1,680	0	Target Not Met	The lost time hours for the June quarter is considerably higher than the March quarter of 681. The lost time hours in the June quarter is attributed to two current lost time claims and one claim from 2021 where the remaining lost time hours have now been calculated. The YTD monthly average for the 2021/22 period is 333.75.

ALBURYCITY CORPORATE SUCCESS PILLAR SCORECARD - JUNE QUARTER 2022							
Corporate Success Pillar	**Lead Indicators**	**Frequency**	**Data Period**	**Actual**	**Target/ Measure**	**Status**	**Comment**

Engaged People	All Incidents (incidents that include injuries and illnesses) **Injury – Someone was injured at work.** Example cuts, abrasions, burns, sprains and strains, foreign bodies, insect bites and stings. **Illness – Someone became sick because of work, or has acquired an illness resulting from the workplace.** Example rash developed because of gloves worn for work; noise induced hearing loss, mesothelioma, asbestosis, psychological illness.	Quarterly	Jun-22	37	0	Target Not Met	During the June quarter there were 37 injuries and illnesses affecting our people. These were made up of 2 lost time injury claims, 15 medical treatment injuries, 13 first aid injuries and 7 no treatment injuries. Whilst we cannot meet our target of no injuries and illnesses to our people, there continues to be a large volume of no treatment injuries reported which is an indication of the positive reporting culture at AlburyCity. The majority of first aid and medical treatment injuries are also assessment only with full capacity for work. The YTD monthly average for the 2021/22 period is 28.25.

ALBURYCITY CORPORATE SUCCESS PILLAR SCORECARD - JUNE QUARTER 2022							
Corporate Success Pillar	**Lead Indicators**	**Frequency**	**Data Period**	**Actual**	**Target/ Measure**	**Status**	**Comment**
Carbon intensity = decreasing							
Enhanced Environment	Electricity Consumption	Bi-annual	Jun-22	7,917,581 kWh	< Prior reporting period	Target Met	Electricity consumption has decreased by 5.97% across Council's entire portfolio compared to the previous reporting period of January to June 2021 (8,420,339 kWh).
Enhanced Environment	Recycling diverted from landfill	Quarterly	Jun-22	53%	80%	Target Not Met	This diversion rate is consistent with previous quarters in the 2021/22 reporting period. The planned Construction and Demolition Material Recovery Facility will impact this indicator when operational. This result will remain consistent for a period of time. Education and onsite activities will continue to assist in reaching the measure.
Enhanced Environment	Fuel Usage (litres)	YTD	Jun-22	761,198	<= Prior YTD actual	Target Met	Fuel usage has decreased in comparison to the same period last year. This reflects a 1.72% decrease in fuel consumption. The YTD fuel usage for the financial year 2020/21 was 774,537 litres.
Governance health check > 95% and Council resolution implementation within agreed timeframes 100%							
Good Governance	Council Resolutions achieved within an agreed timeframe	Quarterly	Jun-22	100%	100% achieved	Target Met	During the June quarter there were 6 Council meetings. 36 resolutions arose with 8 being completed on time and 27 not yet due. During this period there was 1 completed outside the agreed timeframe which was outside Council control.
Operational Plan delivery 100%							
Service Excellence	Operational Plan	YTD Progress	Jun-22	96%	100%	Minimal Variance from Target	The Operational Plan reflects an overall achievement of 96% at the end of June 2022. A Caring Community and A Leading Community reflect the highest completion rates of 97%, with A Growing Sustainable Economy achieving an 95% completion rate and An Enhanced Natural Environment achieving an 94% completion rate. Overall, of the 271 actions, 145 were completed and 93 report on track as at the end of the 2021/22 reporting period. A number of projects are scheduled to be completed over multiple years and therefore report as *on track* where all scheduled works for the 2021/22 year have been completed.
Service Excellence	Works Program	YTD Progress	Jun-22	91%	100%	Minimal Variance from Target	The Works Program reflects an overall achievement of 91% at the end of June 2022. This result is slightly behind the overall Operational Plan result of 96%.
Service Excellence	Development Application - Average Processing times	Quarterly	Jun-22	45	35 working days	Target Not Met	During the June quarter, 243 Development Applications were determined in an average of 45 days per application. While application processing times were slower on average for the period this is explained by the significant effect of COVID related absences, impacts of staff resources and other staff absences across the organisation.
Operating result better than budget							
Sustainable Finance	Operating Result vs Budget (All Funds)	Quarterly	Jun-22	**Final operating result not available until all end of year actions completed**			

Second Tier Indicators - June Quarter 2022							
Corporate Success Pillar	**Lead Indicators**	**Frequency**	**Data Period**	**Actual**	**Target/ Measure**	**Status**	**Comment**
Engaged People	Workforce Turnover (YTD)	YTD	Jun-22	112	60 (5 per month)	Target Not Met	There were 31 departures during the April to June quarter as a result of 1 acceptance of redundancy, 1 end of contract and the remaining voluntary resignations. 15 employees exited the organisation with a tenure of less than 2 years. The overall 2021/22 departures have resulted from 9 redundancies, 8 retirements, 5 terminations, 3 contracts ending, with the remaining from voluntary resignations. The length of service for the 112 departing employees is as follows: - 21% - Under 1 year of service - 21% - 1-2 years service - 23% - 2-5 years service - 35% - Greater than 5 years service The YTD turnover rate for the 2021/22 period is 19.68%. This is above the 2020/21 result of 15.44%.
Engaged People	Actual filled positions (FTE) * Excludes vacant positions * Excludes trainee positions	YTD	Jun-22	479.21	Original budget FTE - 518	Target Not Met	This figure represents the total number of occupied positions. It is under the budgeted FTE as a result of the ongoing high number of vacant positions. The number of vacant positions reported at June end is 123.89. AlburyCity successfully onboarded 188 new starters over the past twelve months and experienced a high volume of internal movement with our people being successful in newly created positions. Skill shortages remain in a number of areas which has seen challenges to fill some roles. Appropriate actions have been implemented to target these markets through specific strategies.
Engaged People	% of Approved Trainee Positions	YTD	Jun-22	9.5%	10% of current FTE	Minimal Variance from Target	The % of approved trainee positions is only slightly below target. The number of approved trainee positions (FTE) is 63.32. AlburyCity's Grow Our Own Program continues to provide extensive opportunities for our people to live and learn locally. During the 2021/22 year we approved our first Aboriginal Community Development Trainee.
Sustainable Finance	Total payroll compared to budget	Quarterly	Jun-22	$50,978,411	$50,567,800	Minimal Variance from Target	Employee costs marginally higher than budgeted.
Sustainable Finance	Total overtime compared to budget	Quarterly	Jun-22	$833,664	$991,565	Target Met	Overtime levels lower than current MQBR budget forecast.
Sustainable Finance	Total cash and investments compared to prior year	Quarterly	Jun-22	$212.4M	$176.1M	Target Met	Cash position is up on last year due to the timing of project expenditure.

CM13.4. Revised Two Cities One Community Partnership Agreement

DATE	9 August 2022	**FIL REFERENCE**	FIL22/00062
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Tracey Squire Deputy CEO BG&C Kate de Hennin Service Leader Engagement		6023 8131
AUTHOR	Kate de Hennin		

Purpose of Report

To present the revised, draft Two Cities One Community Partnership Agreement to Council for consideration.

Background

On 13 October 2017, the Two Cities One Community (2C1C) Partnership Agreement was signed between AlburyCity and City of Wodonga. The partnership has been supported by the Two Cities One Community Strategic Plan and Action Plan, which were developed through a review of community aspirations for the Albury and Wodonga community.

The 2C1C initiative provided a unique opportunity to develop a way forward that benefits both communities through a combined focus on the four pillars of leadership, economy, environment and community.

This successful partnership has allowed us to consider how programs being delivered in the two cities can be pooled and consolidated to enable greater community impact and benefit, how strategic planning can be integrated to minimise duplication and to build on our advocacy efforts by being stronger together. This collaborative approach has enabled us to be well positioned to take advantage of future government funding opportunities to improve infrastructure and growth.

The Partnership Agreement and 2C1C Strategic Plan are scheduled for review and updating to reflect our current Council's opportunities and challenges.

Issues

Our two Councils collaborate on and advocate for a range of projects, events, issues and cross-border initiatives. A renewed Partnership Agreement continues this unique collaboration to benefit our community and region.

A continued partnership, supported by a renewed 2C1C Strategic Plan, will improve our advocacy potential, cross-border integration, productivity and social and economic development. It will focus on future growth that will continue to add value to both cities.

At a joint Councillor and Executive workshop, held on Wednesday 8 June 2022, there was support for the continuation of the 2C1C collaboration through a revised Partnership Agreement. Elements of the current partnership agreement were reviewed. Consideration included:

- That the Mission was to remain unchanged: *"to work together to achieve our community goals, now and into the future. We understand that we are stronger together and can achieve more when working in collaboration. We will build on our current partnerships and shared values for the betterment of Albury and Wodonga."*
- That the 2C1C Executive Working Group would no longer exist, rather all Councillors and Executive would come together as necessary to progress the action plan and report on progress.
- That the projects and initiatives identified in the 2C1C Action Plan would be strategic in nature and not operational.
- To improve readability and succinctness, the 2C1C Partnership Agreement Objectives were consolidated from 10 to 5 as follows:

2017 signed Partnership Agreement Objectives	**Draft 2022 Partnership Agreement Objectives**
1. Drive the achievement of community aspirations and ambitions as identified in Albury 2030 and Wodonga 2033 Community Strategic Plans	1. Drive the achievement of community aspirations and ambitions as identified in Towards Albury 2050 and Wodonga 2033 Community Strategic Plans.
2. Adopt a holistic approach to regional planning and strategy to ensure successful implementation over the long term and the achievement of identified objectives	2. Adopt a holistic and innovative approach to regional planning and strategy to deliver value for money outcomes through a cooperative approach to design, funding and implementation of major infrastructure and facilities.
3. Maximise benefits derived from the Councils' limited capital funds by adopting a cooperative approach to planning, funding and implementing major infrastructure and facilities	3. Advocate all levels of government and partner with key stakeholders to benefit the local economy and the Albury Wodonga lifestyle
4. Use our combined forces to advocate for and attract investment (public and private) that brings innovation to, and strengthens the local economy and the Albury Wodonga lifestyle	4. Engage and consult our community to be well-informed in our decision-making
5. Engage and consult our community to ensure we speak with 'one voice'.	5. Unlock productivity improvement through effective cross-border issue resolution.
6. Deliver outcomes and value for money through improved cooperation, while ensuring all initiatives provide shared benefit	
7. Engage, involve and partner with key stakeholders, business and industry, universities, TAFEs and Regional Councils	
8. Partner with the NSW, Victorian and Commonwealth Governments to better inform decision making, infrastructure investment,	

service delivery and to overcome cross-border issues and constraints	
9. Unlock productivity improvements through cross-border issue resolution.	
10. Identify, utilise and share open-source data to build understanding and inform strategy.	

The draft changes were provided to Albury and Wodonga Councillors for feedback between 1 and 9 August 2022. No amendments were suggested during this time.

Risk

- **Business Risk** – The continued 2C1C partnership strengthens our focus and positions us to take advantage of government opportunities and cross-border initiatives that benefit both communities.
- **Corporate Risk** – Our two communities have told us that they want to see both Councils working together to achieve community aspirations. There is a corporate and public image risk if councils are not collaborating to seek joint community benefit.
- **WHS and Public Risk** – Nil identified
- **Environmental Risk** – There is an identified opportunity to continue to collaborate on environmental issues through the 'Environment' pillar of the revised 2C1C Strategic Plan should the partnership continue.
- **Delivery Program Risk** – There could be disruption to the adopted Four-Year Delivery Program if the partnership with City of Wodonga does not continue as this could impact the delivery of combined 2C1C projects.

Community Engagement

Extensive community engagement was undertaken by both Councils in developing Albury 2030 and Wodonga 2033, both of which articulated high-level community aspirations which included a strong push for our councils to work together for the benefit of both communities. Both strategies guided the development of the inaugural 2C1C Partnership Agreement and Community Strategic Plan, which are now due for review.

AlburyCity has recently finalised development of Toward Albury 2050 which, together with Wodonga 2033, has formed the foundation of the next iteration of the Partnership Agreement.

The revised draft 2C1C Partnership Agreement has also been informed by Councillor and Executive engagement from both Albury and City of Wodonga Councils.

On completion of the Councils' consideration of the revised Partnership Agreement, an updated 2C1C Community Strategic Plan and action plan will be developed.

Options

1. That Council endorse the revised 2C1C Partnership Agreement. **Recommended.**

This option is recommended to support our strategic collaboration and the benefits this delivers to our communities.

2. That Council seek amendments to the draft 2C1C Partnership Agreement. **Not Recommended.**

Both Councillor groups have indicated a desire and intent to continue the collaboration, participated in a workshop to review the Agreement and have been provided with the opportunity to provide feedback on the draft.

3. That Council do not endorse the draft 2C1C Partnership Agreement. **Not Recommended.**

This would be contrary to community aspirations that the Councils of Albury and Wodonga collaborate for the benefit of both communities.

Conclusion

On 13 October 2017, the 2C1C Partnership Agreement was signed between AlburyCity and City of Wodonga. The partnership has been supported by the Two Cities One Community Strategic Plan and Action Plan which were developed through a review of community aspirations for the Albury and Wodonga community.

The Partnership Agreement and 2C1C Strategic Plan are scheduled for review and updating to reflect our current Council's opportunities and challenges.

At a joint Councillor and Executive workshop held on Wednesday 8 June 2022, there was support to continue the 2C1C collaboration through a revised Partnership Agreement. Elements of the current partnership agreement were reviewed and draft amendments made.

Recommendation

That Council endorse the revised Two Cities One Community Partnership Agreement.

Attachments

1. Final Draft Partnership Agreement – Albury Wodonga Two Cities One Community – August 2022 (DOC22/165057)
2. Meeting Notes Partnership Discussion – Joint Councillor Workshop 8 June 2022 (DOC22/166158)

ALBURY WODONGA
'TWO CITIES ONE COMMUNITY'
Unleashing Potential and Innovation in our Region

PARTNERSHIP AGREEMENT

Between

Albury City Council

and

Wodonga City Council

DRAFT

TWONE CITIES COMMUNITY Stronger together

CITY OF WODONGA VIC

AlburyCity

Albury Wodonga Two Cities - One Community; Partnership Agreement
Albury City Council and Wodonga City Council

---

1. Preamble

1.1. This agreement provides an undertaking by the Councils to work together to plan, develop and grow the Albury Wodonga region.

1.2. In working with the community to create Towards Albury 2050 and Wodonga 2033 Community Strategic Plans, it is clear that our community want the Councils to collaborate and partner, to achieve community aspirations and ambitions, deliver value for money and to adopt a regional perspective.

1.3. Our two cities are intrinsically linked, interdependent and function collectively. Our communities and economies share the facilities, venues, infrastructure and services that exist in the cities and across the region. Our communities consist of individuals that seek regional leadership and advocacy on State and Federal government issues that impact their day-to-day lives.

2. Vision

2.1. Through a combined focus on four key pillars - **Leadership, Economy, Environment and Community**, we will unleash our potential and drive innovation for the benefit of the region and the nation.

DRAFT

3. Objectives of Agreement

3.1 Drive the achievement of community aspirations and ambitions as identified in Towards Albury 2050 and Wodonga 2033 Community Strategic Plans.

3.2 Adopt a holistic and innovative approach to regional planning and strategy to deliver value for money outcomes through a cooperative approach to design, funding and implementation of major infrastructure and facilities.

3.3 Advocate to all levels of government and partner with key stakeholders to benefit the local economy and the Albury Wodonga lifestyle.

3.4 Engage and consult our community to be well-informed in our decision-making.

3.5 Unlock productivity improvements through effective cross-border issue resolution.

4. Domains for Action

4.1. Councillors and Executive to meet as necessary and report progress to the community on a six-monthly basis.
4.2. Develop a 'Two Cities One Community' Albury Wodonga community strategic plan, drawing on Towards Albury 2050 and Wodonga 2033 and an annual action plan to identify areas of focus.
4.3. Determine regional infrastructure, economic and community development, and environmental priorities that facilitate the achievement of the Two Cities One Community vision.
4.4. Create proposals and submissions for presentation to the NSW, Victorian and Australian Governments.
4.5. Keep the community involved and informed about progress, activities and achievements.

DRAFT

5. Agreement

5.1. The Councils agree to work cooperatively to deliver on the objectives set out in this agreement and the achievement of the Two Cities One Community vision.

5.2. The Councils will act in accordance with the spirit of the agreement and commit to the following:

- 5.2.1. Honesty, openness and decisiveness in all dealings
- 5.2.2. Respect for each Councils' strategic objectives and requirements
- 5.2.3. Sharing of information, expertise and resources where appropriate
- 5.2.4. Encouragement and support
- 5.2.5. Provision of timely and accurate information
- 5.2.6. Recognition of teamwork and cooperation in achieving goals
- 5.2.7. Maintaining confidentiality where required
- 5.2.8. Jointly promoting activities and initiatives
- 5.2.9. Engage with regional councils on projects of regional significance

5.3. Variations to this agreement can only be made in writing by agreement between the Councils.

DRAFT

_____	_____
Cr Kylie King	Cr Kevin Poulton
Mayor	Mayor
Albury City Council	Wodonga City Council
_____/_____/_____	_____/_____/_____

JOINT TWO CITIES ONE COMMUNITY PARTNERSHIP MEETING

Held Wednesday 8 June 2022; 5:30pm.
Hyphen – Wodonga
Facilitator: Rob Carolane – Twin Prism Consulting

Attendance:

Mayor Kevin Poulton – Via audio visual	Mayor Kylie King – Via audio visual
Cr Hall	Cr Baker
Cr Mildren	Cr Betteridge
Cr Simpfendorfer	Cr Edwards
Cr Watson	Cr Kellahan
Cr Quilty	Cr Thurley
Deb Mudra	Frank Zaknich
Leon Schultz	Tracey Squire
Narelle Klein	Brad Ferris
Kellie Davies	Kate de Hennin

Meeting notes

AGENDA

1. Our Mission
2. Our Achievements
3. Our Partnership Commitments
4. Our Objectives
5. What will success look like?
6. Our Focus Areas
7. Summary and next steps

1. Our Mission

Review of the mission and discussed. No changes to the Mission Statement:

TWO CITIES ONE COMMUNITY - STRONGER TOGETHER
Our mission is to work together to achieve our community goals now and into the future. We understand that we are stronger together and can achieve more when working in collaboration.
We will build on our current partnerships and shared values for the betterment of Albury and Wodonga

Validated Albury Wodonga is the correct terminology/naming protocol. Confirmed no changes required.
Acknowledged that our community feel strongly about the two councils working together.

2. Our Achievements

Strategic Priorities

Health services advocacy - masterplan and input (potential to draw support from other surrounding councils)
Cross Border anomalies

Strategic achievements

Events (Upstream)
Level of awareness of achievements in the community – promotion/communications
Albury Wodonga Regional Deal
Shared services e.g. VAW (celebrate when working)
Border closure advocacy and bushfire response and recovery support to our achievements (an example of our commitments working)

Learnings & additional opportunities

Functionality of TCOC – sometimes clunky, how do we work in a collective manner to streamline?

3. Our Partnership Commitments

Discussion.
Maintain strategic focus and ensuring support plans are high level in terms of focus
Being able to have each other's back – when one can't speak the other can advocate on their behalf (e.g. border closure) – encouragement and support. Teamwork and cooperation in achieving goals.
Strength and unity!! Wording to reflect the importance of this in our commitments. Resilient – we are allies but don't necessarily always agree.

Add to Commitments – recognise and engage with other regional neighbours within our functional economic zone in our advocacy (where appropriate). (Supported) *Engaging with regional councils on projects of regional significance.*

Change – Respect for Council's strategic objectives and requirements (remove 'operational')
Reaffirming the objectives of the partnership.

Strategic priority discussion.
Health services master plan should be the highest priority for both.
Agreeance that Health should be the highest priority for the Two Cities One Community (2C1C) partnership. As an advocacy piece.
Addressing cross-border anomalies – still a lot to be done. Cross Border Commissioner to do the advocacy work and the two councils to support them.

A cross border festival (celebrating the arts) should be continued.
Level of community awareness of our achievements – who else knows other than those of us working in this space. Communication piece is important. Celebrate our success.
Some of the projects had even more stakeholders e.g. Cricket hub.
Need to avoid falling into the duplication game. Do we need one on both sides of the border?
Comfortable with opportunities

How do we collectively work with one another? As a formalize partnership – how do we stop it becoming 'clunky'.
Partnership commitments.
Has there been too much day-to-day items worked upon, or should we have stayed more strategic?
Should the next plan be more strategic?
Is there anything missing in the commitment?
Should we note down the support we had for each other during the lockdown as a success of the partnership? Plus bushfire relief – should be noted in the achievements.

Legacy – in the front of the new strategic plan – to include our success in working together during lockdowns / bushfire recovery as an outcome to our commitments.
The 2C1C strategy should engage the region as well. Do we add this as a commitment? We will each engage with our regions as appropriate… How does 2C1C guide the regions?
Engage with our regional councils on projects of strategic regional significance.
Change other to "Respect for each councils strategic objectives".

4. **Our Objectives.**

Councils come together to budget for some 2C1C projects.

Engage and consult with our community…. Needs some tweaking.
5&7 can be combined.
Can remove 9. It' an outcome of 8.
(2.3.&6 – about efficient effective planning),
(4.7.&8 – these are about effective advocacy.).

5. **What will success look like?**

Incoming Councillors are supportive and want to be involved
In 10 yrs time people want to live, work and raise a family. Business wants to come.
Nationally and internationally recognised as a cross-border model.
Infrastructure – well resourced.
Each council has a continued appreciation for each other.
Albury Wodonga is well-resourced 'stacks up' against other major cities i.e we have everything anybody needs.
A leading regional community, seen as one centre.
Have we stuck to what we said we would do? Have we delivered on the strategy?
Increasing our brand of 2C1C.
Success is our community having a choice.
Having a competitive advantage.
Continued and ongoing commitment to the 2C1C collaboration. It's seen as an effective way of doing business.
Delivered on strategy
Delivered on objectives
Unlock competition
Effective way of doing business

6. **Our Focus areas for new strategy.**

Who are we? What do we want to be? What is our point of difference?

- Health advocacy
- Regional Transport strategy
- Collaborative pre-budget planning for strategic cross-border initiatives.
- Combined arts and event space
- Investment attraction (business & government funding)
- Sports mecca for the region
- Look for opportunities to use the 2C1C brand. Versus A/W brand
- Sustainability – moving forward to net zero emissions
- Economic, Environmental, Social, Civic Leadership

Should we meet as a whole team, not just as a 2C1C executive committee?
Ensure opportunity for increased interaction between Councillor group. Measuring our performance, reporting on outcomes, gaining input in advocacy.
Celebrate success and talk through those that didn't work well.

Media event to raise profile of signing of 2C1C Partnership Agreement.

7. **Summary and next steps**

- Draft new Partnership Agreement for review, and adoption by both Councils.
- Review of current 2C1C Strategic Plan and new draft strategy presented to both Councils for feedback and adoption.

CM13.5. Review Alcohol Free Zones and Alcohol Prohibited Areas 2022

DATE	9 August 2022	**FIL REFERENCE**	FIL22/00002
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Simona Coad Community and Place	**PHONE**	6023 8145
AUTHOR	Diane Small		

Purpose of Report

To provide Council with a review of the proposed establishment of Alcohol-Free Zones (AFZs) and Alcohol Prohibited Areas (APAs) in the Albury Local Government Area (LGA) and seek endorsement of the recommendations.

Background

The purpose of AFZs and APAs is to prevent anti-social behaviour and alcohol-related crime in public. These provide a short-term and early intervention measure for AlburyCity to prohibit alcohol consumption in public spaces. While AFZs and APAs are established and maintained by AlburyCity, their enforcement is undertaken by the NSW Police alone.

AFZs relate to public places that are public roads, footpaths, or public car parks within a defined area where the consumption of alcohol is always prohibited, except for that part of a public road that has Council approved footpath dining facilities and relevant liquor licence approval.

APAs relate to parks or parts of a public place within a defined area where the consumption of alcohol is always prohibited or is declared for specific days, times, or events.

Controls on alcohol consumption in public spaces are widely used by local governments across New South Wales to curb alcohol-related problems and anti-social behaviour. Moreover, legislative control at the local level is employed as a preventative measure Australia-wide. While the terms may differ across states, such as ‘Dry Zone’ or ‘Dry Area’, together with different procedural requirements, the principal aim of the preventative measure is the same.

Since 2009, AlburyCity has established AFZs and APAs across the Albury LGA to help assist and support the local Police in the prevention of anti-social behaviour and street crime. However, it should be noted that it is not a mandatory requirement for councils to undertake this preventative measure as delineated under the *Local Government Act 1993* (the Act).

Council, at its 25 October 2021 meeting, resolved to re-establish two AFZs for a period of 12 months in the Albury and Lavington Central Business Districts (CBDs) and three APAs in QEII Square, the Botanic Gardens and in Noreuil Park on Australia Day from 9.00am to 9.00pm. These current permits are due to expire at midnight on 23 December 2022. In addition, Council resolved that officers:

"Provide a further report to Council reviewing all areas and zones beyond December 2022."

Consequently, a comprehensive assessment was commenced to review the establishment of potential AFZs and APAs. This review was conducted in accordance with the project scope and Stakeholder Engagement Plan – Alcohol-Free Zones and Alcohol Prohibited Areas Review 2022, that was endorsed by Council at the 27 June 2022 Council meeting.

This review and subsequent feedback from our community is provided below.

Issues

The review and establishment of Alcohol-Free Zones and Alcohol Prohibited Areas align to the following Towards Albury 2050 outcomes:

- *A Caring Community*
  3.5 Albury is a safe, inclusive, and accessible region for our entire community.
- *A Leading Community*
  4.2 AlburyCity engages with its community by being included in two-way conversations that contribute to local decision-making.

This project will also support one of the stated visions of the 2C1C Community Strategic Plan:

- *Our Community*
  3.4 We are a caring, equitable and inclusive community.

Review

The Act defines the establishment of AFZs in the provisions of Sections 642 - 648 and APAs are defined within the provisions of Section 632A, including the *Local Government Amendment (Confiscation of Alcohol) Act 2010* which is supplemented by the *Ministerial Guidelines on Alcohol-Free Zones*, issued February 2009 and *Alcohol Prohibited Areas Amendments*, updated December 2010 by the NSW Office of Local Government (OLG).

Note, the OLG confirms no further updates have been released since the last Ministerial Guidelines were published in December 2010.

Accordingly, as required by legislation a proposal for the establishment of an alcohol-free zone must address the following matters, which have guided this review process:

- Examine the reasons for supporting AFZs and/or APAs including any statistical evidence relating to disorderly behaviours caused by the consumption of alcohol in public spaces.
- Determine appropriate location(s), if any.
- Determine the appropriate extent and timeframe for permits including recognising any specific 'special events' of significance to Albury, and
- Effectively engage key stakeholders including members of the NSW Police Murray River Police District and the broader community in the preparation of a proposal to establish AFZs and APAs.

Statistical support

According to data collected from the NSW Bureau of Crime Statistics and Research (BOCSAR), since the establishment of AFZs and APAs across the Albury LGA in 2009 by Council, the incidents of liquor offences in the Albury LGA have shown a downward trend of 11.1% per year over this 13-year period. While across NSW during the same period, the data indicates a 6.8% per year downward trend.

A limitation of this data should be noted that liquor offences as a crime type include the police incident categories of not only 'consume alcohol in an alcohol-free zone', but also 'consume alcohol in public by minor', and Licensing Legislation Offences such as an offence by licensee/employee/ secretary/minor/customer, supply liquor to juvenile, or an offence against registered clubs. These different crime categories need to be accounted for when considering the data sets outlined above for reported liquor offences. BOCSAR does not provide data at the police incident category level.

While the incidents of liquor offences are declining in the longer term, in the shorter term there has been a significant upward spike of incidents from April 2020 to March 2022 by a per cent change of 114.3% across the Albury LGA. The impacts of the health pandemic during these two years may be attributed to this increase.

When Council originally established the permits, it used the high crime figures in these initial locations as justification for the need for the measure. While there has been a general reduction in crime rates in Albury since this time, the Albury LGA is showing an upward trend in the crime types of domestic violence-related assault and malicious damage to property. There is a well-known association in the literature between the rates of alcohol consumption and these crime types.

Police reported the incidences of their enforcement of the alcohol-free zones have been low in the past few years, in part due to Covid-19 restrictions on businesses. However, whilst this indicates that the zones are being adhered to by people, it should not be automatically concluded that the education process has worked and that the zones are no longer required. To maintain the current low incidence of street drinking it is recommended that the zones and areas be maintained.

Locations

As outlined in the Act, the proposed alcohol-free zones cover public roadways, footpaths, and car parks, while the alcohol-prohibited areas cover parks and other public areas gazetted for specific times. The proposed maps of AFZs and APAs are shown in Attachments 1, 2 and 3 for the Albury CBD, the Lavington CBD, and Parks, respectively. These maps show current permit boundaries with the proposed boundary extensions and reductions.

Albury CBD

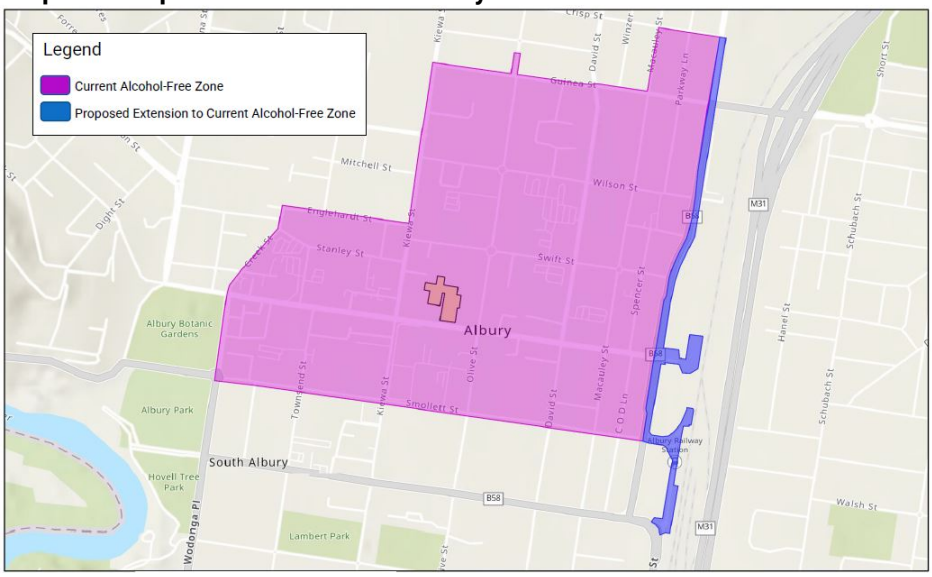
Current AFZ boundaries - includes the streets, laneways and footpaths bound by Smollett Street from Young Street west to Wodonga Place, Creek Street, Englehardt Street, Kiewa Street, Guinea Street, and part of Olive Street north, Macauley Street, Crisp Street to Young Street south.

Proposed AFZ boundaries - includes the current locations as listed above and extends the boundary to include both sides of the roadway for Young Street, encompassing the Dean Street Plaza / Nasho Garden to the Harold Mair Bridge and the Railway Station precinct in Railway Place to Atkins Street.

Rationale - the proposed extension to the current boundary is supported by Police data and supports the various requests from both external and internal key stakeholders to include these locations into the re-establishment of the current AFZ in the Albury CBD.

The following map illustrates the current and proposed boundaries of the AFZ in the Albury CBD.

Proposed Map Alcohol-Free Zone Albury CBD 2022-2026



Lavington CBD

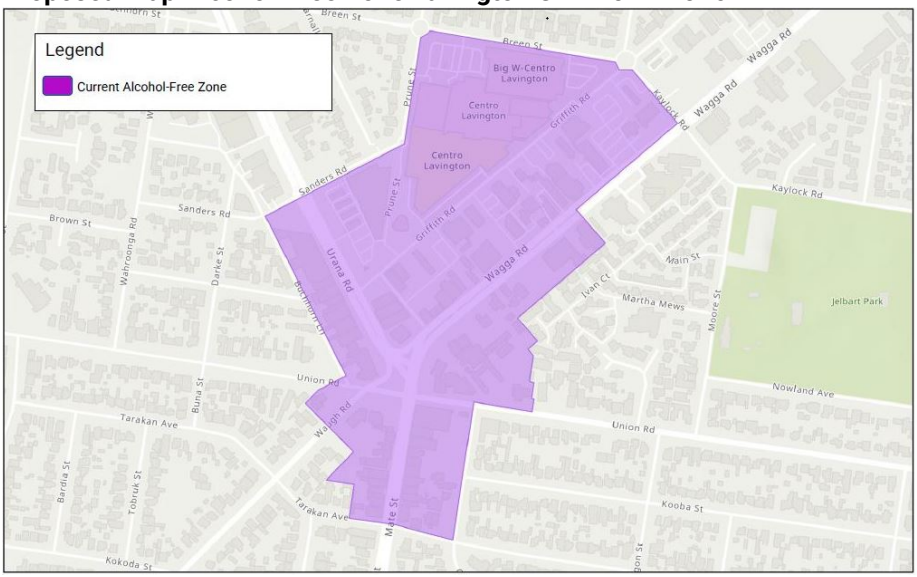
Current AFZ boundaries - includes the streets bound by Mate Street, Gulpha Street, Corella Street, Union Road, Wagga Road, Kaylock Road, Breen Street, Prune Street, Sanders Road, Urana Road, Buchhorn Lane, Union Road, and Tarakan Avenue.

Proposed AFZ boundaries - represents no change to the current permit boundary as described above.

Rationale - the area continues to necessitate the measure to support the Police in their actions to maintain the current low incidence of street drinking in the Lavington CBD.

The following map illustrates the current and proposed boundaries of the AFZ in the Lavington CBD.

Proposed Map Alcohol-Free Zone Lavington CBD 2022-2026



Note, the AFZs do not override the service and consumption of alcohol in association with footpath dining, this is to enable outdoor dining to continue and expand as businesses in the zones are established with the appropriate liquor licences.

Parks

Current APA locations - include the parkland areas of QEII Square, Botanic Gardens, and Noreuil Park on Australia Day from 9am to 9pm.

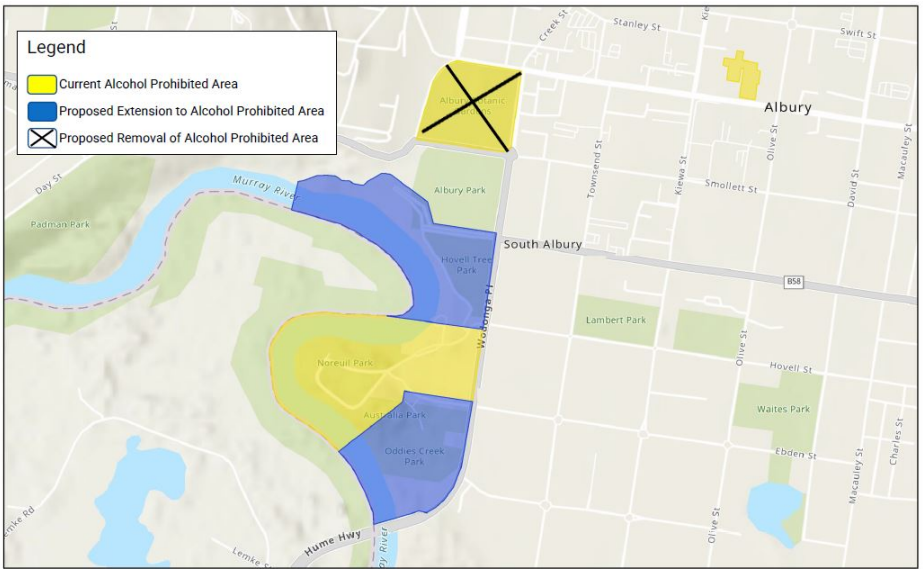
Proposed APA locations - include the parkland areas of QEII Square, and the Albury Riverside Precinct including Hovell Tree Park, Noreuil Park, and Oddies Creek Park including the new wharf/jetty and boardwalk areas through to behind the Albury Swim Centre for Australia Day from 9am to 9pm. It is also proposed to remove the Botanic Gardens as an alcohol prohibited area.

Rationale - the Botanic Gardens as an APA is not supported by data to be maintained as an early intervention measure, since the fencing and restricting access at night with locked gates has diminished this need.

The proposed extension of the APA to include the Albury Riverside Precinct for Australia Day is due to the anticipated increase in usage of the parklands considering the planned improvements to the area over the next four years and supports key stakeholder responses.

The following map illustrates the current and proposed boundaries of the APAs in prominent Albury parks.

Proposed Map Alcohol Prohibited Areas –
QEII Square and Albury Riverside Precinct 2022-2026



Duration

As AFZs are in effect only within a duration limit of four years under the Act, it is proposed to be established to operate 24 hours per day, 7 days a week from 24 December 2022 to 25 December 2026.

While APAs are not restricted to a duration limit under the Act, it is considered best practice for Council to review these permits within four years. Therefore, it is proposed to re-establish an APA at QEII Square 24 hours per day, 7 days a week from 24 December 2022 to 25 December 2026, except for events authorised by AlburyCity.

The Albury Riverside Precinct which includes Hovell Tree Park, Noreuil Park, and Oddies Creek Park including the boardwalk areas are proposed to be established APAs on Australia Day from 9am to 9pm for the following four years until 2026.

Consultation

The Albury Police have been verbally informed of the proposal and that they would be formally notified in writing of the proposal inviting their comment during the mandatory 30-day Public Exhibition period, should Council adopt the proposal. Initial indications are that the Police support the re-establishment of the current AFZs and APAs in the areas proposed with some modifications to boundary areas. These proposed modifications include extending the current boundary to both sides of Young Street and the parking areas adjacent to the Visitors Information Centre and the Railway Station precinct.

Concerning the APAs, the Police concurred with staff to remove the current APA permit at the Botanic Gardens as data suggests there is no evidence of the need for this measure since the park had been fenced and locked at night.

Additionally, Police raised the issue of lack of public awareness of the permits and that perhaps signage could be more prominently displayed.

There are currently 140 signs advertising the AFZs and APAs throughout the Albury LGA. If Council adopts the proposal to proceed to public exhibition, during this time the locations of current signage will be reviewed to determine if they are fit for purpose with the potential to remove or install further signage as required. In addition, as the signs must by law exhibit the expiry date of the four-year period that the zone is resolved to cover, replacing the existing artwork will also be considered to improve visibility and awareness within the community.

Next Stage

As provided in the Act, after preparing a proposal to establish an AFZs and/or an APAs, the requirements include a public exhibition period of 30 days inviting representations or objections from the community. Further, once Council resolves to adopt the proposal to establish the AFZs and/or an APAs, and after complying with the procedures of the Act, the resolution itself will establish the permit. Council must inform the relevant Police Local Area District Commander, affected liquor licensees and other organisations advised of the original proposal of the adoption of the resolution. No further approvals are required from State Government agencies.

Risk

- **Business Risk** – Adoption of the proposed boundaries will allow Council to determine where the consumption of alcohol is permitted in public spaces during the following four-year period, providing greater control over the reduction of alcohol-related anti-social behaviours.
- **Corporate Risk** – The public image of Council may be enhanced by providing an appropriate regulatory framework for the NSW Police to manage alcohol consumption in the city.
- **WHS and Public Risk** – Public safety may be enhanced by prohibiting alcohol consumption in some public spaces.
- **Environmental Risk** – No risks identified.
- **Delivery Program Risk** – Actions identified will be accommodated in Council's delivery program taking into consideration the resources available. Activities can be funded through operational budgets.

Community Engagement

The review was conducted in accordance with the Stakeholder Engagement Plan as endorsed by Council on 27 June 2022. An engagement consultant (LightBulb Consulting) was contracted to manage and support our discussions with key stakeholders. We commenced this key stakeholder consultation for the review and proposed establishment of AFZs and APAs on 28 June 2022, with feedback received until 27 July 2022. Stakeholder feedback was sought via face-to-face meetings, telephone, email, and social media posts.

The Review Alcohol-Free Zones and Alcohol Prohibited Areas 2022 - Consultation Summary is provided in Attachment 4 detailing the scope of stakeholders consulted and their feedback from this preliminary consultation phase. The feedback received has now been incorporated into the proposed APZs and APAs, including the suggestions made by Councillors at the Councillor Pre-Meeting Briefing Session on 20 June 2022.

Note, maps of the current AFZs and APAs were prepared including potential amendments to boundary locations to provide a point of reference for the discussions with key stakeholders.

Options

1. Endorse the establishment of the proposed Alcohol-Free Zones and Alcohol Prohibited Areas. **Recommended.**

   This is the preferred option as the current AFZs and APAs expire on 23 December 2022. This option meets all legislative requirements of the Act.

2. Amend the establishment of the proposed Alcohol-Free Zones and Alcohol Prohibited Areas. **Not Recommended**.

   This option could include changes to the proposed boundaries. For example, Council may seek to exclusively focus on one CBD area or precinct and remove the other proposed permit boundaries. This is not the preferred option as the proposed boundaries align with stakeholder feedback and can be supported by reasons as set out in the legislation.

3. Not proceed with the establishment of the proposed Alcohol-Free Zones and Alcohol Prohibited Areas. **Not Recommended.**

   This is not the preferred option as it would imply the termination of the AFZs and APAs permit locations once the current permits expire on 23 December 2022. This option has the potential to not support contemporary community expectations, nor will it provide an appropriate regulatory framework for the NSW Police to manage alcohol consumption in the city.

Conclusion

AlburyCity has established Alcohol-Free Zones and Alcohol Prohibited Areas across the Albury Local Government Area since 2009. The principal objective is to provide a short-term control measure within a maximum operational period of four years, to improve public safety by preventing disorderly behaviour caused by the consumption of alcohol in public spaces as defined by the *Local Government Act 1993*. In October 2021, Council endorsed the current Alcohol-Free Zones for the Albury and Lavington Central Business Districts and Alcohol Prohibited Areas for QEII Square, Botanic Gardens and Noreuil Park from 9.00am to 9.00pm on Australia Day for a period of four years, expiring on 23 December 2022.

It is proposed to establish an Alcohol-Free Zone in the Albury Central Business District with amendments to the current permit boundaries, re-establish the current Alcohol-Free Zone in the Lavington Central Business District, and re-establish an Alcohol Prohibited Area in QEII Square and the Albury Riverside Precinct extending the boundaries to include all parklands from Union Bridge to Oddies Creek including the boardwalk areas on Australia Day from 9am to 9pm. These permits are proposed for a period of four years, expiring in December 2026. These proposals meet the legislative guidelines for the establishment of these measures and are considered appropriate by Council to

protect the safety of the public and ensure the streets and open spaces are available equally for the enjoyment of everyone.

Recommendation

That Council:

a. Receives and notes the Alcohol-Free Zones and Alcohol Prohibited Areas Review 2022.

b. Proceeds to the public exhibition for a period of 30 days for the establishment of the proposed Alcohol-Free Zones and Alcohol Prohibited Areas, providing a further report to Council on public submissions received.

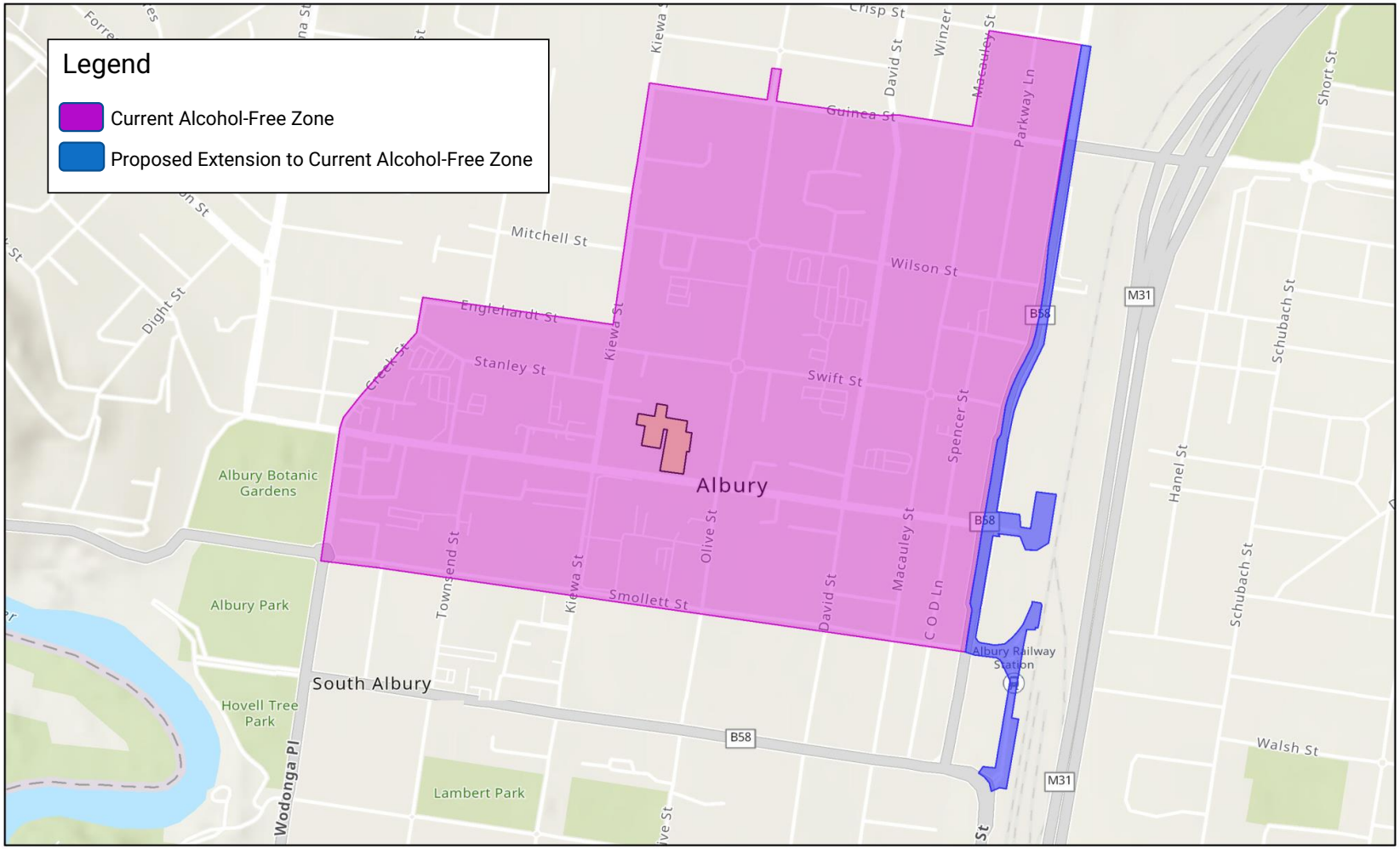
c. In the event no submissions are received during the public exhibition period, adopt the proposed establishment of Alcohol-Free Zones and Alcohol Prohibited Areas for a period of four years; and

d. If adopted, informs the relevant Police Local Area District Commander, affected liquor licensees and other organisations advised of the original proposal of the adoption of the resolution.

Attachments

1. Proposed Map Alcohol-Free Zone Albury CBD 2022-2026 (DOC22/154279).
2. Proposed Map Alcohol-Free Zone Lavington CBD 2022-2026 (DOC22/154275).
3. Proposed Map Alcohol Prohibited Areas – QEII Square and Albury Riverside Precinct 2022-2026 (DOC22/154271).
4. Review Alcohol-Free Zones and Alcohol Prohibited Areas 2022 - Consultation Summary (DOC22/154296).

Proposed Map Alcohol-Free Zones Albury CBD 2022-2026



0

AlburyCity

Disclaimer: While AlburyCity has made every endeavour to ensure the information supplied in this publication is suitable, accurate and complete, no warranty is given that the material contained within is free from error or omission. The material is intended for general use and information only. AlburyCity does not accept any responsibility for any change or withdrawal of details or services shown which are subject to alteration without notice. AlburyCity, its officers, employees, servants and agents expressly disclaim all liability for any act done, or admission made in reliance on such material, and any consequences of such act or omission. Information or images may not be reproduced without the written consent of AlburyCity

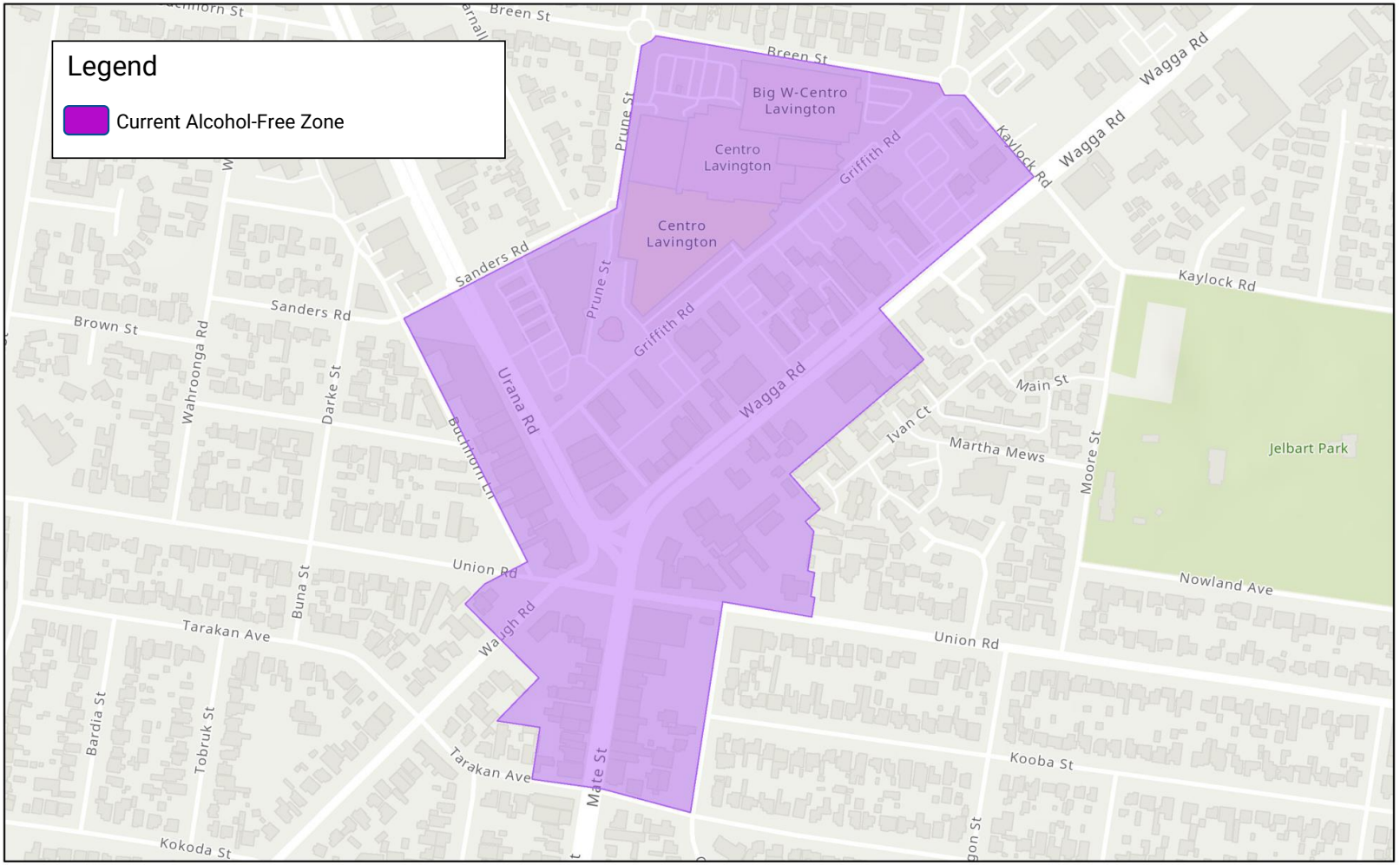
1:12,398

0 0.07 0.15 0.3 mi

0 0.13 0.25 0.5 km

Esri, Geoscience Australia, NASA, NGA, USGS, Esri Community Maps Contributors, Vicmap, Esri, HERE, Garmin, Foursquare, METI/NASA, USGS

Proposed Map Alcohol-Free Zone Lavington CBD 2022-2026



AlburyCity

Disclaimer: While AlburyCity has made every endeavour to ensure the information supplied in this publication is suitable, accurate and complete, no warranty is given that the material contained within is free from error or omission. The material is intended for general use and information only. AlburyCity does not accept any responsibility for any change or withdrawal of details or services shown which are subject to alteration without notice. AlburyCity, its officers, employees, servants and agents expressly disclaim all liability for any act done, or admission made in reliance on such material, and any consequences of such act or omission. Information or images may not be reproduced without the written consent of AlburyCity

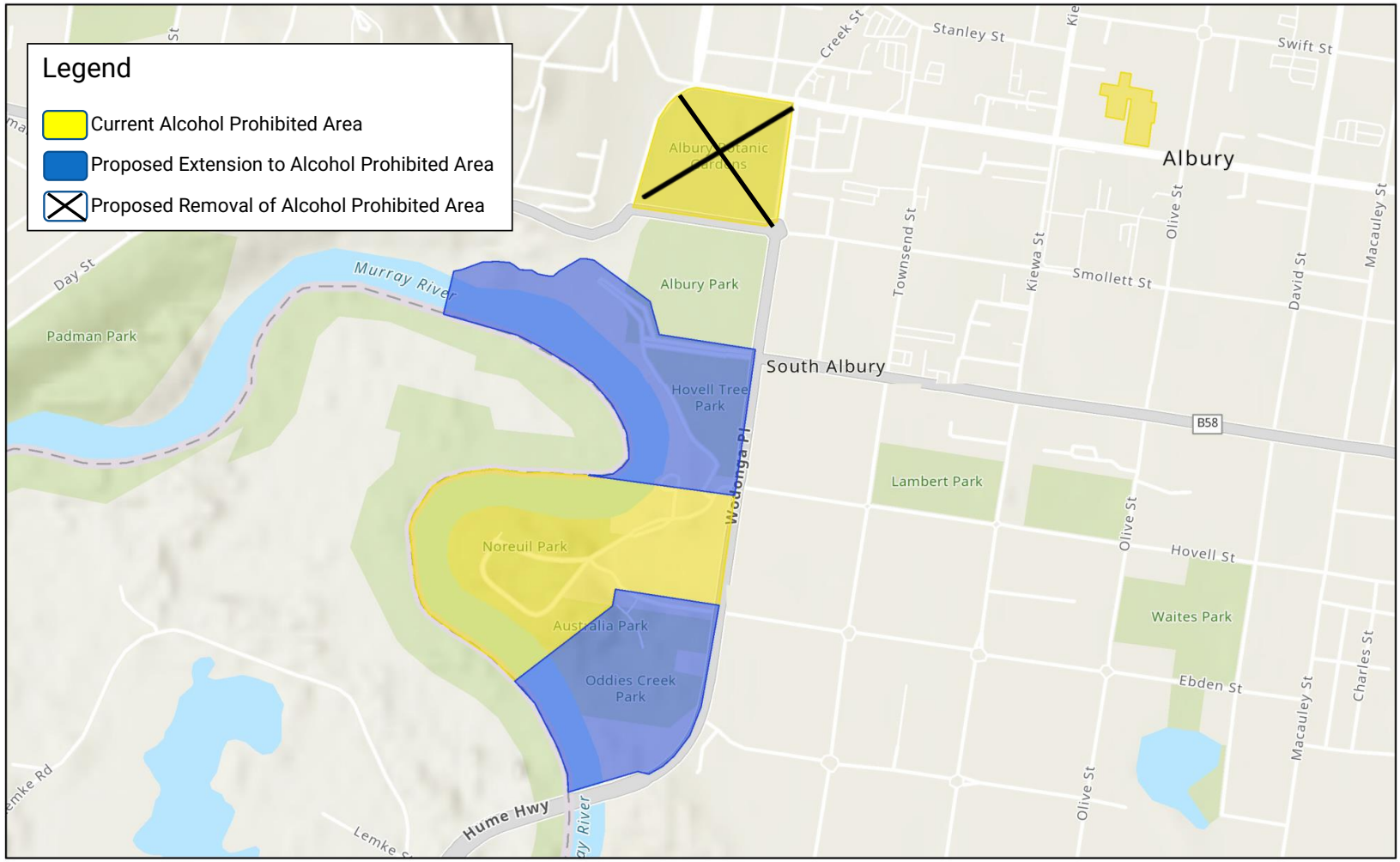
1:6,944

0 0.05 0.1 0.19 mi

0 0.07 0.15 0.3 km

Esri Community Maps Contributors, Vicmap, Geoscape, Esri, HERE, Garmin, Foursquare, METI/NASA, USGS, Esri, Geoscience Australia, NASA, NGA,

Proposed Map Alcohol Prohibited Areas - QEII Square and Albury Riverside Precinct 2022-2026



AlburyCity

Disclaimer: While AlburyCity has made every endeavour to ensure the information supplied in this publication is suitable, accurate and complete, no warranty is given that the material contained within is free from error or omission. The material is intended for general use and information only. AlburyCity does not accept any responsibility for any change or withdrawal of details or services shown which are subject to alteration without notice. AlburyCity, its officers, employees, servants and agents expressly disclaim all liability for any act done, or admission made in reliance on such material, and any consequences of such act or omission. Information or images may not be reproduced without the written consent of AlburyCity

1:11,977

0 0.07 0.15 0.3 mi

0 0.13 0.25 0.5 km

Esri, Geoscience Australia, NASA, NGA, USGS, Esri Community Maps Contributors, Vicmap, Esri, HERE, Garmin, Foursquare, METI/NASA, USGS

Review Alcohol-Free Zones and Alcohol Prohibited Areas 2022

Consultation Summary

AlburyCity

Review Alcohol-Free Zones and Alcohol Prohibited Areas 2022 - Consultation Summary

Introduction

AlburyCity is committed to protecting the safety of our community and visitors. We strive to ensure the streets and open spaces are available for everyone to enjoy whilst remaining relevant to contemporary community expectations.

As part of the review and proposed establishment of Alcohol-Free Zones and Alcohol Prohibited Areas, we undertook stakeholder engagement activities from 28 June 2022 until 27 July 2022 with both targeted stakeholders and the broader community.

LightBulb Consulting was engaged to manage and support our discussions with key stakeholders with feedback was sought via face-to-face meetings, telephone, email, and social media posts.

Engagement Process

Face-to-Face Meeting

NSW Police Murray River Police District

Senior Constable Tennille Doolan
Acting Sergeant - Licensing Officer

Constable Pat Skinner
Crime Prevention Officer

The following is a summary of the Police comments.

- The APA at the Botanic Gardens is no longer required as there is no data to suggest there are any issues of anti-social behaviour related to alcohol consumption at this location since the installation of perimeter fencing and the locked gates overnight.
- Recommend the extension of the current AFZ in Young Street to include the footbridge, the footpath outside Harris Farms and to include both sides of Young Street past the Astor Hotel including the Scots School oval entrance.
- Nasho's Garden near the footbridge at the end of Dean Street is recommended for inclusion into the AFZ due to people gathering and drinking there, which requires a constant Police response.
- The Railway carpark and surrounding gardens are recommended for inclusion to the AFZ due to the number of Police responses to street drinking at this location.
- The location in the vicinity of the Star Hotel is regularly requiring a Police response due to the number of public complaints relating to anti-social behaviour. An increase in signage may raise awareness of the restrictions in this location.
- Noreuil Park as an APA on Australia Day is an appropriate measure, however, extending the area to include the newly developed area of the parkland would further assist Police during the festivities on Australia Day.
- Overall, the AFZ and APA signage is obscure and blends into the parking signage, people indicate they are not aware of the restrictions on street drinking.

Telephone

Albury RSL Sub-Branch

Vice-President - Harry Hacking
Committee Member - Reg Considine

The RSL indicated that Nacho Gardens located at the Eastern end of Dean Street at the base of the Harold Mair Bridge, is of a concern to them for alcohol consumption and empty alcohol containers littering the site. It is deemed to be disrespectful as Nasho Gardens is dedicated to honour the National Servicemen and Servicewomen of Australia who served in peace and war during 1951 to 1959 and 1965 to 1972. Extending the AFZ into this site would be welcomed by the RSL, to help reduce the ongoing issues of street drinking at this site. A request was made to be notified if the proposal is adopted by Council of the 30-day public exhibition period.

Direct Notification

A targeted email was distributed to 61 Liquor Licensees within the proposed boundary location in and around the Albury CBD and to 8 Licensees in and around the Lavington CBD, advising them of the consultation and included an offer to meet with the Consultant to discuss and provide further feedback.

No responses were received from Licensees.
A targeted email was also sent to the following groups advising them of the consultation and included an offer to meet with the Consultant to discuss and provide further feedback:

- Albury Access Committee;
- Albury Business Connect (request to share with members);
- Albury Liquor Accord;
- Albury Wodonga Ethnic Community Council;
- AlburyCity Youth Council; and
- Retro Youth Management Committee.

No responses were received from these groups.

Social Media - Facebook

A post was published on the AlburyCity Facebook page on 14 July 2022. It featured maps of the proposed and current zones and areas. It received 10 likes/loves responses and 12 comments, some of them tagging other people, with the comments below:

1. Please include no smoking in these areas.
2. I think current alcohol exclusion area adequate, saving businesses from vandalism and antisocial behaviour however any further behavioural exclusions are too controlling.
3. Plz make it a legislative that no one can steal from Ur bins am fed up is invasion of privacy sick of getting up to see it and not just mine everybody's plz put a stop to it.
4. Make it like Germany I say.

Have your Say webpage

A project page was developed on the AlburyCity 'Have Your Say' website for the consultation process providing general information about the review. The information was published from 14 July to 21 July 2022 including the featured maps of the current and proposed zones and areas. There were 34 views of the page with two contributions (provided below).

More than 165 people on the Have Your Say database were also informed about the consultation. An equal amount of people found the information regarding the proposal via a direct search and social media (14 by each medium).

Feedback is provided verbatim.

1. I would submit that the whole of Albury CBD, Noreuil Park, Botanic Gardens, Albury Pool & Lavington Pool & Lavington CBD and Thurgoona shopping precinct as well as public parks and community ports grounds should be alcohol-free zones on public streets and in public spaces

for the best interests of families and children and young people as well as for the safety of pedestrians and drivers and the general public. There is no reason for people to be drinking in public streets and public spaces when there is not a special community event or sports/celebration occasion which has approval from the appropriate licensing authorities. There should be provisions made for speciality events such as wine-tasting festivals or other special celebration events or sporting events where the organisers apply for a special licence for the occasion within specific time frames from the relevant police licensing authorities. We should encourage the use of our public and community places and spaces in a safe and family-friendly way as well as the responsible and safe consumption of alcohol in a responsible way within the community.

2. Please don't ruin Norieul or the gardens by making them alcohol free! One of the great pleasures of our town is go take a friend to Norieul for a beautiful picnic and take along a bottle of bubbly to enjoy in the sunshine. Punish bad behaviour- don't punish the town and take away the nice things from us! Agree with the CBD one currently in. Albury and the same for Lavington would be good. Agree with Australia Day restrictions at Norieul to discourage hooligan behaviour. But PLEASE no extension. You shouldn't have to fork out to go to Riverdeck just to enjoy Norieul.

AlburyCity Internal Consultation

The following feedback was noted:

Tourism Team

- A recommendation to include into the AFZ for the Albury CBD is near the footbridge at the Railway Station and extended to the Visitor Information Centre, particularly as AlburyCity leases land from the ARTC and there are people affected by alcohol and drugs regularly at this site.
- The safety of commuters and visitors at the Railway Station is a concern as it not always a great first visitor experience.
- Extend the APA within the Riverside precinct parks to include the new wharf/jetting and boardwalk areas to Bungambrawatha Creek bridge.
- Botanic Gardens to be maintained within the proposed APAs with the existing process for applying for exception to remain in place.

Streetscapes and Gardens Team

This team currently manages the following areas:

QEII Square
Albury Botanic Gardens
Noreuil Park – Foreshore
Dean Street Plaza / Nasho's Park

- Comfortable with the current APAs classification for QEII, Botanic Gardens, and Noreuil Park on Australia Day.
- The Dean Street Plaza / Nasho's Garden recommended to be included in the Albury CBD AFZs, due to the significance of the site and multiple incidents of anti-social behaviour and vandalism at this location.
- The existing APAs classification for Australia Day should be extended to include the entire Albury Riverside Precinct.

CM14. OFFICERS REPORTS FOR NOTING

CM14.1. Investment Balances - July 2022

DATE	9 August 2022	**FIL REFERENCE**	FIL22/00417
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Justin Finlayson Strategy & Performance	**PHONE**	6023 8153
AUTHOR	Tom Dwerryhouse		

Purpose of Report

This report presents to Council details of all money invested, as at 31 July 2022, as required by the Local Government (General) Regulation 2005.

Background

AlburyCity's Investment Policy objectives include:

i. Undertake authorised investment of Council funds.
ii. Preserve capital invested by taking into account investment risks.
iii. Manage Council's investments to meet cash flow obligations.
iv. The rate of return on funds invested is to be optimised compared to appropriate benchmarks.
v. Preference investments to financial institutions that do not support the fossil fuel industry.
vi. Preference environmental and socially responsible investments.
vii. Give consideration to local economic benefit when making investment decisions.
viii. Maintain an appropriate relationship with Council's investment institutions and advisors.
ix. Regularly report investment performance and compliance to Council.

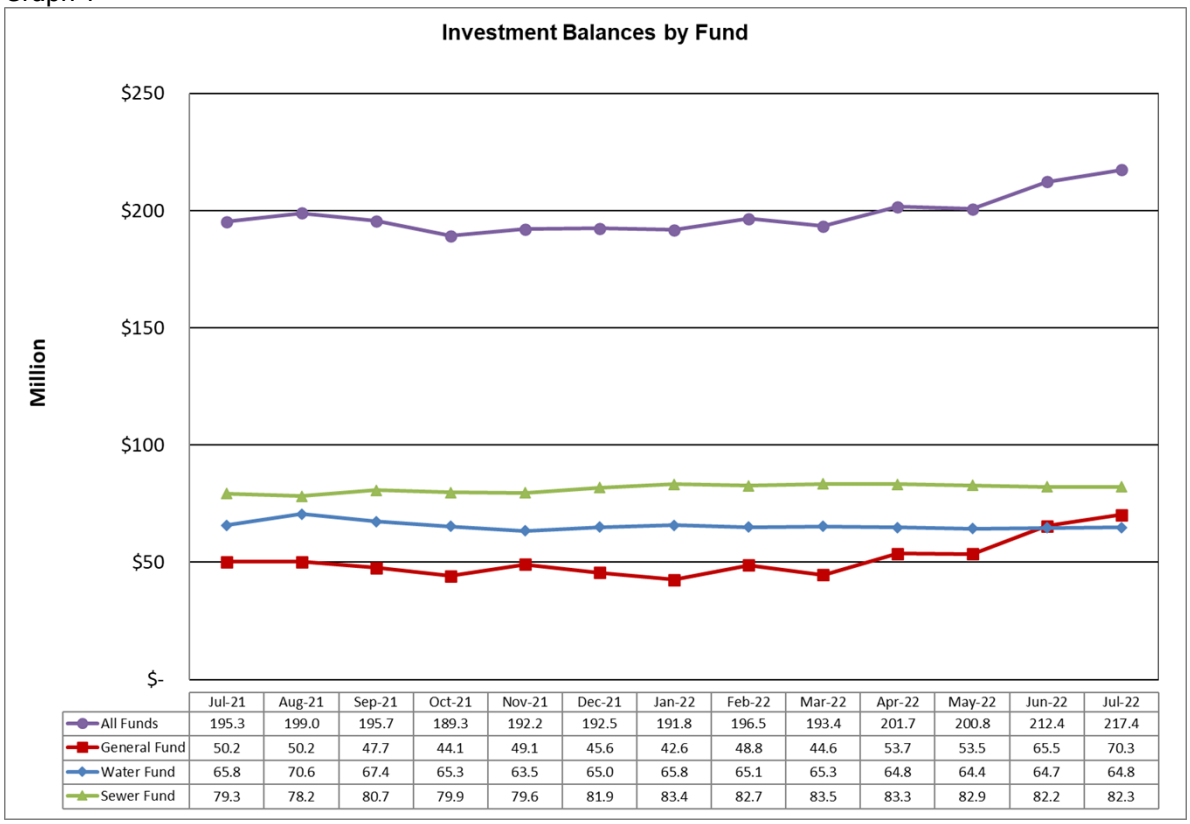
Note: AlburyCity's updated Investment Policy now includes, effective from 1 August 2022:

- Council's preference is to enter into environmental and socially responsible investments where:
    - The investment is compliant with legislation and AlburyCity's Investment Policy objectives and parameters; and
    - The rate of return is within 2.5% of comparable investments on offer at the time of investment.

Issues

AlburyCity's overall investment portfolio increased by $5 million during June 2022 to $217 million, which was mainly due to an increase in General Fund balances.

Graph 1

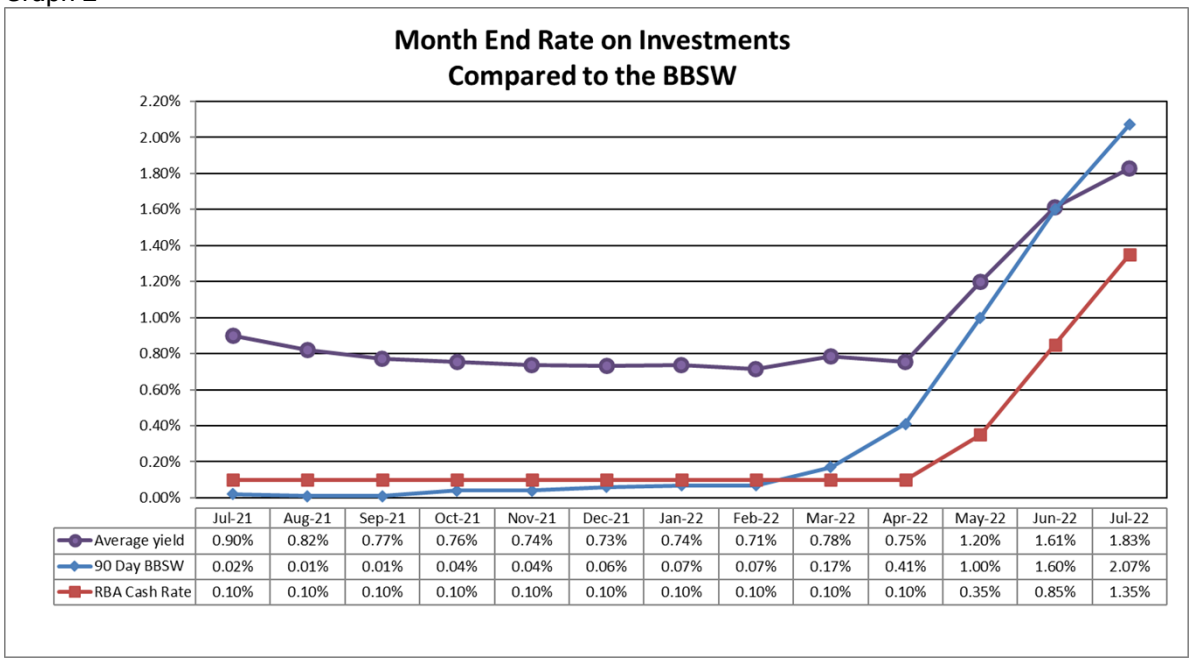


	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
All Funds	195.3	199.0	195.7	189.3	192.2	192.5	191.8	196.5	193.4	201.7	200.8	212.4	217.4
General Fund	50.2	50.2	47.7	44.1	49.1	45.6	42.6	48.8	44.6	53.7	53.5	65.5	70.3
Water Fund	65.8	70.6	67.4	65.3	63.5	65.0	65.8	65.1	65.3	64.8	64.4	64.7	64.8
Sewer Fund	79.3	78.2	80.7	79.9	79.6	81.9	83.4	82.7	83.5	83.3	82.9	82.2	82.3

The Reserve Bank of Australia increased the official cash rate by 0.5% in July 2022 to 1.35%. The overall average return on AlburyCity's investment portfolio increased by 0.22% during the month due to increased returns on Term Deposits.

In August the Reserve Bank of Australia increased the official cash rate by a further 50 basis points to 1.85%.

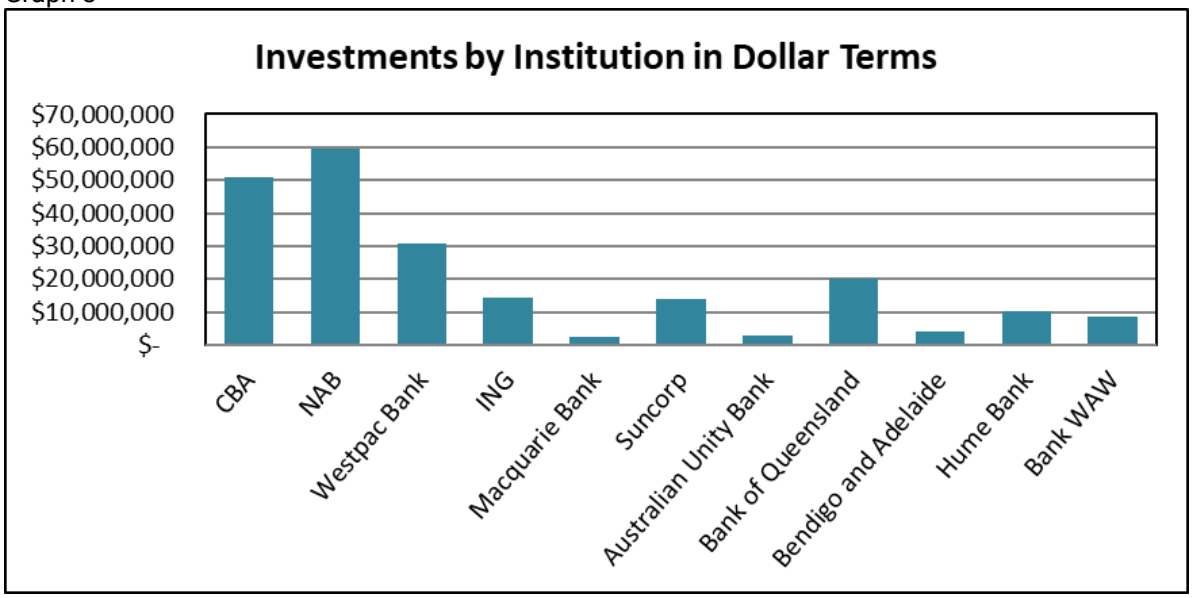
Graph 2



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
Average yield	0.90%	0.82%	0.77%	0.76%	0.74%	0.73%	0.74%	0.71%	0.78%	0.75%	1.20%	1.61%	1.83%
90 Day BBSW	0.02%	0.01%	0.01%	0.04%	0.04%	0.06%	0.07%	0.07%	0.17%	0.41%	1.00%	1.60%	2.07%
RBA Cash Rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.35%	0.85%	1.35%

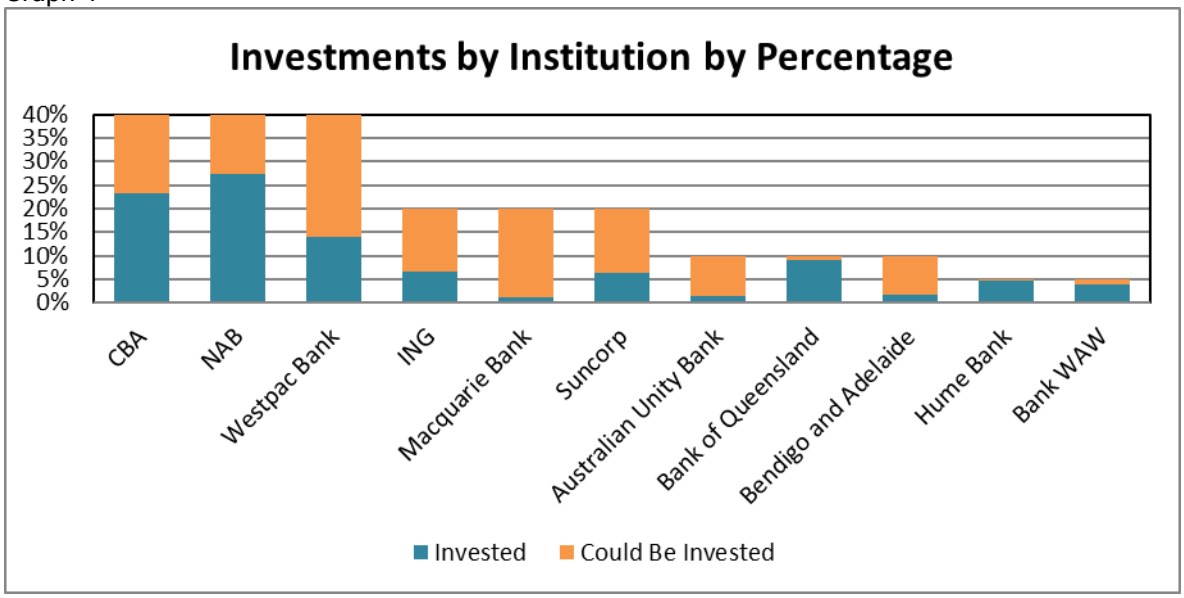
The amount invested with each financial institution is detailed in Graph 3 below.

Graph 3



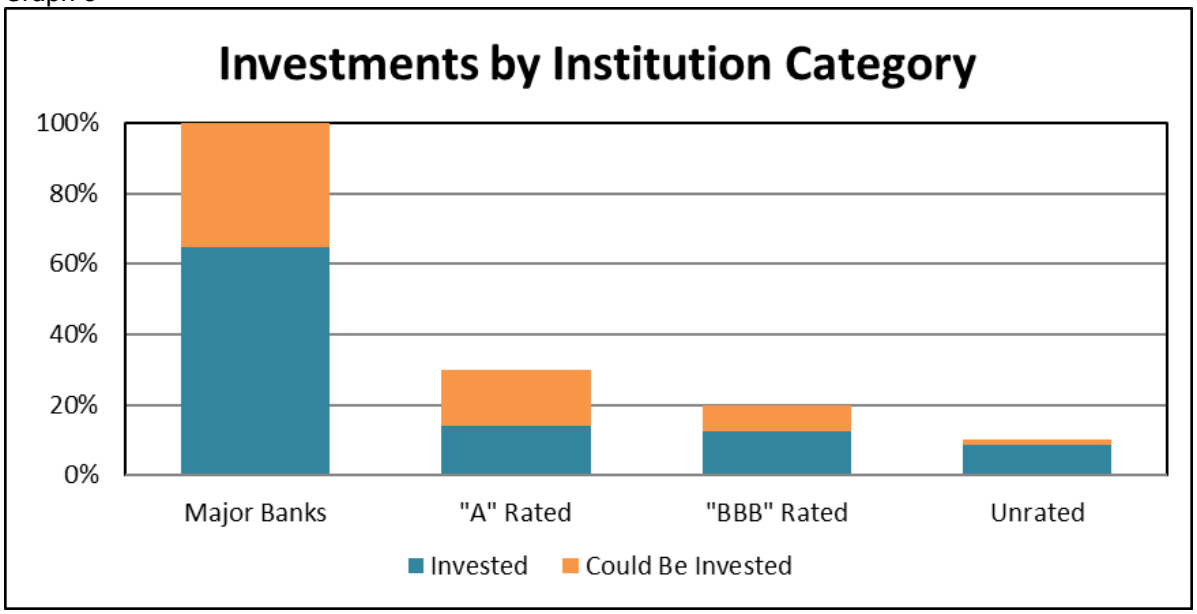
Graph 4 below compares investments with each financial institution to the limits included in AlburyCity's Investment Procedure.

Graph 4



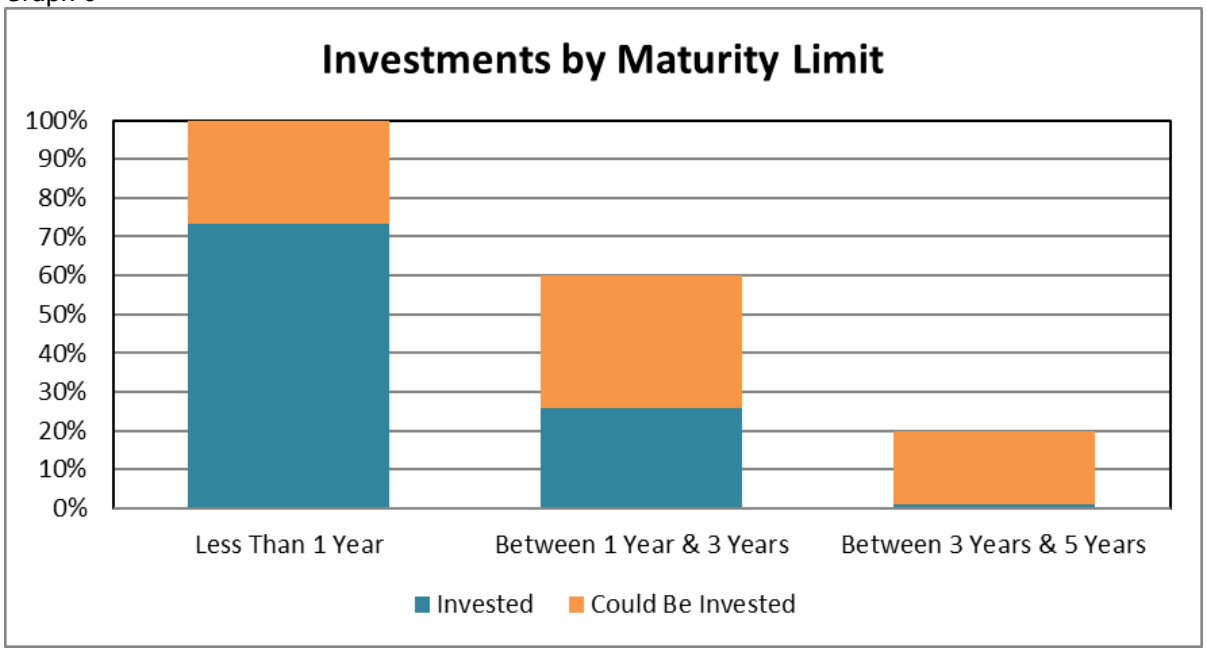
Graph 5 below compares the balance of investments by financial institution category compared to the limits included in AlburyCity's Investment Procedure.

Graph 5



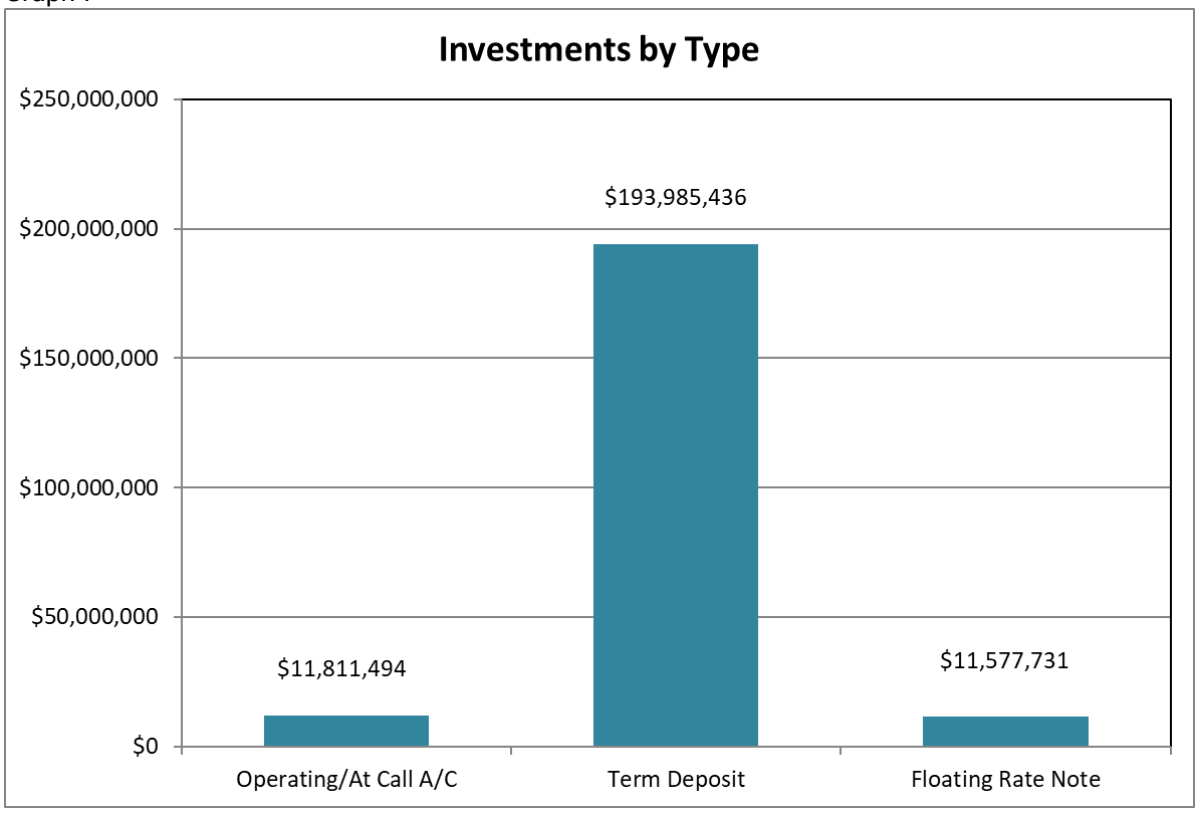
Graph 6 below compares the maturity profile of investments to the limits included in AlburyCity's Investment Procedure.

Graph 6



The types of investments held by AlburyCity is summarised in Graph 7 below.

Graph 7



Graph 8 below identifies that at 31 July 2022 the percentage of investments held with financial institutions that do not invest in the fossil fuel industry equated to 18% of the investment portfolio. Over the past three months, these investments have increased as a result of the more competitive

rates presented by Suncorp. AlburyCity's policy is to optimise the rate of return on funds invested and preference investments with financial institutions that do not support the fossil fuel industry when the investment does not breach AlburyCity's investment credit risk framework.

Graph 8

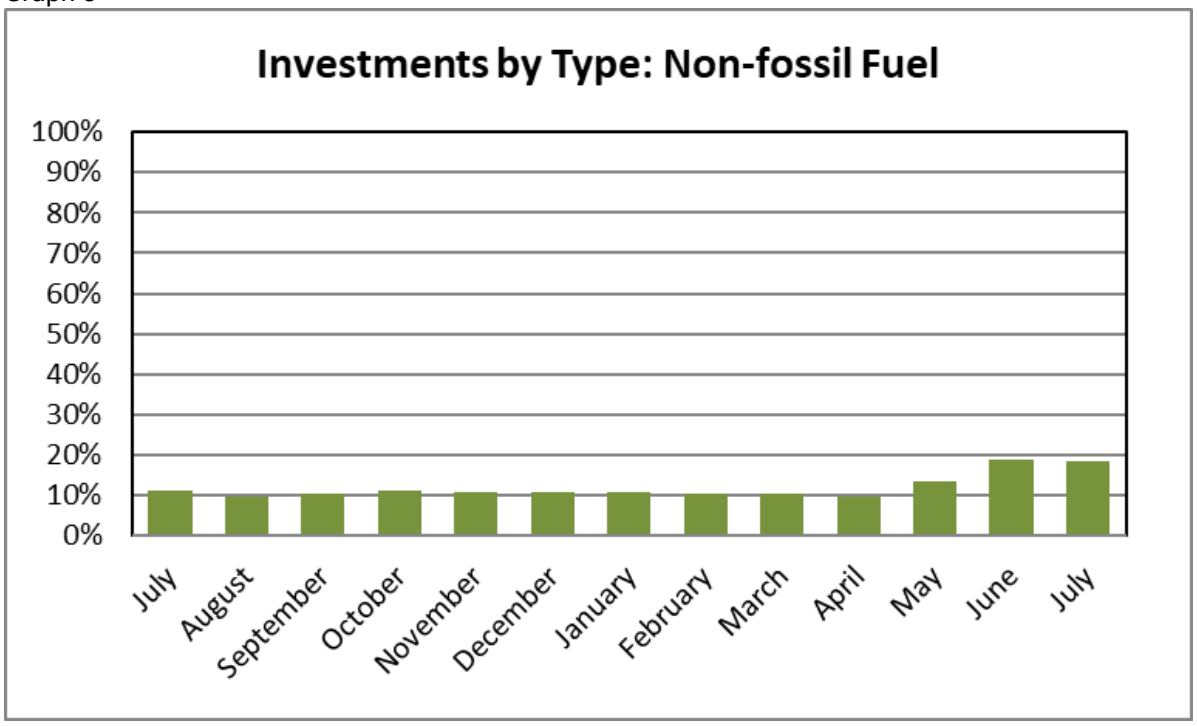


Table 1 below compares the year-to-date interest earned by Fund compared to budget and the prior year. The current year-to-date result is better than the prior year due to changes in available interest rates.

Table 1

Interest on Investments

Year: 2022-23 Period: July

	Actual YTD Previous Year	Forecast Budget YTD 2021-22	Actual YTD 2021-22	Variance ( ) Indicates UNFavourable	
	$	$	$	$	%
General Fund	(30,000)	(89,623)	(111,394)	21,771	24%
Water Fund	(44,793)	(65,635)	(102,582)	36,947	56%
Sewer Fund	(46,344)	(77,280)	(130,258)	52,978	69%
Grand Total	(121,137)	(232,538)	(344,234)	111,696	48%

Issues

Investments made during the month of July 2022, were made in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2005 and AlburyCity's Investment Policy and Procedure.

Further details regarding AlburyCity's investments held at 31 July 2022 are provided in Attachment 1 to this report.

Conclusion

This report presents to Council for noting, details of funds invested as at 31 July 2022, as required by the Local Government (General) Regulation 2005.

Recommendation

That Council receives and notes the Investment Balances Report for the month of July 2022.

Attachments

1. Investment Listing – July 2022 (DOC22/164456).

AlburyCity Investment Listing
31 July 2022

Face Value	Issuer	S&P Rating	Investment Date	Yield %	Period Days	Maturity Date	Type	Green Investment
Major Banks								
$ 11,811,494	CBA	AA-		1.35%	At call	N/A	Operating/At Call A/C	No
$ 5,000,000	CBA	AA-	7/09/2021	0.39%	365	7/09/2022	Term Deposit	No
$ 5,000,000	CBA	AA-	21/09/2021	0.34%	365	21/09/2022	Term Deposit	No
$ 5,000,000	CBA	AA-	21/09/2021	0.34%	365	21/09/2022	Term Deposit	No
$ 5,000,000	CBA	AA-	21/09/2021	0.34%	365	21/09/2022	Term Deposit	No
$ 4,000,000	CBA	AA-	4/05/2022	3.07%	365	4/05/2023	Term Deposit	No
$ 3,000,000	CBA	AA-	8/06/2022	3.68%	365	8/06/2023	Term Deposit	No
$ 5,000,000	CBA	AA-	12/07/2022	4.06%	365	12/07/2023	Term Deposit	No
$ 3,000,000	CBA	AA-	29/07/2022	3.74%	363	27/07/2023	Term Deposit	No
$ 3,000,000	CBA	AA-	14/06/2022	4.53%	731	14/06/2024	Term Deposit	No
$ 1,000,000	CBA	AA-	21/06/2022	4.74%	731	21/06/2024	Term Deposit	No
$ 3,000,000	NAB	AA-	16/11/2020	0.59%	729	15/11/2022	Term Deposit	No
$ 2,500,000	NAB	AA-	1/12/2020	0.62%	728	29/11/2022	Term Deposit	No
$ 3,500,000	NAB	AA-	1/12/2020	0.62%	728	29/11/2022	Term Deposit	No
$ 2,500,000	NAB	AA-	15/12/2020	0.65%	728	13/12/2022	Term Deposit	No
$ 4,000,000	NAB	AA-	12/01/2021	0.62%	728	10/01/2023	Term Deposit	No
$ 3,000,000	NAB	AA-	12/01/2022	0.76%	365	12/01/2023	Term Deposit	No
$ 2,000,000	NAB	AA-	19/01/2021	0.62%	728	17/01/2023	Term Deposit	No
$ 1,000,000	NAB	AA-	2/03/2021	0.55%	735	7/03/2023	Term Deposit	No
$ 2,000,000	NAB	AA-	8/03/2022	1.00%	365	8/03/2023	Term Deposit	No
$ 2,000,000	NAB	AA-	8/03/2022	1.00%	365	8/03/2023	Term Deposit	No
$ 4,000,000	NAB	AA-	1/06/2021	0.64%	730	1/06/2023	Term Deposit	No
$ 3,500,000	NAB	AA-	26/07/2021	0.65%	730	26/07/2023	Term Deposit	No
$ 1,000,000	NAB	AA-	27/07/2021	0.65%	730	27/07/2023	Term Deposit	No
$ 2,500,000	NAB	AA-	3/08/2021	0.60%	730	3/08/2023	Term Deposit	No
$ 2,000,000	NAB	AA-	1/06/2021	0.64%	730	1/06/2023	Term Deposit	No
$ 2,500,000	NAB	AA-	13/10/2020	0.75%	917	18/04/2023	Term Deposit	No
$ 1,500,000	NAB	AA-	17/09/2021	0.65%	731	18/09/2023	Term Deposit	No
$ 3,000,000	NAB	AA-	21/09/2021	0.63%	730	21/09/2023	Term Deposit	No
$ 5,000,000	NAB	AA-	21/09/2021	0.63%	730	21/09/2023	Term Deposit	No
$ 2,500,000	NAB	AA-	9/11/2021	0.95%	730	9/11/2023	Term Deposit	No
$ 2,000,000	NAB	AA-	23/02/2022	1.76%	365	23/02/2023	Term Deposit	No
$ 1,500,000	NAB	AA-	23/02/2022	1.76%	365	23/02/2023	Term Deposit	No
$ 1,975,161	NAB	AA-	25/02/2022	1.78%	1826	25/02/2027	Floating Rate Note	No
$ 1,000,000	NAB	AA-	29/03/2022	2.55%	731	29/03/2024	Term Deposit	No
$ 2,500,000	Westpac	AA-	18/08/2020	0.89%	735	23/08/2022	Term Deposit	No
$ 2,000,000	Westpac	AA-	17/08/2020	0.92%	737	24/08/2022	Term Deposit	No
$ 2,000,000	Westpac	AA-	1/09/2020	0.85%	735	6/09/2022	Term Deposit	No
$ 1,000,000	Westpac	AA-	9/11/2021	1.10%	730	9/11/2023	Term Deposit	No
$ 2,500,000	Westpac	AA-	7/12/2021	1.19%	730	7/12/2023	Term Deposit	No
$ 4,000,000	Westpac	AA-	24/06/2019	1.17%	1827	24/06/2024	Floating Rate Note	No
$ 3,108,248	Westpac	AA-	16/07/2019	3.14%	1827	16/07/2024	Floating Rate Note	No
$ 4,000,000	Westpac	AA-	25/01/2022	1.35%	730	25/01/2024	Term Deposit	No
$ 3,500,000	Westpac	AA-	8/02/2022	1.55%	730	8/02/2024	Term Deposit	No
$ 2,000,000	Westpac	AA-	8/02/2022	1.55%	730	8/02/2024	Term Deposit	No
$ 2,000,000	Westpac	AA-	10/03/2022	1.81%	732	11/03/2024	Term Deposit	No
$ 2,000,000	Westpac	AA-	10/03/2022	1.81%	732	11/03/2024	Term Deposit	No
"A" Rated Institutions								
$ 2,494,322	Macquarie Bank	A	7/08/2019	1.74%	1827	7/08/2024	Floating Rate Note	No
$ 2,500,000	ING	A-	2/03/2021	0.55%	735	7/03/2023	Term Deposit	No
$ 2,000,000	ING	A-	4/08/2020	0.94%	735	9/08/2022	Term Deposit	No
$ 2,500,000	ING	A-	23/02/2021	0.55%	728	21/02/2023	Term Deposit	No
$ 2,000,000	ING	A-	10/03/2022	1.10%	365	10/03/2023	Term Deposit	No
$ 1,210,887	ING	A-	11/05/2022	3.08%	365	11/05/2023	Term Deposit	No
$ 2,000,000	ING	A-	16/05/2022	3.01%	365	16/05/2023	Term Deposit	No
$ 2,000,000	ING	A-	28/06/2022	4.50%	731	28/06/2024	Term Deposit	No
$ 5,000,000	Suncorp	AA-	18/05/2022	3.15%	365	18/05/2023	Term Deposit	Yes
$ 2,500,000	Suncorp	AA-	16/06/2022	4.16%	365	16/06/2023	Term Deposit	Yes
$ 6,500,000	Suncorp	AA-	24/06/2022	4.00%	367	26/06/2023	Term Deposit	Yes

AlburyCity Investment Listing
31 July 2022

Face Value	Issuer	S&P Rating	Investment Date	Yield %	Period Days	Maturity Date	Type	Green Investment
"BBB" Rated Institutions								
$ 3,000,000	Australian Unity Bank	BBB+	3/05/2022	3.45%	731	3/05/2024	Term Deposit	Yes
$ 1,500,000	Bank of Queensland	BBB+	15/08/2019	1.85%	1096	15/08/2022	Term Deposit	No
$ 1,000,000	Bank of Queensland	BBB+	18/08/2020	0.95%	735	23/08/2022	Term Deposit	No
$ 1,500,000	Bank of Queensland	BBB+	16/08/2021	0.59%	730	16/08/2023	Term Deposit	No
$ 3,000,000	Bank of Queensland	BBB+	10/05/2022	3.70%	731	10/05/2024	Term Deposit	No
$ 3,000,000	Bank of Queensland	BBB+	24/05/2022	3.20%	365	24/05/2023	Term Deposit	No
$ 5,000,000	Bank of Queensland	BBB+	27/07/2022	4.10%	365	27/07/2023	Term Deposit	No
$ 5,000,000	Bank of Queensland	BBB+	25/05/2022	3.20%	365	25/05/2023	Term Deposit	No
$ 2,000,000	Bendigo and Adelaide	BBB+	28/02/2022	0.85%	365	28/02/2023	Term Deposit	Yes
$ 2,000,000	Bendigo and Adelaide	BBB+	2/03/2022	0.80%	365	2/03/2023	Term Deposit	Yes
Unrated Institutions								
$ 640,647	Hume Bank	N/A	29/07/2022	4.20%	731	29/07/2024	Term Deposit	Yes
$ 1,769,250	Hume Bank	N/A	4/08/2020	1.10%	749	23/08/2022	Term Deposit	Yes
$ 2,951,621	Hume Bank	N/A	28/09/2021	0.30%	365	28/09/2022	Term Deposit	Yes
$ 4,750,000	Hume Bank	N/A	29/06/2022	4.05%	365	29/06/2023	Term Deposit	Yes
$ 529,965	Bank WAW	N/A	26/10/2021	0.45%	365	26/10/2022	Term Deposit	Yes
$ 500,000	Bank WAW	N/A	25/05/2022	3.20%	365	25/05/2023	Term Deposit	Yes
$ 1,049,282	Bank WAW	N/A	21/05/2022	3.20%	365	21/05/2023	Term Deposit	Yes
$ 1,750,000	Bank WAW	N/A	4/05/2021	0.90%	730	4/05/2023	Term Deposit	Yes
$ 2,000,000	Bank WAW	N/A	31/05/2022	3.20%	365	31/05/2023	Term Deposit	Yes
$ 2,833,783	Bank WAW	N/A	15/06/2022	4.16%	365	15/06/2023	Term Deposit	Yes
$ 217,374,661								

CM14.2. Operational Plan Quarterly Progress Report

DATE	9 August 2022	**FIL REFERENCE**	FIL22/00776
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Justin Finlayson Strategy & Performance	**PHONE**	6023 8153
AUTHOR	Pip Riches		

Purpose of Report

This report presents the AlburyCity 2021/22 Operational Plan progress report for the financial year ended 30 June 2022.

Background

In accordance with the Local Government Integrated Planning and Reporting Framework, Council develops a Four-Year Delivery Program which details the principal activities to be undertaken by AlburyCity to implement the strategies established by the Community Strategic Plan 'Albury 2030'.

The Local Government Act 1993 requires that progress is reported to Council with respect to the principal activities detailed in its Delivery Program at least every six months.

AlburyCity's Operational Plan forms year one of its Four Year Delivery Program. AlburyCity's practice is to report progress to Council on a quarterly basis.

AlburyCity's target was to deliver 100% of its Operational Plan during the 2021/22 financial year in line with our Service Excellence Corporate Success Pillar.

Issues

The AlburyCity Operational Plan Quarterly Progress Report (refer Attachment 1) details that overall progress of 96% had been achieved by the end of June 2022, as indicated by Chart 1 below.

Overall, of the 271 actions, 145 were completed and 93 were reported on track as at the end of the 2021/22 reporting period. A number of projects are scheduled to be completed over multiple years and therefore report as '*on track*' where all scheduled works for the 2021/22 year have been completed.

Key highlights from the 2021/2022 Operational Plan

A Growing Sustainable Economy

- Wagirra Trail - the final stages of the 12km of asphalting nearing completion
- AlburyCity has engaged Royal Life Saving NSW to lead the development of the Inland Water Safety Strategy

- The Graffiti Management Plan 2021-2026 was endorsed by Council
- Albury Riverside Precinct Construction progressing
- Eastern Hill Activation Plan presented for Council review and public exhibition
- Davey Road Interchange completed
- Albury Historical Walking Tour Bollard Redevelopment completed
- The State Member's Walk was completed and unveiled in November 2021
- Annual water meter replacement program completed
- Roads Resealing Program completed
- The Economic Development Strategy actions implemented
- Development of the Albury Entertainment Centre and Waste Management Centre continued
- Cycleways and Active Transport Program completed

An Enhanced Natural Environment

- An Electric Vehicle Strategy was developed
- All projects under the Sustainability – Community Energy Fund completed
- Our Halve Waste Program continued to support the region's goal of reducing waste
- Implementation of the Regional Natural Environment Strategy actions
- A Climate Change Adaptation Strategy developed

A Caring Community

- Albury Regional Skate Park Facility was officially opened and continues to be a hugely popular destination for the local community, whilst also receiving multiple state awards and commendations.
- We continued to successfully deliver a range of experiences, festivals and events to support our community
- Installation of additional CCTV cameras in Dean Street and a pilot of the Public CCTV Surveillance Trailer
- The Final Botanic Gardens Master Plan and Concept Drawing were endorsed by Council
- Development of the Local Housing Strategy is well underway
- Cycleways and Active Transport Program completed
- AlburyCity's revised Disability Inclusion Action Plan 2022-2026 endorsed by Council
- Council adopted the Innovate Reconciliation Action Plan 2022-2024

A Leading Community

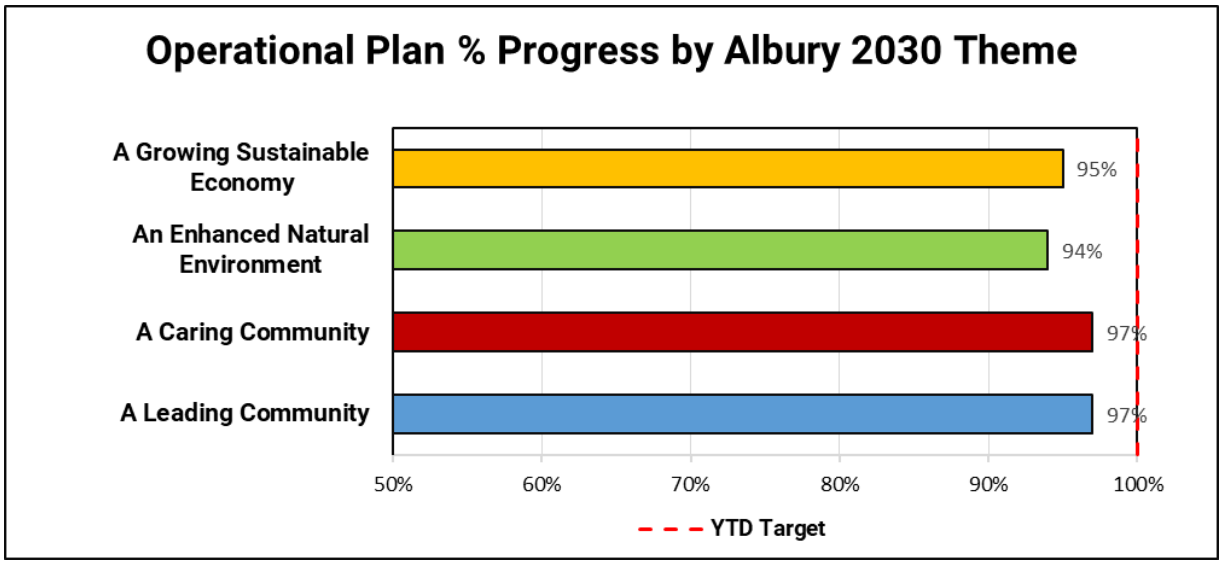
- Continued expansion of AlburyCity’s Our Grow Our Own Program with additional positions embedded in the organisational structure
- Our new Community Strategic Plan – Towards Albury 2050 endorsed by Council
- Community engagement initiatives have been implemented, providing the community with the opportunity to comment on projects and decisions that may impact them.

Chart 1



As indicated in Chart 2 below, Operational Plan progress was only just below the 100% target for each of the Community Strategic Plan Themes. A positive result across all themes, with three themes achieving a completion rate of 95% or greater.

Chart 2



Challenges experienced during 2021/22 included:

- **Grant Funding** – Opportunities to apply for grant funding and the focus to progress grant funded projects have required ongoing attention.
- **Project Design Phase** – Some projects have required extended design phases and will be progressed as part of AlburyCity's 2022/23 capital works program.
- **COVID-19** – Throughout 2021/22, we continued to be responsive to the pandemic and associated public health order requirements of both the NSW and Victorian governments.

- **Internal Resourcing** – High levels of vacant positions due to a tight labour market have impacted project delivery across the organisation. We successfully onboarded many new starters over the past twelve months, however, skill shortages remain in a number of areas. Additional actions have been implemented to target these markets through specific strategies.

Works Program

Incorporated within the Operational Plan is AlburyCity's Works Program. The Works Program Quarterly Progress Report details that overall progress of 91% had been achieved by the end of June 2022. The Works Program includes 162 projects against 10 sub-programs.

2021/22 Works Program Progress Report					
Program	**No. Projects**	**September**	**December**	**March**	**June**
Building Program	37	22.84%	41.22%	62.70%	89.05%
Business & Tourism Program	8	11.66%	29.44%	65.63%	99.38%
Community & Landscapes Program	30	23.84%	45.50%	67.67%	90.50%
Environment & Sustainability Program	27	21.67%	41.67%	58.52%	94.63%
Footpath & Bike Path Program	8	16.67%	43.13%	63.13%	93.13%
Plant Replacement Program	1	15.00%	40.00%	75.00%	90.00%
Road & Drain Construction Program	9	16.25%	28.46%	51.11%	75.56%
Smart Community Program	4	29.00%	51.25%	63.75%	91.25%
Sporting Facilities Program	3	28.75%	40.00%	60.00%	71.67%
Water & Sewer Program	35	21.62%	39.31%	63.61%	93.57%
% Progress	162	21.6%	40.7%	62.7%	90.9%
Targets		25.0%	50.0%	75.0%	100.0%

A combination of internal and external resources is used to ensure that the program is completed to standard, within timeframes and in accordance with budget provisions. This project plan is continually monitored to highlight any variations from initial predictions and the determination of any required adjustments.

Risk

- **Business Risk** – Council continues to be proactive in managing business risk as part of quarterly budget reviews while working to maintain and improve infrastructure within AlburyCity.
- **Corporate Risk** – It is important that AlburyCity delivers what it sets out to achieve as detailed within its Operational Plan and Four-Year Delivery Program.
- **WHS and Public Risk** – No risks identified.
- **Environmental Risk** – The Albury 2030 theme 'An Enhanced Natural Environment', reports an achievement rate of 94%.
- **Delivery Program Risk** – Overall AlburyCity's Operational Plan reported a 96% achievement as at 30 June 2022.

Community Engagement

AlburyCity's Operational Plan and Four-Year Delivery Program are placed on public exhibition prior to adoption, and they align with the Community Strategic Plan. We ensure that our community can have their say on key projects that have significant community impact through community engagement platforms.

Conclusion

The AlburyCity Operational Plan final progress report for June 2022 details that overall progress of 96% has been achieved.

Recommendation

That the Council receives and notes the June Operational Plan Progress report.

Attachments

1. AlburyCity Operational Plan Progress Report – June 2022 (DOC22/160071).

AlburyCity Operational Plan

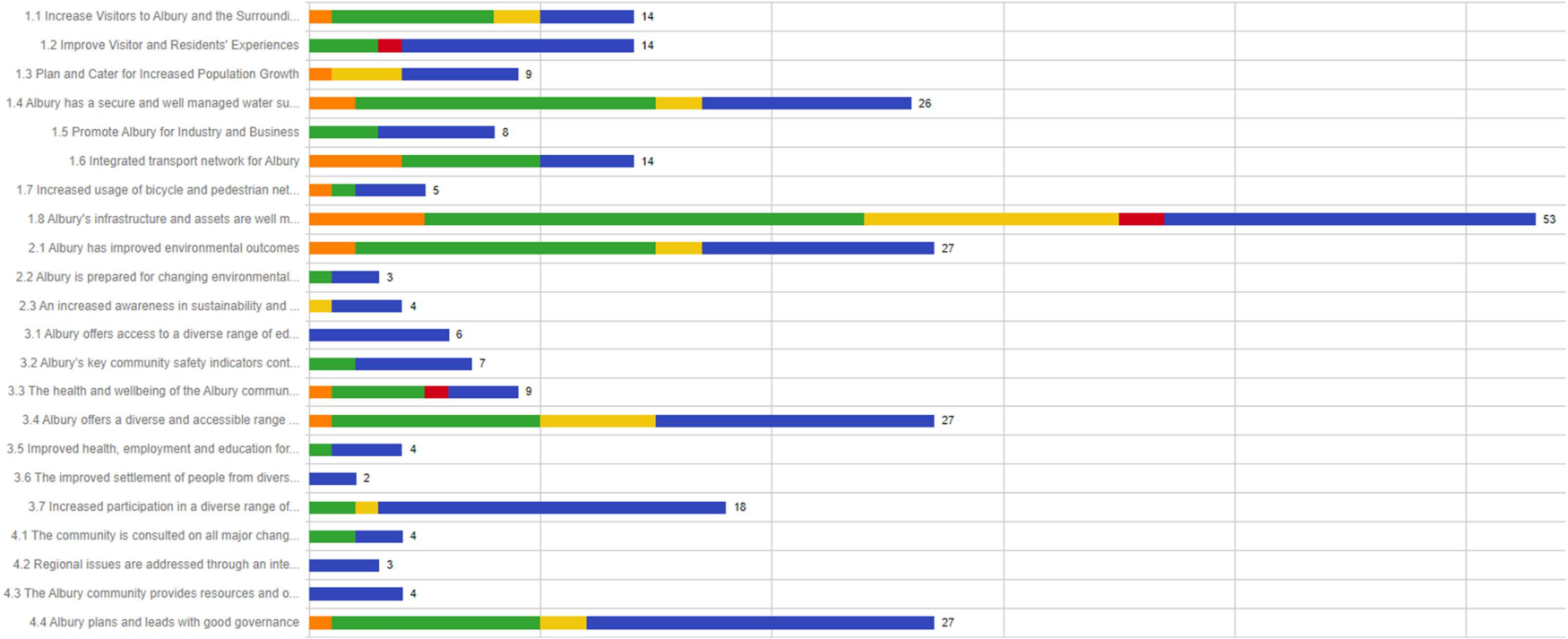
June 2022

(Council Meeting 22 August 2022)

96% Achievement

STATUS	On Track		Needs Attention		Delayed		Completed		**TOTAL**	
	🟢	93	🟡	18	🔴	15	✔	145	**Σ**	**271**

Action Status Breakdown



1: A Growing Sustainable Economy

Council has adopted detailed strategies and programs to facilitate the growth of our City. All programs support tourism, visitor experience, industry and business development and lifestyle offerings. To complement this, Council continues to develop long term strategies and planning and infrastructure provisions.

Progress Percentage	95%

1.1: Increase Visitors to Albury and the Surrounding Region

Progress Percentage	97%

1.1.1: Promote tourism and enhance the Albury Wodonga region as a destination of choice, through a collaborative approach between all stakeholders and interest groups.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.1.1.2	AlburyCity Event Strategy Implementation	A big month with the bump in of Aurora Light Journey, which saw huge visitation to the region. As we move into Winter and our planning phase the Events team generated over 13 permits for 3rd party events for June, including the Winter Solstice in QE2 which was engaged (both in person & online) by over 31,800 people. We coordinated 6 permits of varying locations for the Vaccination bus and the NAIDOC flag raising was a beautiful moment.	100%	Team Leader Events
●	C1.1.1.6	Mountain Bike Audit and Strategy Implementation	The Review of Environmental Factors (REF) including Biodiversity and Cultural Heritage assessments for this project has been finalised and are currently being reviewed and endorsed by Council's Environment team. It is hoped that the REF will be endorsed in the coming weeks allowing on ground trail maintenance and rationalisation works to occur.	90%	Team Leader Natural Areas

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	E1.1.1.1	Implementation of Destination Management Plan	Four Season's activity continues across all Visit Albury Wodonga digital channels and remains on track. The Visit Albury Wodonga mural development in Melbourne has generated great content and engagement, the project has been expended for another month. The Destination NSW - NSW Feel New Cooperative Marketing Campaign development is well underway. The campaign agency was in Albury Wodonga late June capturing content. The Business and conference attraction officer attended the Business Events Victoria Roadshow and the Meeting Events Australia conference. The 2022 - 2023 Tourism Partner Program has welcomed 123 partners to the Program. The Inspiration Guide is in development and tear away maps finalised and in print. The Wonga Wetlands Visitor Education Centre Business Plan is underway, with consultants engaged and work commenced.	100%	Team Leader Tourism

1.1.2: Improve access to and experiences available at Lake Hume and the Murray River - Maximizing use of natural assets

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.1.2.1	Review Murray River Experience Master Plan	Internal comments on the preliminary draft masterplan have been provided to the consultant. Awaiting updated draft master plan. Project will be finalised in the 2022-23 works program.	85%	Team Leader Parks & Recreation
	C1.1.2.2	Mungabareena Aboriginal Place Management Plan Implementation Project	The Management Group met in early June but due to a lack of Elder Quorum was unable to endorse the Draft Terms of Reference. Another meeting is scheduled for July. The mobile CCTV trailer camera has been in place for the month of June and has acted as a significant deterrent to vandalism at the site. Rock and bollard works are due to commence early July at the peninsula picnic ground to guide vehicle movement through the area. On ground works associated with the Management Plan have been significantly delayed due to the Terms of Reference not being endorsed by the Management Group.	50%	Team Leader Natural Areas

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.1.2.3	Inland Water Safety Strategy	AlburyCity has engaged Royal Life Saving NSW to lead the development of the Inland Water Safety Strategy (IWSS). Community engagement will commence in July 2022. The IWSS is expected to be fully endorsed at the commencement of the next swimming season, November 2022.	100%	Team Leader Communities
	C1.1.2.4	Wagirra Trial - ongoing construction & design planning	The final stages of the 12km of asphalting will be complete in the first week of July. All signage has been designed, ordered and manufactured and will be installed in the coming weeks. A soft opening will occur once the trail is safe with signs and edging complete. A formal opening is planned for September 2022.	95%	Team Leader Natural Areas

1.1.3: Further develop and strengthen the City's visitor product and infrastructure. Ensure its effective marketing and promotion.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.1.1.5	Wonga Wetlands Visitor Education and Experience Centre construction	The Wonga Wetlands Education and Experience Centre detailed design process is currently underway. Due to some essential modifications identified by the design consultant, a modification to the development approval was required. The modification works are underway. The project is planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22. This project is due for completion in 2024.	100%	Team Leader Treatment Services
	C1.1.3.2	Glenmorus Gardens cemetery and crematorium upgrades (includes funded projects)	General maintenance works continue to be delivered with seasonal variation.	100%	Team Leader Cemeteries & Crematorium

1.1.4: Provide opportunities for history and heritage and cultural tourism.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.1.4.3	Continue to present annual Write Around the Murray Festival	Write around the Murray Festival (WAM) 2021 was held from 15 - 18 September as an online event. The festival is AlburyCity's annual celebration of writing, reading and storytelling. Festival evaluation indicated that WAM 2021 was viewed as a small but strong and engaging program, with high profile presenters and stimulating discussions . Planning has commenced for the 2022 Write around the Murray Festival - scheduled from 14 - 18 September 2022 as an onsite event.	100%	Team Leader Libraries & Museum Programs

1.1.5: Understand the benefits of the visitor economy to the region.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.1.5.1	Prepare annual Visitor Economy Trend analysis	Project is complete. A report for noting was presented to Council meeting on 16 May 2022. The 2021 results were also distributed to Tourism Partners and key stakeholders in early May.	100%	Team Leader Tourism
✔	S1.1.5.1	Wonga Wetlands utilisation	Wonga received 4,756 visitors for the month, which is 416 less than the corresponding month last year. There has been 39,502 visitors to Wonga during the 2021/22 financial year.	100%	Team Leader Treatment Services

1.1.6: Increase focus on regional promotion of our tourism offer.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.1.6.1	Albury Wodonga Four Seasons Promotional Campaign	The campaign remains on track and is delivering great results for Visit Albury Wodonga. Autumn campaign results have been finalised and include: Media budget allocated was $20,500. The campaign reached 555,263 people and generated 2,653,584 impressions. The campaign targeted selected regions in Victoria, New South Wales and Canberra that are accessible to Albury Wodonga. With fewer media budget allocations and traffic optimised campaigns, the results for reach, impressions, and video plays were less desirable compared to video-view optimised campaigns. Conversely, the campaign saw significant improvement in link clicks, click-through rates, and cost per click. In three months, the campaign garnered 723k video plays. Overall, the Autumn campaign was a success and saw an uplift on the previous campaign. Campaign approach and results will benchmark future Four Seasons campaigns. Autumn content creation including video and still imagery were also developed in conjunction with the digital agency.	100%	Team Leader Tourism

1.2: Improve Visitor and Residents' Experiences

Progress Percentage	90%

1.2.1: Develop and present a range of events to attract and engage our diverse community

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.2.1.1	City Placemaking Initiatives	The streets became stages across Albury from April-June. There were six pop-up performances with a ukulele flash mob, cultural dance by Filipino Australiance, acapella songs, urban breakdance, belly dance and theatre performances by students of North Albury Primary School. These surprise performances entertained our community as they walked, shopped and dined. The community wood fired ovens have been held regularly with excellent attendance at each bake.	100%	Team Leader Cultural Activation

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S1.2.1.1	Events - Program Implementation	The Events team have coordinated and supported the following events over the June period: • QANTAS Route opening • Albury Vax Bus permits • Winter Solstice • Teachers Union Stop Work • Jacks Fundraiser • Laservision AURORA A standout event was the AURORA light show with 10,000 visitors in the first week.	100%	Team Leader Events
●	X1.2.1.1	Bi-annual collation of event participation data (reported bi-annually)	Data collection has continued for the AlburyCity events facilitated and conducted in June 2022.	90%	Team Leader Events

1.2.4: Continue to enhance Albury and Lavington CBDs.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.2.4.2	Car Park - Wilson Street Car Park - New deck (SVR)	Further feasibility studies to be undertaken, with consideration of suitable cost benefit for the provision of additional all-day parking in the CBD.	15%	Team Leader Traffic and Transport
✔	C1.2.4.4	Implement actions from the Graffiti Management Plan.	The Graffiti Management Plan 2021-2026 was endorsed by Council in September 2021. The Plan provides a framework to manage the social, environmental and economic impacts of graffiti in Albury in a whole-of-community approach that reduces the incidents of graffiti over the next five years. A number of graffiti audits were conducted and presented to asset owners such as the Australian Rail Track Corporation and Transport for NSW for their rectification. Graffiti removal contractors were engaged on two occasions to assist with the removal of graffiti at sites that required night works and traffic management plans, such as the entrance and exit to the Hume freeway at the East Street Interchange. A number of reports were compiled for Police in relation to specific graffiti tags to support the prosecution of those offenders.	100%	Team Leader Communities

1.2.6: Promote and provide high quality visitor information and services across Albury's public access facilities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.2.6.2	Albury Wodonga Signage Strategy (interpretative and directional)	Project finalisation is almost complete. Revised concept designs have been reviewed and agreed to by the working group. The full Strategy and supporting implementation plan will be finalised and forwarded to the working group during July 2022. A subsequent report for noting will be provided to Executive and then presented to Council during August 2022.	95%	Team Leader Tourism
	C1.2.6.4	Albury Historical Walking Tour Bollard Redevelopment and Installation	Installation of bollard covers and protection plates are complete. This project has been finalised.	100%	Team Leader Tourism

1.2.7: Ensure urban and public art is integral to Albury's landscape.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.2.7.3	NSW State Member's Walk - relocation and refurbishment - Stage 2	The State Member's Walk was completed and unveiled in November 2021.	100%	Team Leader Cultural Activation
	C1.2.7.6	Summer Place Annual Commission	This project is completed.	100%	Team Leader Cultural Activation

1.2.8: Ensure venues and facilities attract visitation and improve the lifestyle offer of the city.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.2.8.3	Albury Riverside Precinct Construction	Work is progressing well on the Hovell Tree Drive section with landscaping elements nearing completion. Installation of screw piers on the peninsula area boardwalk are complete and the steel piles in the main area are installed. Works are currently on schedule and will continue in the 2022-23 works program.	100%	Team Leader Parks & Recreation
	C1.2.8.6	Albury Entertainment Centre Theatre Sound System Replacement	Project completed.	100%	Team Leader Albury Entertainment Centre

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.2.8.7	Albury Entertainment Centre Theatre Stage Managers Desk	Project completed.	100%	Team Leader Albury Entertainment Centre
✔	C1.2.8.8	Construction of 150mm Water Main to Service New Wonga Wetlands Interpretive Centre Precinct	A contract for the construction of 150mm water main to service the Wonga Wetlands Interpretive Centre precinct was entered into in October 2021. The project was completed to schedule and was fully commissioned by end June 2022.	100%	Team Leader Quality and Systems
●	E1.2.8.2	Eastern Hill Activation Plan	Council Officers have been working closely with the appointed Landscape Architect - Yonder to develop the Draft Eastern Hill Activation Master Plan, incorporating community comments following the 'Have Your Say, process. Yonder will present the Draft Plan to Council in July 2022 prior to going out for public exhibition for further community input. It is expected that the Plan will be finalised and endorsed in late 2022.	100%	Team Leader Natural Areas
✔	S1.2.8.1	Tourism enquiries	Overall, tourism enquires were lower than expected. This was due to ongoing travel restrictions in the first half of the financial year and consumer confidence to resume travel. In addition, visitors are changing the way they source information (via digital and social platforms). Key Performance Indicators will be adjusted accordingly for the new financial year.	100%	Team Leader Tourism

1.3: Plan and Cater for Increased Population Growth

Progress Percentage	87%

1.3.1: Support and encourage a diversity of residential and commercial development in the Albury and Lavington CBDs.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.3.1.1	Albury and Lavington CBD Master Plan Reviews	2021-22 action completed. Draft directions prepared for community consultation in September prior to finalising the draft Master Plans for public exhibition in late 2022.	100%	Team Leader City Planning

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S1.3.1.1	Building & Planning Approvals - Assessment, inspection and approval	Development Applications were determined in an average of 49 days per application. While application processing times were slower on average for the period this is explained by the significant effect of COVID related absences, general resourcing issues and employee absences across the organisation.	100%	Team Leader Development

1.3.2: Support and promote sustainable growth through planning and infrastructure to provide employment opportunities, housing choice and community facilities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.3.2.5	Road - Thurgoona Link Roads Stage One	Awaiting Environmental Impact determination from the Federal Government, Team Leader Environment is in contact with Department of Agriculture, Water and the Environment regarding the submission of the Biodiversity Development Assessment Report (BDAR) for their consideration in granting determination, which was submitted in May 2022. Stage 1 design review is underway with design modification works in line with water and wastewater servicing corridors being completed.	65%	Team Leader Design
●	C1.3.2.9	Development of a Fleet Management Strategy and Plan	The Fleet Management Strategy and Plan is currently being developed in accordance with the key business and operational objectives of the team. The Strategy and Plan is proposed to include elements such as fleet utilisation, whole of life asset management, cost reduction strategies, performance monitoring, fleet risk and safety, maintenance management and zero emission strategies. The Strategy and Plan is expected to be finalised by December 2022.	50%	Team Leader Fleet & Supply
✔	C3.3.6.7	Local Housing Strategy	2021-22 actions have been completed. Draft Strategy is being finalised to present to Councillors in August/September prior to public exhibition.	100%	Team Leader City Planning
●	C3.4.7.1	Strategic Land Acquisition - Open Space areas - Thurgoona Wirlinga Structure Plan	This project has had some major delays due to resourcing. The project has now commenced with internal inception meeting to discuss scope of works. The project will be included in the 2022-23 works program.	5%	Team Leader Parks & Recreation

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S1.3.2.1	Environmental Planning Assessment (Development Applications and Review of Environmental Factors)	3 new Review of Environment Factors (REF) were received during June. Field works commenced for Gegogery Road and Table Top Road Matenance works. The draft reports for the Arborculture and Aborginal Cultural Heritage Due Dilligence Assessments for Hawksview Road were submitted during June and are currently being reviewed.	100%	Senior Environmental Officer
✔	S1.3.2.3	Glenmorus Gardens - Total Services	Activity over target. Case numbers remain largely consistent.	100%	Team Leader Cemeteries & Crematorium

1.4: Albury has a secure and well managed water supply

Progress Percentage	97%

1.4.1: Implement initiatives to reduce potable water consumption - for residents, business and industry.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.4.1.3	Albury water reticulation - annual meter replacement program	This metric relates to the on-going annual water meter replacement program which ensures that a serviceable water meter fleet continues to enable the accurate collection of water and sewer service revenue. Typically, the program sees meters being replaced after 15-25 years of service (the typical lifespan of a meter) and normally results in the substitution of around 800-1000 meters per year.	100%	Team Leader Quality and Systems

1.4.2: Improve water security by considering, where applicable, alternate water supply opportunities for consumption and community use.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.4.2.5	Upgrades to Water Reservoirs	Following on from an internal review of AlburyCity's drinking water management and quality assurance processes, a number of items (across various water reservoirs) have been identified which require rectification to ensure ongoing compliance with current regulations and Workplace Health and Safety (WHS) legislation. Recent comprehensive inspections of AlburyCity's water reservoirs will lead to the risk-based prioritisation of necessary infrastructure improvements, which will span across multiple years.	100%	Team Leader Quality and Systems
✔	C1.4.2.6	Water bulk filling stations	These water filling stations are being installed to provide higher levels of service to our bulk water customers, to improve consumption traceability and to reduce potential contamination risks to drinking water. With equipment procurements for the filling stations now complete, the preferred location for these stations is in the vicinity of Kerr Rd, Thurgoona. However, the outcomes from environmental assessments and approvals could lead to alternative locations being sought into the future, in accordance with revised Thurgoona-Wirilinga Precinct planning.	100%	Team Leader Quality and Systems
✔	C1.4.2.9	Waterview Pines Plantation - Re-vegetation	Project completed.	100%	Team Leader Treatment Services

1.4.3: Plan for and ensure the sustainable provision of infrastructure and facilities to support long term growth and development of the City.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.4.3.1	Water Supply Augmentation Program	Activities within this ongoing capital works program contribute to the health of the community and improve the level of service we provide to our customers. A number of small projects fit within this program of works, all are at various stages of development and delivery.	95%	Team Leader Quality and Systems
●	C1.4.3.2	Annual sewer main rehabilitation program	Council resolved to enter into a contract at the 11 July meeting. Contract documents have been prepared and provided to the contractor, with works scheduled to begin in early August 2022.	85%	Team Leader Network Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.4.3.3	Wastewater Augmentation Program	Activities within this ongoing capital works program contribute to the public and environmental health of the community and improve the level of service we provide to our customers. Subsequently, this program consists of numerous projects which all aim to achieve this goal.	100%	Team Leader Quality and Systems
✔	C1.4.3.4	Maintain ongoing independent water supply monitoring and testing service	The Waterview laboratory is being appropriately operated, is on budget and continues to maintain National Association of Testing Authorities (NATA) accreditation. A commercial and independent focus has been retained and a process of ongoing, continuous improvement is being implemented to ensure the laboratory is best placed to meet changing Customer and Regulator expectations. In November 2022, the Laboratory will undergo a re-certification of its national accreditations.	100%	Team Leader Quality and Systems
✔	C1.4.3.6	Water supply energy efficiency strategy implementation	This project seeks to improve the efficiency of our water supply infrastructure through prudent, risk-based investments and optimisation of equipment. There are a number of efficiency projects within this metric, these are progressing in accordance with operational requirements and delivery expectations.	100%	Team Leader Network Services
●	C1.4.3.10	Sewer Projects Upgrade and Equipment Replacements	This project seeks to improve the efficiency of our wastewater supply infrastructure through prudent, risk-based investments and optimisation of equipment. There are a number of efficiency projects within this metric, these are progressing in accordance with operational requirements and delivery expectations.	95%	Team Leader Network Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.4.3.11	600mm trunk main from Albury Water Filtration Plant to Riverina Highway/Kerr Road intersection	The growth of residential developments within areas to the east of Albury, has necessitated the requirement to service future land developments in the Thurgoona and Wirlinga precincts, in accordance with AlburyCity's Water Supply Strategy 2017 and the Thurgoona-Wirlinga Precinct Structure Plan of 2013. Infrastructure completed under this project will improve lateral east/west interconnectivity of water supply for Thurgoona and provides for the immediate servicing of the Kerr Road land development precinct. The planning phase of this project is currently underway.	100%	Team Leader Quality and Systems
	C1.4.3.13	Water Pump Station (WPS) 11, East Albury Replacement of Pumps and Electric Motors	This project aims to replace inefficient infrastructure with new pumping equipment that is better optimised to meet periods of peak, summer demands for water. Project is split into 2 phases, with options analysis and design to be followed by a separate project for the procure and construct activities. At this stage, this project is progressing in line with expectations.	100%	Team Leader Quality and Systems

1.4.4: Maintain a quality water supply for the health of the community.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.4.3.5	Water mains cleaning program	The project scope has been drafted detailing the mains to be cleaned. A Request for Quotation is scheduled to be put to the open market during July 2022, with works expected to commence during August/September ahead of the summer peak demand period.	35%	Team Leader Network Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.4.4.1	Thurgoona Wirlinga Precinct major water infrastructure	In accordance with AlburyCity's Water Supply Strategy 2017 and the Thurgoona-Wirlinga Precinct Structure Plan of 2013, the construction of major infrastructure to provide essential services into this growth area is required. Accordingly, this project involves the construction of a 10ML reservoir on Hawksview Road Wirlinga, the construction of a large diameter trunk pipeline (along Thurgoona Drive) and the construction of a boosting water pump station to fill the new reservoir. Procurement activities for suitably qualified consultants in undertaking detailed design work to inform the construction of the trunk water main down Thurgoona Drive, has recently been undertaken. Other due diligence investigations of potential, suitable reservoir locations and pipeline alignments are also expected to commence before December 2022.	100%	Team Leader Quality and Systems
	C1.4.4.2	Watermain replacement / renewal program	This program has involved the replacement/renewal of 20 water mains with a total length of approximately 3.2km. As an ongoing annual program of work, this project targets high risk water mains that have reached the end of their service life, or are beginning to experience higher failure rates.	100%	Team Leader Quality and Systems
	C1.4.4.5	Water Filtration Plant A and B Replace/Upgrade Electrical Control Systems	Due to its age the electrical control hardware at the Water Filtration Plant has reached its serviceable life. This includes switchboards, instrumentation, valves and some flow meters. A consultant has been engaged to provide a cost estimate for the project including a holistic design and upgrade/replacement of all expired electrical components. This project will safeguard the water filtration process for the next 25 years. This project will form part of the Water Filtration Plant A upgrade. The project is planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22.	100%	Team Leader Treatment Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.4.4.6	Water infrastructure Supervisory Control and Data Acquisition (SCADA) System, Telemetry and Instrumentation Upgrade	The project aims to modernise AlburyCity's Supervisory Control and Data Acquisition (SCADA) and telemetry systems within the water network. The project completion expected during the first quarter of 2022/23.	90%	Team Leader Network Services
	C1.4.4.7	Water Filtration Plant A Refurbish Filter Plenums and Replace Filter Media	This project will replace the filter media and refurbish the underdrain in Water Filtration Plant (WFP) A. A technical specification for the upgrade works is being developed, with all planned works for the 2021/22 financial year completed.	95%	Team Leader Treatment Services
	C1.4.4.8	Refurbishment Water Filtration Fluoridation Units	Due to updates to the Code of Practice for Fluoridation of Public Water Supplies, Councils fluoride dosing systems require refurbishment to maintain compliance. Council has engaged a suitably qualified consultant to develop a technical specification and assist with the tendering and construction phases of the project. An application containing the concept report has been issued to The Department of Planning, Industry and Environment for approval. Procurement documentation is being assembled, with the tender documents prepared to be released to the market during August 2022. The project planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22. This project is due for completion in 2022/23.	100%	Team Leader Treatment Services
	C1.4.4.9	Sewer Pump Station (SPS) 36 Mate Street - Upgrade the Civil and Hydraulic Components	The project scope and specification has now been completed. Council Officers found some unexpected design elements when undertaking their due diligence inspection of the wet well which extended the design phase of the project. The scope is scheduled to be put to the open market during September, with works expected to take between 6 and 8 weeks.	60%	Team Leader Network Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.4.4.10	Backflow Prevention - Mobile Solutions to Improve Compliance	The installation of appropriate backflow prevention devices at all properties connected to AlburyCity's reticulated water supply system directly ensures the water supply's protection from unintended cross-connection and associated contamination. This project aims to implement procedural and technological solutions that will enable AlburyCity to implement and manage adequate controls to address water supply risks and compliance requirements.	100%	Team Leader Quality and Systems
●	C1.4.4.11	Water Supply Projects Upgrade and/or Equipment Replacement	This project seeks to improve the efficiency of our water supply infrastructure through prudent, risk-based investments and optimisation of equipment. There are a number of efficiency projects within this metric, these are progressing in accordance with operational requirements and delivery expectations.	95%	Team Leader Network Services
●	C1.4.4.13	Water Pump Station (WPS) 2 Low Lift - Reclad of Existing Pump Station Building	Works began on the upgrade to Water Pumpstation (WPS), with an expected construction timeline scheduled to be completed during August 2022.	90%	Team Leader Network Services
✔	C1.4.4.14	Chlorine Booster Stations - Flow Meter Standardisation	Project completed.	100%	Team Leader Network Services

1.5: Promote Albury for Industry and Business

Progress Percentage	100%

1.5.1: Promote Albury as a major regional economy and the regional city of choice for lifestyle, career and investment opportunities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.5.1.1	Ettamogah Sewerage Augmentation (NEXUS)	Project completed.	100%	Team Leader Treatment Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.5.1.5	Strategic Land Development Projects	Registration of titles for the Leading Edge Data Centre is with the Land Titles Office. Discussions continue with a number of interested parties at the NEXUS Industrial Precinct. Sciper confirmed their receipt of funding to progress development of their solar recycling and e-waste processing facility at NEXUS. Discussions continue with Australian Rail Track Corporation and Transport for NSW in relation to development land at Young Street. The master-planning process for the Young Street precinct is underway.	100%	Team Leader Economic Development

1.5.2: Maintain a program to encourage local business to promote Albury through its business networks.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.5.2.1	Implement Economic Development Marketing Initiatives	The preferred candidate to deliver digital marketing services in 2022/23 on behalf of the Invest Albury Wodonga campaign was identified. The campaign was advertised as part of the Modern Manufacturing Expo in Sydney and a photographer has been appointed to update the image library in August.	100%	Team Leader Economic Development
✔	C1.5.2.2	Implement the Economic Development Strategy	A 'What We've Heard' report has been drafted in preparation for the development of the Albury Economic Development Strategy. The project scope and Stakeholder Engagement plan for the Strategy have also been developed. The Albury Parklet was installed with the help of local construction firm Seasons Furniture. Work continues on development of the Regional Jobs Precinct Masterplan with all technical studies now received. Investigations have commenced for the introduction of a Customer Relationship Management software package. Team members attended the Next Gen Manufacturing Roadshow and Albury Business Connect presented their 6-monthly update on business development and promotional activities undertaken.	100%	Team Leader Economic Development

1.5.5: Support and promote business and business opportunities across all sectors to continue to foster economic diversity.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.5.5.1	Implementation of the Creative Economy Strategy	Businesses were engaged across Albury's Local Government Area turning streets into stages. There were six pop-up performances with a ukulele flash mob, cultural dance and songs, acapella songs, urban breakdance, belly dance and theatre performances by students at North Albury Primary School. These performances enlivened both Albury and Lavington CBD's. Development of the Pumphouse Creative Enterprise is in the design phase. Construction documentation has been submitted for review and issue of construction.	100%	Team Leader Cultural Activation

1.5.6: Advocate and explore the provision of incentives to encourage business expansion and job creation.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.5.6.2	Develop and implement the Retail Sector Action Plan	Work continued throughout the month on finalisation of the Retail Action Plan. The completed report is due to be considered by the Executive Leadership team in early August and the Council group in September, prior to public exhibition. Members of the Albury CBD marketing collective were taken through the major priorities of the report.	100%	Team Leader Economic Development

1.5.7: Ensure high quality support infrastructure and services are available to facilitate industry and business growth.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.5.1.4	Smollet Street Sewer capacity upgrade	Project completed.	100%	Team Leader Quality and Systems
✔	C1.5.7.2	AEC Convention wing expansion - Design	Detailed design to commence following finalisation of Development Application and execution of funding agreements. Additional Project Delivery team staff have been acquired to gain the additional specialised knowledge to progress into detail design.	100%	Team Leader Design

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	E1.5.7.1	Building - Albury Entertainment Centre upgrading of sound and lighting equipment throughout the venue	Project completed.	100%	Team Leader Albury Entertainment Centre

1.6: Integrated transport network for Albury

Progress Percentage	100%

1.6.1: Develop integrated transport opportunities to improve connectivity and access to housing, employment and services through a range of transport options.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.6.1.2	Continue to progress the upgrade of the Davey Road Interchange and encourage utilisation of the Ettamogah Rail Hub	Project completed.	100%	Service Leader City Projects
	C1.6.1.3	Albury Development Control Plan (DCP) 2010 - Off Street Car Parking Review	2021-22 work complete. Benchmarking undertaken and Request for Quote prepared for consultant to undertake Part 2 of the DCP Review in 2022/2023.	100%	Team Leader City Planning

1.6.2: Improve CBD accessibility.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.6.2.1	Integrated Transport Strategy Development and Implementation	Community consultation completed late May. Consultants finalising engagement report to be presented to council in September. Development of Draft Strategy underway, on track to be presented to Council in October. Project is on track and work planned to be completed during the year has been accomplished.	100%	Team Leader Traffic and Transport

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.6.2.2	Implement initiatives identified in Parking Strategy.	Actions continue to be progressed. Investigation and planning currently underway for disabled and accessibility parking improvements, and specialist parking provision. Review of Albury DCP Part 17: Off Street Parking underway, with consideration of parking requirements for new developments. Actions will progress into 2022/23 financial year.	100%	Team Leader Traffic and Transport

1.6.3: Advocate for and improve passenger bus and train services between capital cities, surrounding communities and within city limits.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.6.3.2	Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)	Construction underway, installation of shelters scheduled for early August, with completion to occur end of September. This is within the funding timeline requirements. These works include installation of tactile ground surface indicators for those with vision impairment, and construction of paths to meet disability access requirements. Project is on track and work planned to be completed during the year has been accomplished.	100%	Team Leader Traffic and Transport

1.6.4: Continue to develop the Airport – to grow passenger numbers.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.6.4.3	Albury Airport - General Aviation Development (Western Precinct)	This project will progress in the 2022/23 year.	100%	Team Leader Airport Operations
●	C1.6.4.4	Albury Airport - Gate 1 Route Sealing	This project will progress in the 2022/23 year.	100%	Team Leader Airport Operations
✔	C1.6.4.5	Albury Airport - Committee Governance	The final report was presented to council with all 11 recommendations resolved.	100%	Team Leader Airport Operations
✔	S1.6.4.1	Airport - Passenger Numbers	Strong recovery towards the end of the financial year has been reported.	100%	Team Leader Airport Operations

1.7: Increased usage of bicycle and pedestrian networks

Progress Percentage	100%

1.7.1: Improve infrastructure and opportunities for walking and cycling.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.7.1.5	Implement Cycleways and Active Transport Program	Project complete. Path constructed with various materials to reduce impact to surrounding environment. Finished path connects Elizabeth Mitchell Drive path to Albury-Thurgoona Shared Trail.	100%	Team Leader Traffic and Transport
✔	C1.7.1.7	Footpath/Bikepath - Urana Road (Heathwood to Pearsall)	The project is in its final stages. Construction of the final section of path is well underway. There will be path 'bays' that remain uncompleted until external utilities (Telstra, NBN etc) repair some pits. Once they are repaired the contractor will infill these parts.	100%	Team Leader Assets
✔	C1.7.1.8	Footpath/Bikepath - Standard Footpath Program	Footpath completed on Ross Circuit and Hovell Street. Alexandra Street footpath construction underway and scheduled for completion end of August. Wantigong Street deferred to 2022/23 program.	100%	Team Leader Traffic and Transport

1.7.3: Ensure effective connectivity between pedestrian and cyclist networks with all forms of transport.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C1.7.3.1	Construct CBD bike loop	Detailed designs currently being reviewed for finalisation. Analysis of affected intersection operation being considered in consultation with Transport for New South Wales for inclusion in the final design. Awaiting confirmation of funding from NSW Active Transport Program. Based on revised scheduling, project is on track and work planned to be completed during the year has been accomplished.	100%	Team Leader Traffic and Transport

1.8: Albury's infrastructure and assets are well managed and maintained

Progress Percentage	88%

1.8.1: Determine infrastructure and service levels through balancing community needs, future growth, sustainability and heritage values.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.4.2.3	Construct Brooklyn Fields Stage 3 and Lipsett Sewer Pump Station Gravity Main	An upgrade of the Brooklyn Fields sewer main is integral to Council's provision of wastewater services within the Thurgoona and Wirlinga growth area. The construction of the sewer pipeline through the Environmental 3 (E3) land, near Woolshed Creek, commenced in early May 2022, but has been delayed due to wet weather and environmental conditions until spring 2022.	85%	Team Leader Quality and Systems
	C1.8.1.4	Kerr Road reconstruction	Project completed.	100%	Team Leader Project Delivery
	C1.8.1.5	Undertake Design Program	Design Program is currently tracking behind schedule due to ongoing resourcing issues. Design Tender packages for overdue projects are being drafted to address the shortfall in internal resourcing.	65%	Team Leader Design
	C1.8.1.6	Road Resealing Program	Road resealing works completed.	100%	Team Leader City Works
	C1.8.1.7	Fleet Replacement Program	The 2021/2022 Fleet Replacement Program ended the year with several deliveries including two new tipping trailers, two pressure washers, one ride-on mower, three light commercial vehicles, four light passenger fleet vehicles, the new water truck for the Resource Recovery Centre and approximately thirty items of minor plant (cement mixers, brush cutters, blowers, chainsaws, etc.). Major outstanding items include the two truck mounted street sweepers, a tipping truck, excavators and the road maintenance truck.	90%	Team Leader Fleet & Supply
	C1.8.1.11	Flood - Implementation of flood mitigation strategies	The Murray River Flood Study Flood Frequency Analysis review is underway with 2 highly skilled consultants engaged.	75%	Team Leader Design
	C1.8.1.12	Implement the AlburyCity Asset Management Strategy	The Dam Break Study has been awarded and is scheduled for commencement in Q3 of 2022. Asset inspections and reviews are well underway. The Draft Asset Management Strategy is nearing completion.	100%	Team Leader Assets

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.8.1.13	Road & Drain Rehabilitation program	Spurrway Drive and Clinton Avenue installation of conduits for lowering of services completed.	100%	Team Leader City Works
●	C1.8.1.14	Keene Street (Borella to North St) Road reconstruction	Staged construction is well progressed, with excavation for the new road pavement underway. Project is on track and work planned to be completed during the year has been accomplished.	100%	Team Leader Project Delivery
●	C1.8.1.15	Mudge Street (Centaur Rd to Top Rd)	Design progress is currently on hold due to skilled design staff unavailability. At the completion of other priority projects the design will continue to be reviewed to accommodate environmental consideration. Budgets and Grant Funding have been reprofiled to accommodate commencement of the project 2022/23.	45%	Team Leader Design
●	C1.8.1.16	Public Toilet Strategy works	Skate Park detailed drawing being amended for meeting in July prior to tender. Survey reports commissioned to form part of tender package. Project planned to be completed over multiple financial years with implementation of the Public Toilet Strategy to continue in 2022/23.	100%	Team Leader Property & Buildings
✔	C1.8.1.19	Footpath/Bikepath - Lavington Union Road (Burrows to the Fiveways)	Project completed.	100%	Team Leader Assets
●	C1.8.1.22	Main Sewage Pump Station and New Rising Main (Wodonga Place Depot)	The existing Sewage Pump Station (SPS 01) is located in the north-west corner of Council's Wodonga Place works depot. The station is the city's main sewage collection point and pumps approximately 95% of all city flows. Constructed in 1916, the SPS is nearing capacity and will be unable to support AlburyCity future growth. Environmental, corporate, public health and workplace safety risks also drive this significant investment. Concept designs have been developed and the necessary, due-diligence Aboriginal Heritage Impact Permit investigations are underway.	100%	Team Leader Quality and Systems

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.8.1.23	Thurgoona Gravity Main Linking Sewer Pump Station 59 (Lindisfarne) with Hawkscote Estate.	This project sought to facilitate servicing capacity within the Kerr Rd and Riverina Highway precincts. Due to the rate of development, the implementation of this infrastructure is important to enable growth in the area, with proposed solutions requiring significant developer and landowner engagement.	100%	Team Leader Quality and Systems
	C1.8.1.24	Waterview Stage Two Wastewater Treatment Plant	To cater for increasing population growth within the precincts of AlburyCity, the city's wastewater treatment plant requires a capacity enhancement to meet the forecast wastewater flow and load requirements of a growing city. The scope of this multi-year project is yet to be fully determined and follows-on from a capacity and options analysis that is being carried out into the servicing of AlburyCity's future population and industrial growth.	100%	Team Leader Quality and Systems
	C1.8.1.25	Replacement of Biological Oxygen Demand (BOD) Total Kjeldahl Nitrogen (TKN) Analytical Equipment to Maintain National Association of Testing Authorities (NATA) Accreditation	This project will see the acquisition and implementation of analytical equipment that will enhance the capabilities of the AlburyCity's National Association of Testing Authorities (NATA) accredited Waterview Laboratory. Specifically, the project sought to deliver replacement analytical equipment to enable continued and automated analysis of Biological Oxygen Demand (BOD) and more-reliable analysis of Total Kjeldahl Nitrogen (TKN). Delivery of the new BOD equipment was received in June 2022, however the illness of key vendor personnel has delayed the equipment's commissioning until August 2022.	90%	Team Leader Quality and Systems
	C1.8.1.26	Libraries and Cultural Collections Database Upgrade	This project incorporates the implementation of a new database to enable the cataloguing of and public access to the AlburyCity Museum and Public Art collections. The project has been delayed due to working through insurance and procurement issues with preferred overseas based vendor. These issues have now been resolved, with the new database to be fully implemented by November 2022.	100%	Team Leader Libraries & Museum Programs

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.8.1.27	Building - Aloysius Park Changeroom Upgrade (Design Phase)	An inception meeting has been held with the Albury Hot Spurs Football Club. The club has provided information that can now be included into a briefing document to assist in developing concept design for the building. Geotechnical investigations and site survey have also been completed and ready for inclusion into the design procurement package.	35%	Team Leader Parks & Recreation
	C1.8.1.28	Water Pump Station 5 Main Pump Station Replacement of Valves	Upgrading Water Pumpstation (WPS) 5 is the only project scheduled for completion under this budget allocation for the 2021/22 financial year. This project requires the purchase and installation of 5 Variable Frequency Drives (VFD). Tenders have closed and recommendations are being presented to Council at the August 8 meeting.	90%	Team Leader Network Services
	C1.8.1.29	Flood - South Albury Levee - Australia Park	Detailed design for the Levee bank in the area encompassed in the Australia Park Carpark construction has been prioritised and is nearing completion. Design Issues/Clarifications have been raised and returned to the Levee Design Consultant for consideration and inclusion in the final design. Awaiting final design from consultant to progress to construction tender.	85%	Team Leader Design
	C1.8.1.30	Kremur Street Wastewater Treatment Plant (WWTP) Aeration Upgrade	After receiving the Waterview Wastewater Treatment Plant (WWTP) condition and capacity assessment Council is looking into alternative options to ensure treatment capacity until Waterview Stage 2 is commissioned. This will enable us to take the Kremur Street WWTP offline for the walkways and aeration supports to be replaced. A consultant is working with AlburyCity staff to undertake the options assessment for these upgrades. The project is planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22. This project is due to be completed in 2024.	100%	Team Leader Treatment Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.8.1.31	Water Filtration System Monitoring and Redundancy Expansion	Improvements continue to be implemented within the Water Filtration Plants (WFP) Supervisory Control and Data Acquisition (SCADA) system to increase remote online monitoring, redundancy and automation capabilities.	100%	Team Leader Treatment Services
✔	C1.8.1.32	Building - Monument Hill Monument Structure Repainting	Project completed.	100%	Team Leader Property & Buildings
	C1.8.1.33	Building - Administration Building Air Conditioning Plant Replacement	Works continue floor by floor and project completion revised to end of July 2022 due to supply chain issues. Reporting will continue into 2022/23.	100%	Team Leader Property & Buildings
✔	C1.8.1.34	Building - Bunton Park Dilapidations Works	Project completed.	100%	Team Leader Property & Buildings
	C1.8.1.35	Building - MAMA Passenger Lift Replacement	Quotations have been received and approval drafted to be finalised once agreement reached with MAMA for when works can be undertaken. Project delivery will continue into 2022/23.	100%	Team Leader Property & Buildings
	C1.8.1.36	Building - Depot Relocation Feasibility Study	Two Working Group meetings held and audit of existing space utilisation at each depot complete. Project planned to be completed over multiple financial years with project continuing into 2022/23.	50%	Team Leader Property & Buildings
	C1.8.1.37	Road - Kiewa Street (Hume to Smollett) Revitalisation - Design	No progress during the period. The project design has been placed on hold to direct resourcing to more urgent projects. This project has been included in years two and three of the 2022/2023 budget for consideration by Council.	20%	Team Leader Design

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.8.1.38	Road - Hawksview Road Construction	Background investigation and concept design is well underway with the expectation of concept designs to be circulated for review during August 2022.	40%	Team Leader Design

1.8.2: Adopt an integrated approach to planning and understanding of community assets and infrastructure.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.8.2.2	Building - Greenfield Park Amenities Building Design and Construction	The project has had significant delays due to resourcing, however has now commenced. Inception meeting has been held with the Albury Thunder Rugby League Football Club. Geotechnical investigation and site survey information is being obtained for inclusion into the design procurement package.	40%	Team Leader Parks & Recreation
	C1.8.2.8	Building - Canteen Upgrade Program - Lavington Sports Ground	Roller shutter door installed to complete works.	100%	Team Leader Property & Buildings
	C1.8.2.12	Drainage - Bungambrawartha Creek Outfall Restoration	Project completed.	100%	Team Leader Project Delivery
	C1.8.2.13	Relocation of Wonga Wetlands machinery shed and employee amenities area	Relocation of Wonga Wetlands machinery shed and staff amenities area is required to allow for the construction of the Wagirra Trail and the Wonga Wetlands Visitor and Education Centre. Development consent for the machinery has been granted. Quotes are currently being sort for construction, to commence later this year. The project planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22. This project is due to be completed in 2023.	100%	Team Leader Treatment Services
	C1.8.2.14	Upgrade End of Life Electrical Control System for Wastewater Reticulation System	Seven switchboards have been purchased. With the scheduled delivery in December 2022. Upon arrival they will be fitted out and installed. Each switchboard will take approximately 2 months to complete (fit out and install).	80%	Team Leader Network Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.8.2.15	Water and Wastewater - Development of Historical Trend Analysis Capability and Server Optimisations	This project has been developed in parallel with the larger Supervisory Control and Data Acquisition (SCADA) and telemetry project. The trend analysis component will be integrated into the telemetry system towards the final stages of the overall project.	70%	Team Leader Network Services
	C1.8.2.16	Building - Albury Entertainment Centre - Theatre Profile Lights	The purchase and installation of the Theatre Profile Lights is completed.	100%	Team Leader Albury Entertainment Centre
	C1.8.2.17	LibraryMuseum External Painting and Panelling Update	Investigation and testing on the optimum product that would best maintain the appearance and longevity of the exterior of the LibraryMuseum was delayed, due primarily to COVID absences. A solution and preferred product has now been determined. The project has been rescheduled to September 2022, as it has been advised that the works should commence in warmer weather.	100%	Team Leader Libraries & Museum Programs
	C1.8.2.18	Building - Retaining Wall Design (Schubach St, Rear of 26 Pilbara Place)	Delayed due to unforeseen complications in design.	55%	Team Leader Design
	C1.8.2.19	Waterview Instantaneous Inlet Analyser	Project completed.	100%	Team Leader Treatment Services
	C1.8.2.20	Review and Modifications to Waterview Chlorine Dosing Set-up	Project completed.	100%	Team Leader Treatment Services
	C1.8.2.21	Waterview Dissolved Oxygen Analyser Upgrade	New Dissolved Oxygen (DO) analysers and probes have been installed throughout the aeration tanks at the Waterview Wastewater Treatment Plant (WWTP). The next stage of this project is to input changes into the Programmable Logic Controller (PLC) to allow for optimised control over the treatment process. A consultant has been engaged for these works. The project planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22. This project is due to be completed in 2023.	100%	Team Leader Treatment Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.8.2.23	Glenmorus Gardens Residence - Installation of Colourbond Fence	Lack of resources has resulted in a slight delay in completion. Estimated time for completion is July 2022.	95%	Team Leader Cemeteries & Crematorium
	C1.8.2.25	Bungambrawartha Creek Naturalisation Feasibility Assessment	This project is well into the delivery stage and on track for completion towards the end of 2022. Two on site community drop in sessions have been held to seek input and feedback on the Bungambrawatha Creek Project. Detailed information sessions have also been held with additional key stakeholders including Aboriginal Elders. The 'Have your Say' portal is still open for comment until 17 July, with the consultants (Alluvium) on track to provide draft documentation to Council Officers once all feedback has been collated and reviewed.	100%	Team Leader Natural Areas
	C1.8.2.26	Building - Administration Building Upgrade Program	All furniture items purchased for Assets, Sustainability & Environment area refurbishment. Works complete other than installation of computer monitors.	100%	Team Leader Property & Buildings
	C1.8.2.27	Building - Administration Building - Boiler Replacement	Project completed.	100%	Team Leader Property & Buildings
	C1.8.2.28	Building - MAMA Canvas Bi-fold Doors Replacement	Contractor attended site and installed new motors to each door avoiding the cost of replacing door. Cost saving project.	100%	Team Leader Property & Buildings
	C1.8.2.29	Building - Ross Circuit Pre-School - Roof Replacement and Improved Site Drainage	Arrangements in place to allow school to use same contractor to avoid safety risks on site. Funding Agreement drafted and to be finalised with school prior to transfer of funds. Project planned to be completed over multiple financial years with planned activity scheduled to be completed in 22/23.	80%	Team Leader Property & Buildings

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C1.8.2.30	Building - Wagirra Depot Upgrade	Floor plan and construction drawing for new concrete extension reviewed by Project Team prior to tender of works for construction. Project planned to be completed over multiple financial years with planned activity for 2021/22 completed and construction scheduled to be completed in 2022/23.	100%	Team Leader Property & Buildings

2: An Enhanced Natural Environment

There are a number of key strategies and plans underway to ensure the natural environment is protected and enhanced over time. Initiatives to prepare Albury for changing environmental conditions are well advanced.

Progress Percentage	94%

2.1: Albury has improved environmental outcomes

Progress Percentage	91%

2.1.1: Minimise Albury's ecological footprint.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C2.1.1.2	Building - Energy Audit Recommendations	Tender to replace LED lighting in car park complete but responses varied in technical specifications. Additional information being requested to compare like for like tenders. Project planned to be completed over multiple financial years with planned activity for 2021/22 complete and works scheduled for construction in 2022/23.	100%	Team Leader Property & Buildings
	C2.1.1.9	Albury Waste Management Construction and Demolition Material Recovery Facility construction	The Construction and Demolition Material Recovery Facility (C&D MRF) continues with the certification being sourced in readiness for releasing tender documents to the market. The tender documents are for the construction of a shed facility to house the processing plant used to separate construction and demolition waste material. The project planned to be completed over multiple financial years with planned activity completed as scheduled for 2022/23. This project is due to be completed in 2023.	100%	Team Leader Resource Recovery
	C2.1.1.13	Development of an Electric Vehicle Strategy	Project completed.	100%	Energy and Sustainability Officer
	C2.1.1.16	Sustainability - Solar at Waterview	Project completed.	100%	Team Leader Treatment Services

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C2.1.1.17	Undertake Annual Tree Management Program	There was a slight increase in the numbers of tree requests received this month. The following is a summary of the 68 received: pruning 34, fallen branches for removal 13, customer call back 5, tree removal 4, potential claim 4, tree replacement 2, root pruning 2, storm damage 2, damage to property 1, and pest control 1.	100%	Team Leader Streetscapes & Gardens
●	C2.1.1.18	Sustainability - Energy Saving Action Plan	Eight submissions have been received to upgrade lighting at Albury Airport. External consultant has been engaged to assist with assessment process. Project will be delivered over multiple financial years and will continue into 2022/23.	100%	Energy and Sustainability Officer

2.1.2: Investigate and encourage energy saving initiatives for individuals, business and industry

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C2.1.1.10	Sustainability - Community Energy Fund (CEF)	All projects complete for 2021/22. Council's Sustainability Advisory Committee endorsed a proposal to Council that the CEF be split into two. The first part would see the Community Energy Fund renamed to the Assets Sustainability Program. The second new part is the Community Sustainability Rebate Program, which would provide funding to residents and commercial premises for energy and water efficiency; with the intent to transition Albury to a net zero and climate resilient city. This proposal will be considered by Executive in July and Council in August.	100%	Energy and Sustainability Officer

2.1.3: Facilitate and promote effective waste management practises.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C2.1.3.1	Implement Halve Waste Education Program	The Halve Waste program continues to support the regions goal of reducing waste to landfill and educating the local and broader region. The 2021/22 Halve Waste program has been able to support community stalls, school and community education sessions, tours of the Albury Waste Management Centre, school and business waste assessments, school and community sponsorships programs, polystryrene recycling in the region, Garage Sale Trail program, grants and awards, host Keep Australia Beautiful as the 2022 State winner was announced, nappy and reusable product rebates, supporting existing campaigns and social media. A high degree of key performance criteria met for 2021/22. A new plan developed for 2022/23 will see similar themes with a focus on circular economy, bin confusion and grant opportunity around innovation of product use and reuse.	100%	Team Leader Resource Recovery
●	C2.1.3.2	Implement Waste Management Strategy	The Waste Management Strategy has been provided by an external consultant for Council review. Final copy and presentations will be conducted in the 2022/23 financial year. The extended delivery times can be attributed to external resource changes. This project has been completed over multiple financial years with activity scheduled for completion by 2022/23.	100%	Team Leader Resource Recovery
●	C2.1.3.3	Albury Waste Management Centre funded projects	Several projects are managed under this outcome, these include the southern valley cell extension, northern valley new cell development, northern valley leachate upgrades, purchase of hook bins, drainage works for the southern valley cell area, site electrical upgrades and solar installation. These projects are all managed by an internal project officer who is overseeing consultancy works to enable projects to progress. These projects are planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22.	100%	Team Leader Resource Recovery

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C2.1.3.4	Albury Waste Management Centre - Leachate Upgrades Northern Valley - Construction	Geotechnical investigations have been completed for this project; next stage is concept design. To enable this project to progress, this project has transitioned to be managed by external resources due to the expertise knowledge around leachate management required. The project will extend over multiple financial years with planned activity completed as scheduled for 2021/22.	100%	Team Leader Resource Recovery
	C2.1.3.5	Albury Waste Management Centre - Cooling System in the Upcycle Centre	Project completed.	100%	Team Leader Resource Recovery
	C2.1.3.6	Albury Waste Management Centre - Southern Valley Cell Extension Design	Project planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22. The new financial year will see detailed design developed to cost project in readiness for construction in the next few years. This project enables the ongoing acceptance of waste material at the Albury Waste Management Centre and enables Council to meet legislative compliance for the facility.	100%	Team Leader Resource Recovery
	C2.1.3.7	Albury Waste Management Centre - Landfill Environmental Management Plan Review	A draft of the Landfill Environmental Management Plan (LEMP) has been provided to Council by the consultant. This legislative document is currently under internal review. Final document will be available early in the new financial year. The extended delivery times can be attributed to external resourcing shortages. This activity will be completed in the 2022/23 program.	100%	Team Leader Resource Recovery
	C2.1.3.8	Albury Waste Management Centre - Leachate Dam Fencing	Project completed.	100%	Team Leader Resource Recovery

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C2.1.3.9	Albury Waste Management Centre - Circulate Option for Plasterboard	This project is part funded by NSW EPA under the Circulate Program Round 3 Intake 8 and is in partnership with Federation Council. The project will see the diversion, recycling and reuse of construction and demolition plasterboard waste using developed plasterboard markets, with the aim to target the collection of 1240 tonnes for reuse purposes. Project planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22.	100%	Team Leader Resource Recovery
	C2.1.3.10	Albury Waste Management Centre - Industrial Precinct Circular Economy Feasibility Study	A consultant has been appointed to provide this business case, this document will be due over the coming months. Project planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22.	100%	Team Leader Resource Recovery
	C2.1.3.11	Albury Waste Management Centre - Kerbside Collection Separation Trial	Resources have been secured to complete this project, programming of audits is scheduled for September 2022. Project planned to be completed over multiple financial years with planned activity completed as scheduled for 2021/22.	100%	Team Leader Resource Recovery
	C2.1.3.12	Onsite Sewer Management Framework and Implementation	This is a 3 year project. All milestones have been met for this financial year, excluding the Council report to adopt the draft Onsite Sewage Management System Strategy, which has been scheduled for the Council meeting agenda of 26 September 2022.	100%	Team Leader Compliance
	S2.1.3.1	Albury Waste Management Centre - Total Waste Buried	June statistics show 7519.36 tonnes buried to landfill. This is marginally over the monthly target of 7500 tonnes. For the 2021/22 financial year the monthly average buried showed 7021 tonnes which means 84,252 tonnes were buried to landfill for the financial year, under the estimated figure of 90,000 that was expected. This is an indication of increased recycling through improved education and onsite infrastructure.	100%	Team Leader Resource Recovery

2.1.5: Promote sustainable development that compliments and respects the natural environment.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C2.1.5.1	Implement the Environmental Approvals Procedure	Environment team will continue to work with key internal stakeholders to review and improve Environmental Approvals. Project planned to be completed over multiple financial years and will continue in the 2022/23 financial year.	80%	Senior Environmental Officer
	C2.1.5.2	Develop and Implement a Regional Natural Environment Strategy for Albury Wodonga	Works continue on the development of the Integrated Transport Strategy for Albury/Wodonga with internal stakeholder workshops scheduled for August. AlburyCity and City of Wodonga continue to work with technical experts to monitor and inform management for key threatened and locally significant species such as the Squirrel Glider and Sloane's Froglet. A review of the Sloane's Froglet Wetland Design Guidelines, led by Department of Planning and Environment, with support from AlburyCity is currently underway. These guidelines aim to ensure the continued existence of viable populations of Sloane's Froglet in the Albury area through the creation of sufficient connected habitat that will support breeding populations of the froglets. Implementation will continue into 2022/23.	100%	Senior Environmental Officer
	C2.1.5.3	Develop and implement Urban Forest Strategy	Arborcarbon was engaged to undertake the preparation of the background report for the Urban Forest Strategy. Inception meeting and stakeholder workshop were held in June. The Environment team met with Directors of Arborcarbon during their visit to Albury on 21 July. The next stage will involve presentation of thermal analysis in August. Project planned to be completed over multiple financial years with planned activity completed for 2021/22.	100%	Senior Environmental Officer

2.1.6: Minimise the impact of stormwater on natural systems.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C2.1.6.1	Thurgoona/Wirlinga Drainage Strategy - Development and Implementation	Internal meeting held to discuss potential solutions to resourcing availability to address the progress of this project.	20%	Team Leader Design

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C2.1.6.2	Sustainability - Bungambrawatha and Black Springs Creek Line Assessments	Two community drop in nights were held along Bungambrawatha Creek line to meet with and listen to the community. Council officers are now working with Alluvium to define the vision, objectives of the reports and next steps. Project planned to be completed over multiple financial years with planned activity completed for 2021/22.	100%	Senior Environmental Officer

2.2: Albury is prepared for changing environmental conditions

Progress Percentage	100%

2.2.1: Improve Albury's resilience to effects of climate change on social, community and environmental systems

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C2.2.1.1	Develop and Implement Climate Change Adaptation Strategy	Project completed.	100%	Team Leader Corporate Performance
	C2.2.1.3	Albury Revegetation Plan	Received focal species mapping for nine key species selected, have provided comment and waiting for updated drafts. Received first draft for Corry's Wood action plan and waiting for other four. Currently working on collating a spreadsheet of all natural areas across Albury to develop action lists for each area. Ongoing development and review will continue in 2022/23.	100%	Senior Environmental Officer
	X2.2.1.3	Implementation of Carbon Targets	AlburyCity are continuing to work with Procurement Australia's Power Purchase Agreement (PPA) tender and investigating options available with small market contract. The Sustainability team are working with the Fleet team regarding short term electrical vehicle purchases and potential for ARENA funding.	100%	Energy and Sustainability Officer

2.3: An increased awareness in sustainability and environmental issues

Progress Percentage	92%

2.3.1: Raise community awareness of climate change issues and opportunities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C2.3.1.2	Promote and implement the Environment and Sustainability Community Awareness Program	Social Media Posts went out promoting World Environment Day on the 5 June. Planning for the 2022/23 program continued for National Schools and Community Tree Planting Days to be held in late July.	100%	Senior Environmental Officer

2.3.2: Develop and promote community leadership and education in sustainability and the natural environment through best practice.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C2.3.2.2	Water Conservation and Drought Awareness Program	This project seeks to develop and implement a customer and community awareness program that engenders water conservation within the behaviours of our customers, community and industry. This will be achieved through revised communications and educational activities that aim to achieve a more meaningful community presence. AlburyCity has recently acquired access to significant qualities of water conservation and awareness material and will be looking to structure community campaigns around these into the future - from October 2022.	100%	Team Leader Quality and Systems
●	C2.3.2.3	Sustainability - Framework and Action Plan: Path Towards Net Zero	Assessment of submissions has been delayed due to staff availability both internally and externally. Project will continue into 2022/23 financial year. Appointment of contractor is anticipated early in the new financial year for delivery of framework and action plan in December 2022.	50%	Energy and Sustainability Officer

2.3.3: Promote and enhance the natural environment.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C2.3.3.2	Albury Environmental Lands - Strategies, Management and Use	Received focal species mapping for nine key species selected, have provided comment and waiting for updated drafts. Recieived first draft for Corry's Wood action plan and waiting for other four. Currently working on collating a spreadhseet of all natural areas across Albury to develop action lists for each area.	100%	Senior Environmental Officer

3: A Caring Community

The Caring Community theme has seen an adjustment in activities correlating to the Covid19 restrictions being implemented across the board. Network meetings and opportunities to engage with key stakeholders continued via zoom and other technology to ensure that the needs of the community were met.

Progress Percentage	97%

3.1: Albury offers access to a diverse range of educational opportunities

Progress Percentage	100%

3.1.1: Provide a variety of early childhood education and care options –for children from birth to 13yrs.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.1.1.1	Conduct education programs across Children's Services	Legislative/compliance checks across all services include: 1 Vault report, 122 external checks and 122 internal checks in total have been completed across the children's services. 2 Chemwatch reports and 24 First Aid checks have been conducted across all services.	100%	Team Leader Childrens Services
✔	S3.1.1.1	Implement AlburyCity Family Day Care Program	For the month of June there were 11 registered educators with 98 children utilising the service. Focus was on transitioning educators over to Greater Hume Children Services, 6 completed this transition by the end of the month, 3 will complete transition in the coming weeks. Family Day Care will cease to operate from 30 September 2022, or earlier should AlburyCity be in a position to do so.	100%	Team Leader Childrens Services
✔	S3.1.1.2	Implement Banjora Children's Centre Program	Transitioning eligible children between rooms to fill vacancies has increased utilisation. COVID has caused less disruption with only one staff member testing positive this month. Waitlist is maintained for Banjora (54).	100%	Team Leader Childrens Services
✔	S3.1.1.3	Implement Out of School Hours Program	At the request of their respective schools relocations are underway for St Pats OOSH and Albury North OOSH. Requests to relocate are uncommon and Services have had long term agreements. New agreements or variation to existing agreements will commence in the coming weeks. With the exception of Before School Care, which is slightly under, all other services are meeting or exceeding operating targets in June.	100%	Team Leader Childrens Services

3.1.3: Encourage and promote intergenerational programs.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S3.1.3.1	MAMA Programs and Education Participation	Programs and Education participation continue to perform strongly against targets.	100%	Director Murray Art Museum Albury

3.1.7: Develop and implement cultural education programs.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S3.1.7.1	Libraries and Museum Exhibitions, Programs and Education Participation	Two new exhibitions opened at the LibraryMuseum in June: Science on the Move, from Questacon and From Where I Sit: Stories from Within, a textile and multimedia show featuring work by the local Re-create Collective. Science on the Move has been extremely popular, both before and during the school holiday. A large number of primary schools have also visited this exhibition. The current exhibitions, including On a Wing and a Prayer: Cranes For Peace at Lavington Library has continued to generate strong interest. With larger visitor numbers returning to the LibraryMuseum and Lavington Library school holidays activities and regular preschool and after school programs have been extremely well attended.	100%	Team Leader Libraries & Museum Programs

3.2: Albury's key community safety indicators continuously improve

Progress Percentage	100%

3.2.1: Develop and implement strategies to improve community safety and amenity.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.2.1.1	Review and implement the Road Safety Strategy	All Road Safety Programs for the 2021/22 year have been completed including Stop it Or Cop It, 65+, and Helping Learner Drivers.	100%	Team Leader Traffic and Transport
✔	C3.2.1.2	Implement additional CCTV Cameras on Dean Street	Project completed.	100%	Team Leader Communities

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.2.1.3	Road - Evesham Place Intersection Works	Detailed design is completed. Project planned to be completed over multiple financial years with planned activity completed for 2021/22.	100%	Team Leader Design
	C3.2.1.4	Lavington CCTV Stages 1-3	Project completed.	100%	Team Leader Communities
	C3.2.1.5	Implement Pilot CCTV Program	The Public CCTV Surveillance Trailer trial commenced in November 2021 and concluded in May 2022. During the trial period the trailer was deployed to 14 locations across the local government area and was in situ at those locations from 2 days to 4 weeks. The locations were determined in collaboration with NSW Police intelligence relating to criminal activity and internal requests to the Community Safety Team relating to protection of Council assets. A full report on the efficacy of the trial will be provided to Council in August 2022.	100%	Team Leader Communities

3.2.3: Support children and their families through prevention of, or early intervention into, child abuse and domestic violence. Proactive communication with local, state and federal agencies.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.2.3.1	Implement Actions within the AlburyCity Crime Prevention Plan	The two priority areas of drugs and alcohol, and domestic violence continued to be a focus with AlburyCity providing Secretariat support to the Community Drug Action Team (CDAT) including project planning for the distribution of merchandise to improve awareness in the community of the harms of drug and alcohol consumption. These products were distributed to school groups, university students, at various youth events and community activities. AlburyCity continued its involvement with the Border Domestic Violence Network participating in monthly meetings with Council providing Secretariat support for the network for 2021 and another agency providing the support for 2022.	100%	Team Leader Communities

3.2.5: Support coordinated Emergency Services and development of Regional Emergency Management facilities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.2.5.1	Building - Emergency Management Centre Stage 2 (SVR)	Architect reviewing background documentations with a view of a first draft report to be completed in mid-July 2022.	100%	Team Leader Property & Buildings

3.3: The health and wellbeing of the Albury community improves

Progress Percentage	91%

3.3.3: Ensure appropriate provision of homelessness services.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.3.3.3	Develop and implement a Multicultural Plan	The scope and stakeholder engagement plan that will be used to develop the Multicultural Plan was presented to Council in June 2022. Community consultation will commence in July 2022 with the draft plan to be ready by the end of 2022.	100%	Team Leader Communities

3.3.4: Ensure appropriate infrastructure including accessible path networks / encourage active lifestyles.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.3.4.3	Botanic Garden Conservation Management Plan review	The Final Botanic Gardens Master Plan and Concept Drawing were endorsed by Council at its meeting on 14 June 2022.	100%	Team Leader Streetscapes & Gardens
	C3.3.4.4	Creation of a dog friendly off leash area in Thurgoona	Project will be re-budgeted to the 2022/23 works program given significant delays that have resulted from the environmental assessment, which identified potential impacts on Sloanes Froglet. Further discussions are required with environmental consultant on ways to minimise the impacts on Sloanes Froglet habitat prior to confirming the extent and layout of the new dog park.	15%	Team Leader Parks & Recreation
	C3.3.4.6	Ernest Grant Park play space	On-ground works are well underway and on track with initial civil works complete and car park area taking shape. The project will continue into the 2022/23 works program.	100%	Team Leader Parks & Recreation

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.3.4.7	Footpath construction and Asset Renewal Program	Alexandra St commenced in June with a July completion forecast. Hume & Hovell walking track completed in June.	100%	Team Leader City Works

3.3.6: Provide programs, services support and facilities for the community to increase positive social outcomes.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.3.6.2	Implement 'Keep track of Your Best Mate'	This project is complete however invoices are still being submitted by participating vets. Until this is finalised Council cannot invoice the RSPCA for their contribution to the program. This project is projected to be under budget due to COVID-19 challenges. A total of 32 cats and 26 dogs were microchipped, registered and de-sexed.	100%	Team Leader Compliance
	C3.3.6.3	Community Centres updates	The five community centres throughout Albury have continued to be important venues to increase positive social outcomes for the community. Each centre has delivered a variety of programs that aid in improving the health and wellbeing of the community. Programs include playgroups, craft activities, meditation and yoga and youth activities. The community centres will continue to work with the community to offer programs that support their needs and interests. COVID lockdowns and restrictions presented significant challenges for each centre who responded to local needs as best they could during this period. This included increased provision of emergency food relief and using their venues for COVID testing and vaccination hubs. Of particular note, Mirambeena community centre was the site of a multicultural vaccination hub which saw 1101 vaccinations administered to the local Culturally and Linguistically Diverse (CALD) community.	100%	Team Leader Communities

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.3.6.7	Animal Management Facility - Design	The project as originally planned is on track as at end June with draft designs close to moving into the planning Development Application stage. A variation will be sought to extend time for design to support change of scope to provide additional detailed design for an Education Centre. Completion of the design component of the project has been extended to December 2022.	80%	Team Leader Compliance

3.4: Albury offers a diverse and accessible range of facilities and activities for all ages

Progress Percentage	85%

3.4.1: Improve access for all in relation to systems and processes, transportation, civic buildings, community facilities and parks.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C1.2.8.4	Library Book Stock Annual Acquisition fund	1781 library collection items were added to physical and online collections this quarter. The team has focused on developing and promoting online collections and have purchased a range of books to meet the needs of children with dyslexia.	100%	Team Leader Libraries & Museum Programs
	C1.8.1.19	Building - Public Toilet Strategy - Thurgoona Drive Bike Path (New Construction)	Additional drawings required prior to tendering to show detailed construction. Tender documents drafted and meeting arranged for early July to finalise. Planned works for 2021/22 have been completed and project will be considered in 2022/23 program.	100%	Team Leader Property & Buildings
	C3.4.1.1	Community Fund Projects - Implementation	Seven Community Fund projects for 2021-22, including: Ross Circuit Pre School - Construction work continues. West Albury Preschool - Design work continues. Other completed projects are Thurgoona Community Centre Seating, Thurgoona Men's Shed/Albury Ladies Shed improvements, Albury Tennis Club Court upgrade, St Pats Tennis Club Court upgrade and New City Cricket Club seating.	80%	Team Leader Parks & Recreation

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.4.1.2	Stronger Country Communities Fund Round 2 - Thurgoona Sportsground Changerooms and Public Toilet upgrade	Building works continue and still on-track to be completed in September 2022. This project will be included in the 2022/23 works program.	100%	Team Leader Parks & Recreation
	C3.4.1.4	Greenfield Park Master Plan stage one works	Due to resourcing the project has had delays in the design phase and construction of the perimeter fence and spectator mounds has not progressed. The project will be included in the 2022/23 works program.	15%	Team Leader Parks & Recreation
	C3.4.1.5	World War II Memorial Bowl Upgrade (Construction)	Detailed design is nearing completion with construction included in the 2022/23 works program.	90%	Team Leader Parks & Recreation
	C3.4.1.6	Installation of Solar Lights Along the Wagirra Trail (Noreuil Park)	The installation of solar lights along the Wagirra trail (Noreuil Park) has been completed. We are still working closely with the manufacturer to come up with some programming solutions that will increase the run times of the lights during overcast and inclement weather.	100%	Team Leader Streetscapes & Gardens
	C3.4.1.7	Building - Public Toilet Strategy - Hovell Tree Park (Replacement)	Tender pack for construction was completed in February but has been placed on hold until September/ October 2022 whilst adjacent works are undertaken at the Riverside Precinct. Planned works for 2021/22 have been completed and project will be considered in 2022/23 program.	100%	Team Leader Property & Buildings
	C3.4.1.8	Building - Public Toilet Strategy - National Forresters Grove (Replacement)	Contractor appointed and kick off meeting arranged for 26 July. Planned works for 2021/22 have been completed and project has been included for delivery in 2022/23 program.	100%	Team Leader Property & Buildings
	C3.4.1.9	Building - Public Toilet Strategy - Lake Hume (Replacement)	Additional drawings required prior to tendering to show detailed construction. Tender documents drafted and meeting arranged for early July to finalise. Planned works for 2021/22 have been completed and project will be considered in 2022/23 program.	100%	Team Leader Property & Buildings
	C3.4.1.10	Building - Accessibility Upgrades	Project completed.	100%	Team Leader Property & Buildings

3.4.3: Promote and encourage healthy lifestyles through development and efficient use of sporting, recreational, educational and cultural facilities and infrastructure.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.4.3.1	Lavington Sports Ground Footpath project - Centaur Road Path	Project completed.	100%	Team Leader Assets
●	C3.4.3.6	Building - Melrose Park Sports Pavilion - Construction (SVR)	The detailed design request for quotation closed in April 2022 and assessed in May/June 2022. The procurement process is complete with contract awarded and architects to commence work in July 2022. This project will continue into the 2022-23 works program.	40%	Team Leader Parks & Recreation
✔	C3.4.3.7	Sportsfield Lighting and Power Upgrade - Bunton Park - Design and Installation	Power upgrade completed and new lights installed and operational.	100%	Team Leader Parks & Recreation
●	C3.4.3.8	Australia Park Car Park and Linking Footbridge	Review of Environmental Factors requires finalisation and determination. Detailed design process continues with the tender version of the levee bank still outstanding. Tender advertising has been delayed and will be rescheduled when final designs have internal approval and Review of Environmental Factors determined. The project will be included in the 2022-23 works program.	55%	Team Leader Parks & Recreation
●	C3.4.3.10	Fredericks Park Master Plan Detailed Design and Stage 1 Construction	Detailed design process is nearing completion with construction scheduled in the 2022-23 works program.	95%	Team Leader Parks & Recreation
●	C3.4.3.11	Billson Park Master Plan	Significant delays have occurred due to resourcing however some initial works and consultation has been undertaken (site issues and opportunities information drafted and an inception meeting held with the Albury Cricket Club and Cricket Albury Wodonga representatives). Project to be included into the 2022/23 works program.	10%	Team Leader Parks & Recreation
✔	S3.4.3.1	Increase usage of Lauren Jackson Sports Centre	This action is reported annually at the end of the financial year.	100%	Team Leader Leisure Facilities

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	X3.4.3.1	Management of Lauren Jackson Sports Centre	Finals were played this month in both Albury Basketball and Albury Indoor Netball associations competitions, whilst sell out crowds have continued for Bandits home matches at the Sports Centre with both the ladies and men's teams playing. Unfortunately we were informed this month that our application through to the NSW Office of Sports Multi-Sport fund for stage 1 development of the Sports Centre has been unsuccessful. We will seek feedback and review options for funding.	100%	Team Leader Leisure Facilities
✔	X3.4.3.2	Management of Albury Aquatic Centres	The extension of the Albury Swim Centre season resulted in an average of just of 40 people per day visiting the facility for the 2 weeks through to May 8, 2022.	100%	Team Leader Leisure Facilities
✔	X3.4.3.3	Management of the Les O'Brien Athletics Precinct	The two junior and one senior club finished their competition seasons in March. The school carnival season commenced in early March with 38 carnivals taking place at the facility to the end of June.	90%	Team Leader Leisure Facilities

3.4.4: Increase activities available for people with a disability through improved access and promotion

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.4.4.1	Develop and implement the Disability Inclusion Action Plan	AlburyCity continued to implement the Disability Inclusion Action Plan (DIAP) 2017-2021 with key actions including the convening of the Albury Access Committee and partnering with Wodonga Council to deliver an event for International Day of People with Disability in December each year. Planning is underway for the 2022 event. In June 2022 Council endorsed AlburyCity's revised Disability Inclusion Action Plan 2022-2026. The plan identifies specific actions which will be undertaken over the next four years to make our community more inclusive and accessible for people with disability.	100%	Team Leader Communities

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.4.4.3	Undertake Community Development Programs for Young People	The Youth Team have continued to offer diverse and accessible range of opportunities for young people that includes, Community Connect Project, Gindaymanaha Sports Carnival, 10 Skate Park events, five Friday chill out nights, three Retro live Friday night gigs, 21 school holiday activities and the Lifewise series. The team have continued to support the Youth Council, Retro Youth Management Committee, Alphabet Crew and Skate Park interest group and assisted in delivering the Rainbow Ball in June 2022. Youth Week activities were delivered in April which included a Young Creators Market and Gold Medalist Logan Martin delivering a skate demonstration at the skatepark followed by a Q&A at the Retro Cafe.	100%	Team Leader Communities

3.4.5: Increase and promote activities and infrastructure available for children and young people.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.4.5.1	Albury Regional Skate Park Facility	Project completed.	100%	Team Leader Parks & Recreation
●	C3.4.5.2	Murray Park Playground establishment	Detailed design has been completed with tender scheduled to be advertised in July. Construction is scheduled within the 2022/23 works program.	100%	Team Leader Parks & Recreation

3.4.6: Enhance access to the Murray River and develop experiences for the community and visitors.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C3.4.6.2	Murray River Experience Wayfinding Signage - Design	Wagirra trail signage is currently being manufactured. The new designs will be added to the signage guidelines. Further development of the Wayfinding signage suite will be included as part of the Riverside Precinct project in the 2022/23 works program.	50%	Team Leader Parks & Recreation

3.5: Improved health, employment and education for the Aboriginal community in Albury

Progress Percentage	100%

3.5.1: Provide opportunity for the general community to participate and experience Aboriginal culture.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.5.1.1	Develop and Implement Aboriginal & Torres Strait Islander Protocols	Work continued on the implementation of the Aboriginal and Torres Strait Islander Protocols across the organisation. This has seen the introduction of Acknowledgement of Country at the beginning of team meetings, meetings with external guests, formal events such at the Sorry Day gatherings and Reconciliation Week celebration events. Support continued to be provided to our people by connecting them with Elders in relation to Welcome to Country ceremonies and for consultation purposes for developing strategic documents.	100%	Team Leader Communities
✔	C3.5.1.3	Ensure Aboriginal Culture is valued, collected, interpreted and promoted	First Nations perspectives are embedded across the program in the June quarter with key works by artists Daniel Boyd, John Citizen (Gordon Bennett), Marlene Gilson, Vanessa Inkamala, and Kaylene Whiskey featured in the painting survey Zombie Eaters. Collection works currently on display include pieces by D Harding, Minnie Pwerle, Treahna Hamm, Brook Andrew, and Willy Tjungurrayi. A key feature of the Museum's current program are the five commissioned works made for the children's Wonder Cupboards by acclaimed artist Karla Dickens.	100%	Director Murray Art Museum Albury

3.5.2: Promote access to Aboriginal facilities, programs and services. Advocate and support Federal and State strategies which support Aboriginal communities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.5.2.1	Undertake Community Development Programs for Aboriginal People	The Aboriginal Community Development Officer has continued to have regular yarns with community members at the Aboriginal Men's Shed. Assistance was provided to the Youth Team to deliver the Gindyamanha sports carnival where over 150 young people participated. Reconciliation Week was celebrated in May with a flag raising ceremony held at QEII Square followed by a morning tea at MAMA. Ongoing administrative support was provided to the Wiradjuri Elders who meet on a monthly basis. The Community Working Party has not met during 2022 due to the resignation of the chairperson in January 2022.	100%	Team Leader Communities

3.5.6: Support the recognition of Aboriginal culture and protocols.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.5.6.1	Develop and Implement AlburyCity Reconciliation Action Plan	In June 2022 Council adopted the Innovate Reconciliation Action Plan (RAP) 2022-2024. Final endorsement has been received from Reconciliation Australia and planning has commenced for the RAP launch which is scheduled for early August 2022. The RAP supports Council's commitment to Reconciliation and demonstrates support for the Uluru Statement of the Heart.	100%	Team Leader Communities

3.6: The improved settlement of people from diverse cultures

Progress Percentage	100%

3.6.1: Welcome people from a variety of cultural backgrounds to Albury and the region.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.6.1.2	Develop and implement New Resident Attraction Initiatives	The Live Albury Wodonga website and campaign was managed throughout the month with additional work done through Pepper Brand Managers to develop some resident attraction video content. Participation in a number workshops with the Regional Australia Institute.	100%	Team Leader Economic Development

3.6.3: Promote the value of multiculturalism in the community through opportunities of cultural expression and awareness.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.6.3.1	Plan and implement community development programs for diverse cultures	AlburyCity has supported various programs for diverse communities through Mirambeena and Glenecho community centres. This includes multicultural lunches, exercise classes and COVID clinics. In addition, financial and administrative support was provided to the local CALD community to deliver the annual Albury Wodonga Refugee Week event at The Cube during June 2022. AlburyCity has continued its involvement on the Growing Regions of Welcome (GROW) Murray Taskforce. The official launch of the the GROW project occurred in June 2022 with the NSW Minister for Multiculturalism attending the event. The community consultation project for Welcoming Cities as part of the GROW project has been submitted with positive feedback received from Welcoming Cities. This involved focus groups with Congolese, Bhutanese and the multicultural workforce to better understand Albury's readiness to welcome newcomers.	100%	Team Leader Communities

3.7: Increased participation in a diverse range of art and cultural activities in Albury

Progress Percentage	100%

3.7.1: Activate the cultural precinct and create connections between stakeholder facilities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.7.1.4	Implement the MAMA digital strategy	MAMA's digital audience experienced an unexpected international swell after the new website won an international web design award, with thousands of web visitors per week checking out the new platform. The focus of the digital strategy this quarter has been reconnecting with the local community and local region through targeted digital advertising. The new ad campaign promoted the whole museum experience and reached 50% of all residents in the 100km catchment. Additionally, a revamp of the email newsletter strategy has seen growth in new subscribers to Kids and Studio email lists, which will enable us to engage with those local audiences directly.	100%	Director Murray Art Museum Albury

3.7.2: Provide a diverse range of experiences in Albury – including entertainment, culture and sport. Support community-driven performance and events.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S3.7.2.2	MAMA Operations	MAMA continued to meet the objectives of our Strategic Plan with a collaborative approach that celebrates arts and culture that is connected to our community.	100%	Director Murray Art Museum Albury
✔	S3.7.2.3	Libraries and Museum attendances and loans	Visitor numbers at Lavington Library and the LibraryMuseum have continued to increase as community confidence returns. Library loans have been increasing at a steady rate at both facilities, reflecting the increase in visitor numbers. Loans from online collections continue to be very well utilised by the community. A number of vulnerable community members continue to participate in the Home Library delivery service.	100%	Team Leader Libraries & Museum Programs

3.7.3: Implement economically sustainable cultural initiatives.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.7.3.4	PumpHouse Creative Enterprise and Remediation	Development of the Pumphouse Creative Enterprise is in the design phase. Full construction drawings with fixtures and fittings have been prepared and these are currently in review for Construction Certificate. A quantative assessment has been completed to provide market rates for the project. Preparation of Request for Tender documents for the construction, remediation and fit-out of the Creative Enterprise has also commenced. The tender will go to market upon receipt of the Construction Certificate.	100%	Team Leader Cultural Activation

3.7.4: Ensure provision of accessible, high quality, and innovative cultural facilities and services.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C3.7.4.2	MAMA Gallery Lighting Upgrade	Project completed.	100%	Director Murray Art Museum Albury
	C3.7.4.3	MAMA Foyer Enhancement (Construction)	Phase II commenced for completion in September 2022.	100%	Director Murray Art Museum Albury
	C3.7.4.4	MAMA Governance Project	The project timeline will be amended once the Office of Local Government as completed assessing the application for establishment of MAMA Ltd.	100%	Director Murray Art Museum Albury
	S3.7.4.1	A variety of conferences, functions and Performing Arts events attracted to the City	June continued to host a variety of events across the three sectors of Functions, Business Events and Theatre. A total of 14 events were held with Theatre performances dominating, in particular community events. The events hosted during the month created 803.5 casual hours and 18.5 contact labor of employment. The Venue received 22 event enquiries for future business of which six have been confirmed and the balance remaining are pending a final decision. The events hosted attracted five media mentions in the Border Mail and three on-site visits for news articles.	100%	Team Leader Albury Entertainment Centre

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	X3.7.4.1	Administration of AlburyCity's Community Grants and Scholarships	Two rounds of Community and Cultural grants were offered during 2021/2022 with a total of 18 applications being successful to receive funding. Two scholarship's were offered through the Medical Scholarship program and a total of 27 students were offered scholarships through the AlburyCity Leadership and Resilience program that is delivered by Charles Sturt University.	100%	Team Leader Communities

3.7.5: Protect, enhance and promote items of built, natural and cultural heritage significance.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.7.1.3	AlburyCity Museum and Social History Acquisition Fund	A Museum and Social History Committee Acquisition Meeting was held in May 2022, with the acquisition into the collection of a range or items from Macquarie Textiles, include conveyancing documents that contains useful historical information about Albury, early pioneers and the establishment of Macquarie Textiles. 514 separate objects were acquired into the Museum collection this quarter.	100%	Team Leader Libraries & Museum Programs
✔	C3.7.5.2	MAMA Collection Database Upgrade	Project completed.	100%	Director Murray Art Museum Albury
✔	C3.7.5.3	Thurgoona Collection Store Expansion Design	A consultant was engaged to undertake a feasibility and concept design study for expansion of the Thurgoona Collection Store. The collection store currently houses approximately 7000 museum and social history collection objects and is at capacity. The resultant risk is the potential of compromising best practice storage solutions. The final report has been received which outlines a range of options including better use of the existing footprint, expansion of the current site or the relocation to a purpose built site. The consultants report will provide the basis for an application through the Create NSW Creative Infrastructure grant program.	100%	Team Leader Libraries & Museum Programs
✔	C3.7.5.4	Additional Flagpoles at Monument Hill	Project completed.	100%	Team Leader Property & Buildings

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S3.7.5.1	Cultural Information Service	As visitation levels to Albury LibraryMuseum and Lavington Library increase there has been a corresponding increase in public access technology and Wi-Fi use. Of particular interest has been technology sessions for seniors, with a focus on accessing government information online.	100%	Team Leader Libraries & Museum Programs
✔	S3.7.5.2	MAMA Collections Management	40 significant works were approved for acquisition in the June quarter, offered as donations with the exception of four works acquired via the National Photography Prize. Donated works include a major painting installation by Juan Davila, photographic work by globally recognised British artist Cornelia Parker, award winning First Nations artist Danie Mellor and photographer Tim Silver.	100%	Director Murray Art Museum Albury

3.7.6: Encourage, support and foster sustainable organisations to deliver cultural experiences.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C3.7.6.1	Present collaborative programs that connect AlburyCity with local cultural organisations	Cultural Activation worked with seven cultural institutions turning streets into stages. There were six pop-up performances with a ukulele flash mob, cultural dance and songs, acapella songs, urban breakdance, belly dance and theatre performances by students of North Albury Primary School. These connections created were with Albury-Wodonga Uke Muster, Filipino Australian Community of Albury Wodonga, Victory Women's Group, Evolve Dance Company, The River Spirits Dance Troupe, Rachel McNamara Performance Artist, Albury Wodonga Highland Dance. Community Wood Fired Oven bakes have been extremely well attended each fortnight.	100%	Team Leader Cultural Activation

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	S3.7.6.1	LibraryMuseum Collections Management	514 objects were catalogued onto the museum database in the last quarter. The Museum team responded to 256 public enquiries relating to the museum collection, local studies and family history, an increase on the previous quarter. The Murray Regional Digitisation Hub, managed by LibraryMuseum team members, has been steadily digitising identified objects in the collections of regional institutions including Jindera Pioneer Museum and Station House Museum. All volunteer museums involved have now been engaged for theoretical and practical training onsite at the Hub.	100%	Team Leader Libraries & Museum Programs
✔	S3.7.6.2	MAMA Attendance	Attendance continues to show good recovery from pandemic levels, with a return to around 85% of pre-pandemic audiences. Specific programs and events are well supported with higher than average audiences.	100%	Director Murray Art Museum Albury

4: A Leading Community

Albury City continues to improve the way that community are informed about our projects, services and long term planning. The goal is to ensure that our community are not only consulted on issues that may affect them, but then informed as to how their feedback helped in our decision making.

Progress Percentage	97%

4.1: The community is consulted on all major changes that will affect them

Progress Percentage	100%

4.1.1: Council, state agencies and other public service providers develop and implement community engagement plans to engage the community on a broad range of issues – report results of consultation back to community.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C4.1.1.1	Review and update the AlburyCity Community Strategic Plan	Our new Community Strategic Plan - Towards Albury 2050 was endorsed by Council on 14 June 2022. An update to our people on the revised Community Strategic Plan has been included in the Customer First Workshop which is being presented to our people. The new outcomes and strategic actions will be embedded across the many reporting functions to ensure we monitor our progress toward achieving the community vision.	100%	Team Leader Corporate Performance
✔	C4.1.1.3	Implement Community Engagement Plan actions	Community engagement initiatives have been implemented providing the community the opportunity to comment on projects and decisions that may impact them. This has been done through a variety of engagement methods as per the plan, including face-to-face engagement, community pop-ups, online and face-to-face forums/meetings, and utilisation of the Have your Say tool which is accessible through the AlburyCity website. Of note during June was the Albury and Lavington CBD Master Plans and Retail Action Plan, Bungambrawatha Creek Catchment Plan and the Albury and Lavington Bike Hoops Consultation.	100%	Team Leader Communications & Engagement

4.1.3: Target the communication with community where possible and identify opportunities to facilitate and partner in projects and services.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C4.1.3.1	Communications Strategy 2022-2024 - Delivery of the actions/activities identified in the implementation plan	Work continues in delivering the actions within the Communications Strategy Implementation Plan. This includes delivering the actions within the Community Engagement Plan, proactive promotion of Council activities to keep our community informed, and driving engagement across Council's digital communication channels. Development of an updated Communications & Engagement Strategy is underway to ensure currency, and alignment with community expectations as identified in the 2022 Community Satisfaction Survey, Community Strategic Plan - Albury 2050, 4 Year Delivery Program 2022-2026, and Operational Plan 2022-2023.	100%	Team Leader Communications & Engagement
	E4.1.3.1	Monitor Community Engagement Projects	Monitoring of engagement submissions is ongoing to ensure there is a good cross-section of feedback from the community and stakeholders. This enables Council to consider a broad range of views, enabling informed decision making. Engagement opportunities that recently closed and were being presented to Council for consideration or that were in the consultation phase included: the Draft Budget 2022/23, draft Reconciliation Action Plan, MOVE - Albury Wodonga Integrated Transport Strategy, draft Disability Inclusion Action Plan, draft Reconciliation Action Plan, Albury Swim Centre Year Round Operation Survey, Heritage Review, AlburyCity Code of Meeting Practice, draft Community Strategic Plan Albury 2050, Albury Botanic Gardens Draft Master Plan, City Centres - Albury & Lavington CBD Master Plans, Albury Local Housing Strategy, Dean St Parklet Trial, Bungambrawatha Creek Catchment Consultation, and supporting Businesses with Bike Hoops.	100%	Team Leader Communications & Engagement

4.2: Regional issues are addressed through an integrated approach

Progress Percentage	100%

4.2.2: Continue regional collaboration to enhance cross border co-operation, recognise growth opportunities and to foster consistency and better use of resources.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C4.2.2.1	Monitor implementation of the Two Cities One Community Action Plan	Reporting delivered in two sub-categories; Strategic and Operational through collaborative web-based reporting tool. Quarterly reporting completed by all project officers for the period January - June 2022. Continued input, monitoring and reporting is underway for progress in 2022/23.	100%	Team Leader Regional Partnerships & Innovation

4.2.3: Encourage regional connections, collaborations and strategic partnerships including contributing to, and actively participating in, relevant regional joint organisations.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C4.2.2.2	Continue participation in regional forums including Two Cities One Community, Regional Cities NSW, Riverina and Murray Joint Organisation and Evocities.	AlburyCity continues to build and maintain strong partnerships by ongoing participation in a broad range of forums at regional, state and national level. Our Executive have participated in meetings and forums with the following: • City of Wodonga • Minister for Infrastructure and Transport • Two Cities One Community stakeholders • Shadow Minster for Regional NSW • Vice Chancellor and Head of Campus at La Trobe University • Department of Regional NSW • Managing Director of TAFE • Regional Cities Board • Albury Wodonga Regional Deal Business Case Steering Committee • COVID-19 Vaccination Program Local Expert Advisory Committee • Murray Darling Basin Association The CEO attended the Australian Local Government National General Assembly.	100%	Team Leader Governance & Executive Suppo
✔	C4.2.1.1	Ongoing representation on regional forums and to Cross Border Commissioner			

4.3: The Albury community provides resources and opportunities to develop future leaders

Progress Percentage	100%

4.3.1: Consider the views and needs of children and young people, develop strategies to allow children and young people to contribute to the City's future.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C4.3.1.1	Implementation of the Youth Services Strategy	The Youth team in partnership with YES Unlimited and the Carevan commenced delivering the Community Connect project that sees six Pop Up events being delivered across Albury along with a Leadership Program for 14 aspiring leaders. The project will be delivered between June and October 2022. The Youth Council has provided feedback on the draft Strategy for Young People which will be presented to Council later in 2022. AlburyCity in partnership with Wodonga City Council continue to deliver the Youth Area Network meetings, the meetings provide an opportunity for cross border promotion of youth events and services. The Youth Council provided input into the NSW Regional Youth Action Plan and the Retro Youth Management Committee have continued to be key leaders in planning and implementing all programs at the Retro Lane Café.	100%	Team Leader Communities

4.3.2: Provide opportunities and mentoring programs for developing future community leaders.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C4.3.2.2	Ongoing implementation of the Leadership Framework	The Leadership Development Program addresses our Leaders professional development needs with intent to further consolidate their emotional intelligence and relationship building. All Service Leaders and Team Leaders participated in DiSC Management Style profiles with workshops finalised across all clusters this quarter. All leaders attended Self Management Workshops to assess how they were currently using their time and where they can improve self management, and gain the confidence to manage others expectations, improving their prioritisation, delegation and relationships with others. Executive Leaders and Service Leaders are currently progressing through their senior leadership program, with a focus on shaping culture and leadership at AlburyCity and skills to create a psychologically safe environment, coach others, and thinking strategically. This program will continue into the next quarter.	100%	Organisational Development Lead
✔	C4.3.2.3	Ongoing implementation of the AlburyCity 'Grow Our Own' Program	AlburyCity's Grow Our Own Program continues to deliver successful results as our Leaders explore trainee opportunities across Council. Our trainees include a combination of vocational, undergraduate and graduate positions. There are currently 63 approved trainee positions across the organisation and 42 active trainees. We recently held the quarterly Trainee Network Forum in June which included speed meeting, where our Trainees exchanged in a meet and greet with each other and supported one another through a social learning and shared experience model. We also had guest speakers from People and Culture and graduated trainees discussing career pathways at AlburyCity. This year we celebrated our Trainee Library and Information Services being selected as a finalist in the Riverina/Murray Region Training Awards - Aboriginal and Torres Strait Islander Student of the Year.	100%	Organisational Development Lead

4.3.3: Advocate and support training opportunities in collaboration with community, industry and stakeholders to develop and retain future leaders.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C4.3.3.1	Develop and deliver Contemporary Corporate Training Program	Workshops delivered for Our People included: • The do's and don'ts of report writing • Taking Control of my Time • Having Conversations that Matter • Understanding and Managing Behaviour • Leading Courageous Conversations • Talking about my Performance and Development • Delegation • Communicating and Influencing for Success • Managing Difficult Stakeholders Mandatory compliance continues for Our People. Disability Awareness Training commenced in June as part of the Disability Inclusion Action Plan. Access to LinkedIn Learning is in pilot to support Our People learn anywhere, any time, from any device with over 17,000 training courses available. The 2022/23 Corporate and Compliance Training Plan has been submitted for Executive Leaders endorsement.	100%	Organisational Development Lead

4.4: Albury plans and leads with good governance

Progress Percentage	87%

4.4.1: Implement state government legislated priorities.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
●	C4.4.1.9	Implement AlburyCity Good Governance Framework	A minor review of the Framework is in the pipeline.	20%	Team Leader Governance & Executive Suppo
✔	C4.4.1.15	Undertake Governance Review	Project completed.	100%	Team Leader Governance & Executive Suppo

4.4.2: Consider risk implications and risk management in the implementation of projects and strategies.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C4.4.2.1	Live Well Work Well - Organisational Progress	There remain a few outstanding action under Live Well Work Well tied in with Policy/Procedure reviews across WHS, Our People/HR and Organisational Development. These will be carried forward in to 2022/23.	80%	Team Leader Wellbeing, Health & Safety
	C4.4.2.2	Develop and implement the Corporate Risk Plan	A draft of the AlburyCity Corporate Risk Plan for 2022/23 is developed. The plan is based upon feedback received from Councillors and AlburyCity Senior Leaders in May 2022, in response to an annual AlburyCity Corporate Risk Survey regarding our key strategic risks, both short-term and longer-term. Councillors were also invited to provide survey responses regarding what should be the Council's risk appetite across a range of risk categories. The Audit, Risk and Improvement Committee also provided feedback on the draft revised Corporate Risk Plan during a workshop on 18 May 2022 and added valuable feedback. The feedback will be combined into the draft plan to be presented to Council in August 2022.	90%	Team Leader Corporate Performance

4.4.3: Provide high quality, relevant and innovative customer service.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	E4.4.3.1	Implement and promote AlburyCity Customer Experience Strategy	Actions within the Customer Experience Strategy are progressing well and will continue to be implemented. The Uniform Policy is progressing with details for the Policy, Procedure and Tender to be completed within the first half of financial year 2022/23. The 'Customer First' organisation wide workshops with the focus on Towards Albury 2050, Customer and Brand have commenced and are being received well by Our People and will continue into 2022/23. Customer Journey mapping will be revisited at a later time with a consideration to continue this action.	100%	Team Leader Customer Relations

4.4.4: Foster and support local democracy and leadership.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C4.4.4.1	Development of a Diversity Framework	Current resourcing within the Our People team is a challenge and has impacted our ability to progress this project therefore a decision has been made to research external parties to support delivery. It is expected a decision will be made in the month of August regarding outsourcing this project.	10%	Service Leader People & Culture

4.4.5: Ensure technical resources and infrastructure are current and maintained.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C4.4.5.2	Implement the Albury Wodonga Smart Community Strategy	227 Parking Sensors have been installed this financial year with 50 new smart sensors installed this period. 50 of the current sensors have been relocated to drive further efficiencies and reduce operating costs. Two Cities One Community Public WIFI project - local vendor has been successful in this tender.	100%	Team Leader Regional Partnerships & Innovation
	C4.4.5.5	Review of Remuneration and Salary Structure	Project has been completed with scope and deliverables being developed. Although not delivered in the 2021/22 year, the project will be a priority in 2022/23 financial year with an expected delivery date of December 2022.	15%	Service Leader People & Culture
	C4.4.5.6	Improve Network Reliability Power Works	The program for Uninterruptable Power Supply upgrades for critical sites to minimise impact of power outage has been completed for 2021/22. The second year of the program has commenced with quotes for new equipment to be purchased in 2022/23 underway.	100%	Team Leader Information Management
	C4.4.5.7	Office 365 Data Governance - Records Management	Deployment of software that manages Microsoft Teams and its replication on content into our records management solution has been deployed. Ongoing process to clean up existing Microsoft Teams environment is underway and will be completed as a business-as-usual process.	100%	Team Leader Information Management

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
✔	C4.4.5.8	Office 365 Data Protection	Software solution for Office 365 is procured and in place. Solution for backing up on-premise data and resources has been purchased. A secondary replica service for disaster recovery to be purchased using budget in the 2022/23 year.	100%	Team Leader Information Management
✔	C4.4.5.9	Building Refurbishment - IT Elements	Project completed.	100%	Team Leader Information Management
✔	C4.4.5.10	Implementation of a Security Assurance Service	Project completed.	100%	Team Leader Information Management
●	C4.4.5.11	Office 365 Data Governance - Identity Automation	The rollout of a new username structure to all existing employees that started prior to June 2021 has commenced, 2 of 10 clusters have been migrated. Together with enabling 'Bring your Own Device', it's a pre-requisite project to enabling multi-factor authentication for our user accounts, the key outcome of the project. We are cognisant of rate the change for customers, so we are staging this project to maximise protection whilst minimising impact. No additional funding will be required to finalise the project.	60%	Team Leader Information Management
✔	C4.4.5.12	Office 365 Activity Log Management	Project completed.	100%	Team Leader Information Management
✔	C4.4.5.13	Office 365 - User Adoption - Digital Literacy Software	The six month trial of Linkedin Learning has commenced for up to 150 of our people. It has been actively used by 68 people to date. LinkedIn statistics: 97 seats activated, 57 training hours delivered, 50min 17sec average viewing time, 43 courses completed, 927 videos completed, 1493 videos partially completed and 468 courses partially completed. Following the trial an assessment will be undertaken with a decision to continue or choose a different path.	100%	Team Leader Information Management
✔	C4.4.5.14	IT Platform to Integrate Business Systems	Integration Platform has been established with capability to configure new integration building within the Business systems team. On track for delivery of the HR systems integration when the project commences.	80%	Team Leader Information Management

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C4.4.5.16	Teams Rollout and Contact Centre	Teams phone rollout has been a major initiative. Initial pilot released 18 May. Initial pilot went live 8 June with phase 1 of the full rollout executed 30 June. Phase 2 of the rollout scheduled for 12 July. Delays were as a result of the vendor not able to migrate current phone plans across to Teams with an "non business as usual" arrangement. This delayed the implementation some months. There have been significant advantages introduced through this technology including flexibility and new collaboration capabilities.	95%	Team Leader Information Management
	C4.4.5.17	Review Workforce Management Strategy	The Workforce Management Strategy was presented to and endorsed by Council at the 28 June meeting.	100%	Service Leader People & Culture

4.4.6: Apply principles of good governance, openness and transparency.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C4.4.6.11	Procure and Implement Human Resource Information System	Procurement of system has been completed. Implementation of system will be progressed to 2022/23 year. Implementation project to kick off 8 August.	100%	Service Leader People & Culture
	C4.4.6.13	Follow Me Printing - Part of Multi-Function Device Contract Tender	Project completed.	100%	Team Leader Information Management

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	C4.4.6.14	Staff Customer Service Management Improvement - IT	Five Service Desk Portals are being delivered through this project: • Communications - Initial design reviewed and redesigned. Awaiting licences from vendor prior to release. • Finance and Procurement - Procurement portal released. • Human Resources - Licences purchased and initial structure defined. Training session undertaken, scheduled for release in early July. • GIPA Process - Analysis has commenced, incorporation into an existing Records portal a likely outcome. Delayed implementation until 2022/23. • CCTV retrieval request - Delayed due to HR portal being considered a priority. Delayed implementation until 2022/23.	80%	Team Leader Information Management
	C4.4.6.15	All Roles Flex Organisational Wide Program	Project completed.	100%	Service Leader People & Culture

4.4.7: Support and encourage an innovative community.

Traffic Lights	Action Code	Action Name	Comments	Progress	Responsible Officer Position
	E4.4.7.1	Smart Community - Open Data Policy	Partnering with University of Technology Sydney, we have been able to build data sets that will benefit our community, by providing data insights about our region that will support growth corridors and reviewing existing planning standards to ensure we are catering for increased population growth.	95%	Team Leader Regional Partnerships & Innovation
	S4.4.7.4	Smart Community - Public WiFi Phase 2	MicrotechDPS a local technology company partnering with Skyfii and Aruba, has progressed to the next stage.	70%	Team Leader Regional Partnerships & Innovation
	X1.6.2.1	Trial of innovative parking management technology	227 new parking sensors have been installed this financial year, overall 400 parking sensors have been installed.	100%	Team Leader Regional Partnerships & Innovation

CM15. DELEGATES REPORTS FOR NOTING

CM15.1. Nil

CM16. NOTICE OF URGENT BUSINESS

CM17. CONFIDENTIAL MATTERS

CM17.0. Nil