

Strategic Pillar	Item Name	.	Status	Comment
1. Strengthening Our Leadership	1.1.1.2 Survey community on the quality of communication on major projects	●	On Track	The FY25 Community Satisfaction Survey continued with its quarterly survey undertaken. Annual results to be shared in Q4.
	1.1.1.5 Ensure access to council decision making by holding a minimum of four council meetings in rural communities.	●	On Track	The 2025 Rural Council Meeting locations were determined at the December 2024 Council Meeting. Approved locations include: March - Murrumgee April - Moyhu September - Glenrowan October - Tarrawingee
	1.2.1.2 Regular and transparent reporting against council's adopted Annual Budget.	●	On Track	Reporting of financials continues to be occur on a regular basis. Due to the End of Year break, Q2 results are due to be reported at the February Council meeting.
	1.2.2.1 Deliver Council's Information and Communications Technology Strategy.	●	On Track	The ICT Strategy includes: One Council Program 83% complete ICT Asset Renewal Program 50% complete Information Management Program 65% complete Event Management Program - WPACC 70% complete WPACC AV Upgrade Program 100% complete Business Systems Major Upgrade 60% complete Rostering Management System 100% complete
	1.2.2.2 Develop and deliver an Information Management Strategy.	●	On Track	Preparing for data transfer for remaining WIM data to Encompass.
	1.2.3.1 Review the Strategic Risk Register Quarterly.	●	On Track	Quarterly review conducted
	1.2.3.3 Implement a Risk Assurance program.	●	On Track	Work continues on risk assurance
	1.3.1.1 Advocate for the region by participating in the Hume Regional Partnerships initiative.	●	On Track	The CEO continues to participate in the Hume Regional Partnership Initiative.
	1.4.1.1 Keep informed of emerging trends and issues that may impact our community, our region and our Council.	●	On Track	The CEO actively engages with key stakeholders on issues impacting the Rural City and Region more broadly including: Municipal Association of Victoria, Ovens and Murray Regional Partnership, Rural Cities Victoria, LGPro and Indi Round Table.
	1.4.1.3 Develop an Advocacy Strategy to ensure Council can maximise opportunities for funding and program support.	●	On Track	Advocacy Priorities identified and documented to guide advocacy work.
	1.4.1.4 Provide leadership to the community on Environmental Sustainability.	●	On Track	Team continues to work with Local Landcare and Sustainability Group, Draft Climate Adaptation Plan for Council assets and programs out for community consultation
	1.4.2.2 Identify external funding for programs to improve the quality of life for our community.	●	On Track	Continue to identify and share grant opportunities with the community, while also developing grant applications for projects that enhance health and wellbeing outcomes for all community members.
	1.4.2.3 Staff to participate in the Alpine Community Leaders and/or other appropriate leadership development programs.	●	On Track	Two staff members successfully completed the 2024 Alpine Valley Community Leadership Program, whilst another two were successfully nominated and selected to participate in the 2025 program. Council supported nominated for the LGP Emerging and Executive Leaders program, with 1 nominee selected. Additionally, Council has engaged an external provider to facilitate training to 13 Council leaders (aspiring and current) to obtain a Diploma of Leadership and Management which is due to be completed in 2026.

2. Nurturing our Wellbeing	2.1.1.2 Deliver Arts, Culture and Exhibitions focusing mental health	●	On Track	Benefits for positive mental health outcomes continue to be deliberately curated outcomes of programming artist practice and topics explored throughout the art gallery program. Some highlights and examples are, 'Wild Country' exhibition in Gallery 2, exploring the well-being aspects of nature and place, combined with reflective activities activated in the creation station areas for children and adults.
	2.1.1.3 Support community driven mental health and wellbeing projects through Community Grants	●	On Track	The Grit and Resilience Program team will participate in the panel for the council community grants in 2025.
	2.1.1.4 Participate in the innovative community consortia as part of Royal Commission into mental health system.	●	On Track	The innovative community consortia is now named "social inclusion action groups". However, within the Wangaratta Local Government Area (LGA) it is known as the Grit and Resilience Program. This program is an ongoing funded program that supports community connection and social inclusion.
	2.1.2.2 Continue to support the Wangaratta Headspace satellite site.	●	On Track	
	2.1.2.4 Support school-based programs that promote resilience and general mental wellbeing.	●	On Track	The Council has a youth services team that work closely with the schools and a number of programs, including the Grit and Resilience Program promote school based programs across the community with headspace Wangaratta.
	2.2.1.1 Delivery of the Community Access and Inclusion Plan	●	On Track	Currently on hold. A draft of the Inclusive Wangaratta Plan will be presented to the new Council in early 2025.
	2.2.1.2 Ensure projects engage people, including people of all abilities in the design process	●	On Track	Leveraging Equity Impact Assessments to promote deliberative engagement, with a focus on including priority communities. The Community Engagement Plan is under review and will explore strategies to engage a broader range of community members.
	2.2.1.4 Review accessibility of current Council buildings.	●	On Track	Compliance to Disability Discrimination Act has been assessed for our main buildings with no major issues noted. Officers will continue to review.
	2.2.2.1 Implement the Wareena Park Masterplan	●	On Track	The oval regeneration project is progressing ahead of schedule. However, due to funding constraints in the masterplan, alternative pathways need to be explored to bring the vision to life.
	2.2.2.2 Facilitate the delivery of the Age Friendly Communities Project.	●	On Track	While this project is complete, we continue to explore options for integrating these project themes and learnings into future planning.
	2.2.2.4 Develop, endorse and implement an Age Friendly Strategy.	●	On Track	This action is linked to the Inclusive Wangaratta Plan, which is currently on hold. A draft of the plan is scheduled to be presented to the new Council in early 2025.
	2.2.2.5 Provide quality Aged and Community Care Services to our community	●	On Track	Service provision is on-going, with strategic work underway as to adapting to aged care sector reforms.
	2.2.3.1 Develop our Rural City of Wangaratta Youth Strategy.	●	On Track	We have engaged a contractor to work with a young group of people to develop and deliver the Youth Strategy 2025
	2.2.4.1 Advocate for community access to services to support mental, physical and sexual health and wellbeing.	●	On Track	These items doesn't just sit within one area with significant work being done across Council. Youth Sexual health programs, Grit and Resilience program, Summer in the parks, Age Friendly program, Play your way etc.
2.2.4.3 Support children and parents after their involvement in Maternal Child Health services and before Kindergarten.	●	On Track	Ongoing task; strong partnership with NERPSA in place.	
2.3.1.1 Deliver events that focus on celebrating diversity, connection and belonging for everyone within our community.	●	On Track	Delivering free or low-cost community events that encourage connection, and a sense of belonging is a privilege for the events team. This quarter has witnessed a successful Seniors Festival in October and significant planning and delivery for a free music and activities event delivery for NYE.	

2.3.1.3 Support awareness campaigns to highlight the benefits of a diverse and equitable community.	●	On Track	A draft Inclusive Wangaratta Plan was developed in consultation with community members with lived experience of a range of factors impacting on access and inclusion. At the September 2024 Council meeting, it was resolved to cease further work on the development of this plan until the newly elected Council has an opportunity to consider how it wishes to proceed.
2.3.1.4 Deliver Cultural Sensitivity Training to all RCoW Staff and Councillors.	●	On Track	Plans are in place for creating and delivering cultural sensitivity training in the first half of 2025.
2.3.1.5 Support LGBTQIA+ programs and services, such as the Rainbow Ball.	●	On Track	We provided some funding so that the Rainbow Ball could go ahead as part of the Drag'd Out Festival in Beechworth in November. We will continue to work with other Councils and organisations such as LINE Wangaratta on Pride events.
2.3.2.1 Ensure community groups and committees have strong governance and are inclusive and viable.	●	On Track	Various community groups and committees are actively using the governance planning toolkit and templates to compile annual reports and identify areas where support can be provided. Collaboration with Whitfield has successfully reinstated the Recreation Reserve Committee of Management.
2.3.2.3 Work with community groups to access State and Federal funding opportunities.	●	On Track	Continuing our support for clubs and groups in their funding applications, including Wangaratta Rovers application to develop changeroom facilities to increase and support female participation with the club and supporting Milawa Halls application for funding of their Carols by Candlelight event.
2.3.3.2 Support access to community activities, sports and events through projects that address the barriers to participation	●	On Track	Continuing to support all abilities sporting clubs, including line marking Bindall Avenue to allow the All Abilities Soccer Club to train and play at that ground.
2.3.3.3 Increase visibility of opportunities to connect community leaders and groups across the municipality.	●	On Track	The Community Directory launched on the council website late 2024 to showcase the existing groups, clubs and opportunities for connection across the municipality.
2.3.4.1 Work to increase co-location opportunities and access to existing community facilities.	●	On Track	Council has recently supported the Lions Club in the co-use of their new space at the Wangaratta Showgrounds, working with the Lions Club on an EOI for community groups to use the space.
2.3.4.3 Ensure building renewal projects delivered to a high standard.	●	On Track	The annual building renewal program is underway and being delivered to a high standard.
2.3.4.4 Takes bold decisions to decommission buildings that are no longer safe or functional, where a viable alternative is available.	●	On Track	Officers continue to review building usage and make decisions as required.
2.4.1.1 Enhance the services at the Wangaratta Sports and Aquatic Centre	●	On Track	Compared to this time last year WSAC has more structured program opportunities such as additional group fitness and learn to swim classes. We've also built our capacity (qualified teachers) to assist with additional school bookings. We continue to place a focus on the customer's experience. One measure that we're moving the dial in this area is the fact that we're currently receiving significantly fewer customer complaints than in the past. As we strengthen our workforce, an intentional focus on permanent appointments where it makes sense to do so, rather than reliance on casuals, has ensured more consistency (customer rapport) and predictability (expectations of behaviour, role responsibility) which is contributing to an enhanced service offering.

2.4.1.2 Facilitate and promote health and wellbeing programs such as Get Active Victoria, Walk to School, Ride2Work and This Girl Can.	●	On Track	The launch of the "Let's Get Active Women and Girls" page on the council website was a significant step forward. We received 96 responses to our survey, including input from 25 groups currently offering activities for women and girls. These groups highlighted advertising and promotion as their primary areas where council support was needed. In response, we developed the "Let's Get Active Women & Girls" directory, a resource showcasing local physical activity opportunities specifically for women and girls.
2.4.1.3 Provide opportunities for community to participate in physical activity.	●	On Track	Council continued to provide accessible, affordable and inclusive spaces for the community to participate in physical activity. WSAC offered discounted membership offers during this period.
2.4.1.4 Partner with Gateway Health to implement the InFANT program to assist parents and families with healthy eating and active play from the start of their baby's life.	●	Complete	
2.4.1.5 Support the implementation of the RESPOND project	●	On Track	Ongoing participation in backbone project governance meetings continues, with planning underway for a February celebration event. This event will highlight successes, engage the community, and set the stage for identifying next steps.
2.4.1.6 Support and deliver programs that increase the choice for active transport	●	On Track	Students created artwork that has been transformed into stickers, now displayed on footpaths and signs along fences at Wangaratta West Primary School to promote walking to school. At Oxley Primary School, student artwork was completed and is scheduled to be installed at a local park and within the school grounds early 2025.
2.4.2.2 Plan for the future recreation needs in Wangaratta's North and South growth areas.	●	On Track	Council continues to plan for future recreation needs in Wangaratta's North and South growth areas by engaging user groups, supporting their growth, and ensuring spaces are inclusive, adaptable, and aligned with community needs.
2.4.2.3 Seek funding opportunities to support the Walking and Cycling Strategy.	●	On Track	Grant funding was secured to complete a Wheeled Activity Strategy, and external consultants were engaged to lead the process. This strategy document is on track for delivery in early 2025.
2.4.2.4 Continued maintenance of all our pathways and walking tracks across the municipality.	●	On Track	The footpaths renewal program is currently underway and being delivered in line with asset renewal requirements and community priority.
2.4.2.6 Ensure infrastructure projects consider the accessibility, comfort, ease and convenience for walking and cycling.	●	On Track	Infrastructure projects will consider all transport means - including vehicle, pedestrian and cycling, using the Safe Systems Solutions approach to determine treatments.
2.4.3.1 Seek opportunities to increase drinking water access in public places throughout the municipality.	●	On Track	Council continues to support this action by integrating water fountains into new and existing projects wherever feasible and listen to community feedback for these locations.
2.4.3.2 Implement healthy choices guidelines at all Council facilities and internal events.	●	On Track	Investigating Healthy Choice Guidelines at WSAC.
2.4.3.3 Support and promote local produce providers supplying local markets and businesses.	●	On Track	Discovery Wangaratta Program - features wineries, local producers in social media activities and promotions through Shop Local Campaigns
2.4.4.1 Develop and support educational resources that promote growing food at home and/ or within the community gardens.	●	On Track	Assisted Gateway Health in mapping the locations of food-growing gardens across schools, early childhood centers, and community settings. The findings are being compiled into a report, which will be shared with the community.
2.4.4.2 Support the equitable distribution of excess local produce throughout the community.	●	On Track	As part of the Community Food For All Network supporting community to donate excess produce to Open Door Neighbourhood House and their food pantry.

2.4.4.3 Facilitation the Community Food For All community group and support the implementation of the North East Local Food Strategy.	●	On Track	Community Food For All group meeting regularly, exploring opportunities to expand membership. A member from the Community Food For All group sits on the project group for the North East Local Food Strategy to ensure our region is represented.
2.4.4.4 Advocate at the State and National level to increase access to healthy food .	●	On Track	Advocacy is undertaken where possible to state and federal government agencies.
2.4.5.2 Strengthen regulations of alcohol supply and reform of liquor licensing through the Wangaratta Liquor Accord.	●	On Track	Council facilitates the Wangaratta Liquor Accord, providing the platform for feedback to Liquor Control Victoria (LCV) on these matters.
2.4.5.4 Apply smoke-free policies to all new outdoor initiatives	●	On Track	This is discussed and checked as part of an inspection process
2.4.6.2 Advocate to other levels of Government for best practice gambling regulation and policy reform	●	On Track	Advocacy is undertaken where possible to state and federal government agencies.
2.4.6.3 Partner with others to inform the community about the health risks of gambling.	●	On Track	Council's Gambling Policy incorporates this action which is yet to be delivered.
2.5.1.2 Support education and training for front line staff to recognise and respond to the needs of victim survivors.	●	On Track	VicPol have initiated a local Safety Committee, in which the provision of CCTV cameras will be considered.
2.5.2.1 Continue programs such as the 16 Days of Activism, International Women's Day, and other programs focused on the reduction of gendered and family violence.	●	On Track	Collaborated with Centre Against Violence and Zonta to hold community vigil at King George Gardens during 16 Days of Activism.
2.5.2.2 Work with organisations such as Women's Health Goulburn North East and the Centre Against Violence.	●	On Track	Council continues to develop and nurture our working relationships with local organisations to ensure the best possible outcomes for our community.
2.5.3.1 Work with all levels of community to promote gender equity and respect and its relationship to family violence.	●	On Track	Cross-functional teams within the council collaborate to ensuring coordinated action to promote gender equity, respect and address family violence within all levels of the community.
2.5.3.2 Work on placemaking projects to improve the safety and use, and to reduce anti-social behaviour, especially parks and playgrounds.	●	On Track	Council officers attended the inaugural meeting of Wangaratta Police's Local Safety Committee and continue to advance placemaking strategies aimed at enhancing safety, promoting positive use and reducing anti-social behavior in parks and playgrounds.
2.5.3.3 Investigate the provision of CCTV cameras into key areas such as the Wangaratta CBD and major parks.	●	On Track	VicPol have initiated a local Safety Committee, in which the provision of CCTV cameras will be considered.
2.5.3.4 Explore funding opportunities to increase the provision of lighting in public places.	●	On Track	Audit is complete for our current street lighting infrastructure. Currently working on a 5-year program including some quick wins.
2.5.3.5 Ensure that passive surveillance is embedded into new developments of reserves and public spaces.	●	On Track	We are continually enhancing our design and development processes to prioritise and ensure community safety in our reserves and public spaces.
2.5.3.6 Support the delivery of the Respectful Relationships program in all schools across the municipality.	●	On Track	Youth team liaises with the Respectful Relationships staff member who delivers the program to schools in the Wangaratta LGA on an ongoing basis.
2.6.1.1 Seek funding to establish and maintain the flood protection system including the urban levee system.	●	On Track	Currently in Year 3 of the levee improvement program Wilson Road, Parfitt Road complete with Merriwa Park design finalised and to be re-tendered.
2.6.1.5 Build capacity and resilience to respond to emergencies and disasters that are a result of climate change.	●	On Track	Ongoing task; new staff coming on-board to assist in on-call capacity.
2.6.1.6 Delivery of programs to support the resilience and recovery of business and the community in the face of adverse events such as bushfire, pandemic and drought.	●	Complete	Safer Together grant funding enabled us to successfully deliver Community Engagement Sessions for Emergency Planning across the LGA, empowering communities to develop localised emergency plans and maps factoring in adverse events. We continue to explore additional funding opportunities that support emergency preparedness initiatives.
2.6.2.2 Be proactive to reduce the risk of preventable outbreaks such as gastroenteritis.	●	On Track	Education to prevent outbreaks is part of an inspection process



	2.6.2.5 Administer the National Immunisation Program for all children under 18 years of age	●	On Track	Immunisation sessions now run out of Wangaratta Children's Services Centre and at local high schools
3. Valuing Our Environment	3.1.1.1 Support and assist community groups to undertake conservation projects.*	●	On Track	Environment team continues to work with Landcare and NECMA on biodiversity projects - Letters of Support for Grant programs for local Landcare groups to undertake weeding and planting projects
	3.1.1.2 Collaborate with the community to adopt sustainable building and living practices	●	On Track	Smart Savings Workshops in partnership with Bpangerang House, Sustainability Victoria and Electrify Wangaratta
	3.1.1.3 Support the community to understand the importance of natural areas and biodiversity	●	On Track	Roadside Conservation Signs installed on high and very high areas - mailouts to local residents
	3.1.2.1 Enhance urban vegetation corridors for environmental, recreational, and aesthetic benefit to the community.*	●	On Track	Environment and Sustainability team continues plantings across bush reserves, riparian corridors & rail trail. 14,000 native plants planted by team.
	3.1.2.2 Support developers to implement Environmentally Sustainable Design (ESD) principles	●	On Track	This year we focused more on replacing the ground and mid storey vegetation that is missing in many established reserves
	3.1.2.3 Identify and promote opportunities to use ESD in residential, industrial and commercial developments.	●	On Track	As per above - smart savings workshop
	3.1.2.4 Target investment of industries that contribute to the circular or zero-emissions economy.*	●	On Track	Webinar held by Sustainability Victoria on Circular economy aiming toward net zero emissions
	3.1.2.5 Ensure the Community Grant Program supports environmentally sustainable projects.	●	On Track	Community grant guidelines require applicants to consider whether their project supports good environmental outcomes and if the project is environmentally sustainable.
	3.1.2.6 Investigate opportunities to establish native vegetation offsets within the Rural City of Wangaratta	●	Complete	Completed
	3.1.3.1 Review and implementation of Council's Roadside Conservation Management Plan.	●	Complete	Completed
	3.1.3.2 Protect and increase native vegetation corridors in our natural reserves and waterways.	●	On Track	Ongoing - Tree planting dates- Supported planting in South Wangaratta with Merriwa industries (EPA Grant) - approximately 5,000 native trees, shrubs and grasses planted
	3.1.3.3 Create environments that protect from harmful UV radiation levels and minimise urban heat island effects.	●	Complete	
	3.1.3.4 Incorporate traditional ecological knowledge into strategies and practices concerning the management of the natural environment.	●	On Track	Continue to work with Traditional Owners on Projects - Taungurung and Bpangerang
	3.1.3.5 Develop and adopt a Tree Canopy Policy to address climate adaption.	●	Complete	
	3.2.1.1 Develop the new Waste Strategy in consultation with the community.	●	Complete	
	3.2.1.2 Ensure service delivery is in accordance with the Recycle Victoria Policy.	●	On Track	Council have endorsed the Council officer recommendation to commence kerbside glass collection on the 1 July 2025
	3.2.1.3 Ensure services and facilities are operated in compliance with Environmental Protection Act.	●	On Track	EPA have undertaken inspections of both Bowser and the Organics Processing Facility, both operating to license requirements, 53V Environmental Audit scheduled for November 2024
3.2.1.4 Explore feasibility of commercial options to divert materials from waste and recycling streams.	●	On Track	Increased acceptance of polystyrene at Transfer Stations and further development of Acceptance and Processing Contracts at the Wangaratta Organics Processing Facility.	
3.2.1.5 Introduce a third glass-only bin into the community.	●	On Track	Council have endorsed the Council officer recommendation to commence kerbside glass collection on the 1 July 2025	

3.2.2.1 Reduce the amount of contamination placed in recycling and organics bins.	●	On Track	Council is running a number of education campaigns targeting a reduction in contamination in the organics bins, this includes advertising at local bus stops, social media and radio, this media campaign will run between July and November 2024.
3.2.2.2 Increase the waste diversion from landfill through the increased use of recycling and organics bins	●	On Track	
3.2.3.1 Reduce waste, paper and water usage in Council facilities and events through education.	●	On Track	Council is working with the events team to facilitate the first zero waste Council community event in November 2024
3.2.3.2 Investigate the use of recycled or reclaimed products in Council's road, pathway and capital works projects.	●	On Track	Council continues to utilize the crushed concrete from Bowser for remediation of hauls roads within Bowser, Transfer Station & Organics Processing Facility
3.3.1.1 Explore opportunities to be leaders in adapting to the impacts of climate change.	●	On Track	Climate Adaptation Plan being developed. Environmental Sustainability Strategy being implemented.
3.3.1.2 Promote local climate adaptation programs and opportunities through various media platforms and workshops.	●	On Track	Climate Adaptation Plan - Sustainability Workshops have been undertaken
3.3.1.4 Support and facilitate the increased use of renewable energy throughout the community.	●	On Track	Smart Savings Workshops in partnership with Pangerang House, Sustainability Victoria and Electrify Wangaratta
3.3.2.1 Develop a carbon reduction action plan for corporate operations to achieve emission targets, and consider the lifetime emissions of all project developments.	●	Complete	
3.3.2.3 Explore opportunities to reduce water usage in Council facilities.	●	On Track	Water conservation project being undertaken at Barr reserve. Water bill allocation being reviewed to gain true reflective costs.
3.4.1.1 Lobby all levels of government for water security to protect and provide for the future of agriculture, industry and sustainability of our community and ecosystem.	●	On Track	Ongoing - North East Water are the lead agency
3.4.1.2 Incorporate sustainable stormwater management considerations into Council plans and infrastructure designs.	●	On Track	
3.4.2.1 Improve water quality and riparian habitat connectivity with increased invasive species control and habitat restoration.	●	On Track	Continued invasive species control along rivers and creeks reserves to maintain access. Waterwatch Program - Mullinmur wetland Water Watch data analysis provided for native catfish translocation.
3.4.2.3 Ensure that access and use of our waterways balances water preservation and health.	●	On Track	Provide training and support to Waterwatch volunteers monitoring water quality in local waterways to build on community ownership of waterway health. Continue to work with Wangaratta Landcare & Sustainability on the Three Mile Creek and Kaluna Park projects and in weed control projects to protect the Ovens River riparian zone
3.4.2.4 Promote importance of our rivers and creeks to build community pride, care and protection.	●	On Track	Social Media - Best places to swim along our rivers. Continue to work with Landcare groups to weed and manage waterways
4.1.1.1 Promote the diverse tourism offering within the region, including cycle tourism, food and wine, and eco and nature-based tourism.	●	On Track	Discover Wangaratta Series and Shop Hop Program - Promotions of individual areas King Valley, Whorouly and Wangaratta this quarter
4.1.1.3 Deliver innovative and flexible visitor servicing options	●	On Track	Ongoing: Visitor Services Satellite Sites - draws visitors into local stores prompting conversations visitor services and prompting value-add purchasing from local store
4.1.2.1 Develop collateral and marketing campaigns that promote the municipality as THE place to visit.	●	Complete	New Official Visitor Guide completed - Digital and Print
4.2.1.1 Ensure we have sufficient industrial and commercial land to attract new businesses	●	Complete	

4.2.1.2 Actively facilitate the attraction of new industries and businesses.	●	On Track	Update of Invest Wangaratta website. Officer work with prospective business and local estate agents to promote opportunities and assist with pre-planning meetings
4.2.1.3 Plan for the infrastructure to support the growth of key economic sectors	●	On Track	Work with planning and strategic planning and outside agencies such as North East Water, NBN, Telstra to ensure essential infrastructure and services is planned for into the future. Advocate for funding to support these infrastructure upgrades at State and Federal levels.
4.2.2.1 Support business to innovate, value add, adapt and grow to changing needs across key sectors	●	On Track	Delivery of fortnightly Industry e-newsletter to all businesses, featuring industry news, and other valuable resources to aid their capabilities, information on grant opportunities or workshops related to individual industries
4.2.2.2 Deliver programs and training that support our local business capacity and capability.	●	On Track	Small Business Development Program: workshops on marketing, website development, financial management, business planning, social media, and customer service
4.2.2.3 Support the Board of the Wangaratta Livestock Exchange to further develop its services and to strengthen its long-term financial sustainability.	●	On Track	
4.2.3.2 Deliver programs and training to support small and medium enterprises	●	On Track	Small Business Development Program : workshops on marketing, website development, financial management, business planning, social media, and customer service
4.2.4.1 Support initiatives that promote innovation and entrepreneurial ideas.	●	On Track	Continue to support Start Up Shake Up and Tourism North East programs - Digital Upskilling, New products
4.2.5.1 Advocate with water regulators to ensure adequate water resources	●	On Track	Ongoing - North East Water lead agency
4.2.6.1 Understand the economic impacts for businesses and community following an adverse event.	●	Complete	
4.2.6.2 Advocate for government assistance to support recovery from adverse events.	●	Complete	
4.3.1.1 Advocate for the provision of tertiary education opportunities that are in line with industry needs.	●	Complete	
4.3.1.2 Support education providers to better understand the educational needs of our community, and develop a collaborative strategy to address these gaps.	●	On Track	Council officers work with local education providers, and regional training organisations to advocate for programs and courses relevant to our regions industry needs and future workforce needs. Connections with local industry to Local Schools, GoTafe, Country Universities Centre (CUC) - Ovens Murray, Going Rural Health, Gateway Health, North East Tracks LLEN (Local Learning Education Network) NESAY (North East Support & Action for Youth), Wodonga TAFE
4.3.1.3 Work with education providers to ensure our young people are equipped with relevant employability readiness skills.	●	On Track	Council Officers working with the new Wang Tech College (STEM) on the development of programs and have representation on the project steering committee.
4.3.2.2 Support GOTAFE, North East TRACKS Local Learning and Employment Network and other education providers to address the skills and education needs within the region.	●	On Track	Council officers work with local education providers, and regional training organisations to advocate for programs and courses relevant to our regions industry needs and future workforce needs. Participate on new Wang Tech School (STEM) project. Council continues to support and advertise workshops and programs being run by GoTafe, North East Tracks LLEN (Local Learning Education Network), NESAY (North East Support & Action for Youth) and CUC Ovens Murray and participates in student/workforce days - hands on trade, working for council.
4.4.1.2 Continue to deliver urban revitalisation projects within the CBD.	●	On Track	Pedestrian crossing upgrade design being finalised and delivered in Q4



	4.4.1.3 Implement the Wangaratta Central Activity Area Urban Design Framework.	●	Complete	
	4.4.2.1 Support the region's Local Tourism Associations	●	On Track	Council officers continue to work with Local Tourism Associations on media and marketing initiatives - Delivery of the Local Tourism Associations grant program to assist membership and sustainability of the local associations.
	4.4.2.2 Continue to develop and deliver rural town infrastructure plans.	●	On Track	Works to be completed in Peechelba
	4.4.2.3 Continue to explore opportunities for rural economic development.	●	On Track	Council officers liaise with Agriculture Victoria, Invest Victoria, Global Victoria and Regional Development Victoria discussing opportunities for expansion of our businesses into new markets or new opportunities with new businesses.
5. Enhancing our Lifestyle	5.1.1.1 Advocate for train services and facilities to accommodate current and future passengers	●	On Track	Advocacy is undertaken where possible to state and federal government agencies.
	5.1.1.2 Identify and address public and community transport gaps throughout the North East	●	On Track	
	5.1.1.3 Facilitate public transport routes, such as buses, within the city and rural areas	●	On Track	Council continues to work with the bus operators to maintain and make sure current bus facilities are adequate.
	5.1.2.1 Promote the availability of car share providers, and access to affordable and passive transport options within the community	●	On Track	Officers continue to explore opportunities with current local service providers, bus companies and other providers such as Uber.
	5.1.3.1 Review freight strategy to position our city as a major commercial and industrial centre	●	On Track	Council work closely with National Heavy Vehicle Regulator to ensure the heavy vehicle freight routes are up to date and best fit for the area. Officers have recently also completed a proposal for a new town bypass and planning are looking at the required amendments.
	5.1.3.2 Identify funding for improvement of regional and local road network to boost the region's economy including the Benalla-Whitfield Road	●	On Track	Council continues to seek road (and bridge) funding opportunities where possible.
	5.1.3.3 Advocate for the upgrade of the Wangaratta-Whitfield Road.	●	On Track	Continuing to advocate on behalf of the community. RRV have present the project to the minister for funding.
	5.2.1.1 Increase the representation of our cultural story and history throughout our community and recognise its impact on our sense of place	●	On Track	Commitment to Increase the representation of our cultural story and history throughout our community continues, the main focus of this commitment at present is through the partnership with the Wangaratta Historical Society Committee by strengthening the opportunities for the Marianne Gibson Quilt story into the future as part of the Creative Precinct Project.  Further commitments to public art projects and historical interpretation opportunities are also being developed such as the Railway Station Redevelopment in partnership with Australian Rail Track Corporation.
	5.2.1.2 Deliver projects with our indigenous and cultural groups to celebrate the diversity and history of our region	●	On Track	Arts Culture, Events and Youth team members continue to support Dirrawarra Network and local traditional owners through grant submissions, committee meetings and planning for significant events in 2024.
	5.2.1.3 Develop a program that acknowledges the traditional names of local places, people, and landmarks	●	On Track	This work forms part of Council's continued commitment to the RCOW Reconciliation Action Plan. The program has also partnered with the Community Recreation team to continue a review on the naming of landmarks, streets and places so that we can get a better understanding of gender equality, (women) and First Nations identities. A survey submission has been made to the State Government Gender Equity department with further actions to be delivered in the 2024 and 2025 year. A public art grant opportunity for women was explored but unsuccessful.

5.2.1.4 Promote the recognition of our rich textile history and manufacturing heritage.	●	On Track	Recognition of the textile manufacturing history is prioritised and programmed annually into the art gallery program. A highlight in 2024 being through the acclaimed Petite Miniature Textiles 2024, co-curated by textile and installation artist Susie Losch, the exhibition showcased 30 works by 22 textile artists from across the country. The summer feature exhibition launched, 'Counterparts' in November 2024 features two of Australia's leading contemporary practitioners, Hannah Gartside and Brit Salt.  Applications are open and preparations are underway for the launch of the 2025 Wangaratta Contemporary Textile Award.
5.2.1.5 Develop a Reconciliation Action Plan in partnership with our indigenous community	●	On Track	A Reconciliation Action Plan working group has been established within the Senior Management team in Q3. A consultant to advise on a First Nations community engagement framework has been secured and will begin engagement with community in February 2025.
5.2.2.2 Organise the Wangaratta Australia Day ceremony and support rural communities to deliver local Australia Day events.	●	On Track	The Events team continue to support and design and deliver a number of celebratory events for Australia Day across the Rural City. A review of the Australia Day policy and procedures has been internally considered and applications for the categories has been launched for the 2025 event. Promotion of the opportunity to celebrate these awards have been delivered and nominations were received and assessed in time for announcement in January 2025. Rural Community celebrations are also an important part of this event delivery and continue to be popular with many of those small communities.
5.2.2.3 Continue to promote, recognise and celebrate NAIDOC week within our community	●	On Track	The celebration of the 2024 NAIDOC week occurred through various partnerships with Victorian Aboriginal Child Care Agency (VACCA), Aboriginal Cultural Heritage Education & the RCOW Environment and Sustainability team. Internal educational key speakers were engaged are also planned for staff learning and commitment to the Reconciliation Action Plan, the official NAIDOC week posters were printed and made available to the whole community through customer service and external venues. Plans to assist, support and deliver are being considered in Q3 for the 2025 NAIDOC week.
5.3.1.1 Support the use of technology for service provision for people of all abilities, including those living in small towns and isolated rural areas and multicultural communities	●	On Track	Advocacy is undertaken where possible with the individual providers and state federal government
5.3.1.2 Advocate for free wi-fi throughout the CBD and rural tourism townships.	●	On Track	Council officers continue to speak with NBN and Telstra on opportunities
5.3.1.3 Advocate for equitable access to the internet and mobile phone services	●	Complete	
5.4.1.2 Improve and grow our pathway network throughout residential areas	●	On Track	Council will ensure footpath networks are designed appropriately in new developments and will seek to improve pathway networks where there is a priority or need.
5.4.1.3 Deliver pedestrian and cyclist improvements as outlined in the Walking and Cycling Strategy	●	On Track	Continued to progress pedestrian and cyclist improvements in line with the Walking and Cycling Strategy, with a focus on enhancing connectivity, safety and accessibility across the region.

5.5.1.1 Deliver an engaging public art program that helps to make our city and rural communities more vibrant	●	On Track	<p>The Prosecco Road Public Art Project , The Bubbles by Alexander Knox has been completed and installed on site.</p> <p>Extensive community consultation and engagement with the Oxley and Milawa communities has taken place in the form of 'meet &amp; greet' artist events, school engagement and information evenings. This was followed by a community launch on Sunday 20 October at Sam Miranda Winery.</p> <p>Additional partnerships with Tourism North East and Inland Rail (ARTC) have continued in the form of advising on commissioning best practice and aligning the artwork development with the RCOW public art policy for potential donation.</p>
5.5.1.2 Showcase inspiring and though-provoking visual art exhibitions at the Wangaratta Art Gallery.	●	On Track	<p>This quarter the gallery program featured compelling work by diverse artists across a myriad of themes from cultural attrition, sustainable textile practice, AI, feminism and women's histories and colonialism to the experience of rural and regional Australia. Wild Country in Gallery 2 focused on the story and identify of the Ovens River to the local community, inviting audience participation. A highlight this quarter was the feature exhibition of local artist Fran O'Neil, internationally acclaimed with a strong local following.</p>
5.5.1.3 Advocate for the availability of accessible community creative exhibition spaces throughout our municipality	●	On Track	<p>Stage 2 of the Creative Precinct Detailed Design project has been completed. If this project were to become a reality, a community exhibition space would be available to the community. Advocacy continues through the Gallery 2 application program, regularly calling for expressions of interest and booked until 2025. This opportunity allows community groups and projects to apply and propose to exhibit in a competitive community environment.</p> <p>Other support is offered to the community via the Bainz Gallery space at the Wangaratta Library.</p>
5.5.2.1 Deliver a diverse and engaging annual program of events that caters to the needs of the community	●	On Track	<p>Major events delivered throughout the 2024/ 25 year and part of the annual program will be made up of New Years Eve, Summer in the Parks, the Outdoor Ball and unique supported events like the Project 365, Reg Fest and many more that bring revenue and economic impact to the city.</p> <p>A highlight of the events season for this quarter was the management of the Outdoor Expo (July), Seniors Festival and partnership delivery of the WSAC basketball Court Opening &amp; NBL Game (August).</p>
5.5.2.2 Actively engage young people in the performance arts through the provision of accessible projects and performances	●	On Track	<p>The WPACC first youth trainee program is proving to be a success providing a 12-month program at WPACC in partnership with the Arts Centre Melbourne and gain valuable industry experience and obtain their Cert IV in Live Production. This program is ongoing.</p> <p>Ongoing engagement of young people and families is programmed through the WPACC annual program, a highlight of the Q2 period is the support provided to local primary and secondary schools and local dance schools for end of year concerts.</p>

5.5.3.1 Investigate a unique, creative and cultural precinct in the centre of the city, that will deliver exciting and engaging programs for all residents and visitors.	●	On Track	The Submission to the Federal Government Growing Region Grant Fund was unsuccessful, the focus is now on the Regional Precincts Partnerships Program (RPPP) Federal Grant Fund, which is now enhanced by the completion of the detailed design and submitted planning application. Support from Regional Development Australia (HUME Region via Regional Development Victoria) has been a crucial step of progress in Q2, 2024.
5.5.4.1 Provide alternative events that engage young people in the library community	●	On Track	
5.6.1.1 Deliver a diverse annual calendar of accessible community events throughout the municipality that provide opportunities for community members to connect	●	On Track	Ongoing (please see action 5.5.2.1)
5.6.1.2 Plan for infrastructure in key strategic spaces that can facilitate the delivery of community-based events	●	On Track	Advocacy is undertaken where possible to state and federal government agencies.
5.6.1.3 Recognise and celebrate local volunteers through National Volunteer Week.	●	On Track	Recognised between 19-25 May 2025.
5.6.2.1 Support groups and clubs to deliver events to their members and the broader community	●	On Track	The events team support multiple community groups and services with their event planning, overseeing risk assessment plans, event applications, and providing many aspects of support and advice.  These skills ensure that they get access to event planning knowledge and support to ensure they have every chance of success.
5.6.2.2 Attract a range of conferences to the municipality.	●	On Track	The Events and WPACC teams have been working on attracting a number of conventions to Wangaratta for the benefit of Tourism and Economic Dollar. Conversations are taking place for the Square-Dancing Association to visit for their annual Conference. Working with the function team at WPACC the N Scale National Train Conference was secured in and the Manoro Car Conference in late October.  This area and partnership between the Events and WPACC teams continue to see a growth area of demand in our city for external organisations to secure a regional venue for their conference needs.
5.7.1.2 Develop a Masterplan to improve the waterways and community infrastructure at Merriwa Park including the junction of the Ovens and Kings	●	On Track	
5.7.2.1 Develop and maintain playgrounds throughout the municipality to ensure access to play for our children and families	●	On Track	Planning to review PlaySpace Strategy in early 2025.