

ANNUAL REPORT

Two thousand & twelve - Two thousand & thirteen



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Above: Ngiyaginya Aboriginal Festival, Artist Lei Yan from Kunming, installation on Wollundry Lagoon

Acknowledgement of Commitment to Aboriginal Australians

Council acknowledges and accepts that the Aboriginal people were the first people of this land and the Wiradjuri people were the first custodians of the Wagga Wagga Local Government Area. This recognition includes acceptance of the rights and responsibilities of Aboriginal people to participate in decision making.

Council acknowledges the shared responsibility of all Australians to respect and encourage the development of an awareness and appreciation of each other's heritage and origin. In so doing, Council recognises and respects the heritage, culture, sacred sites and special places of Aboriginal people.

Council is committed to developing programs to improve the well being of all of Wagga Wagga City Council residents as well as facilitating reconciliation between Aboriginal and non Aboriginal residents. Council recognises that social justice and reconciliation are fundamental to achieving positive changes. Council will continue to actively encourage Aboriginal people and non Aboriginal people to work together for a just, harmonious and progressive society. Council recognises the richness of Aboriginal cultures in promoting social diversity within the community.

WELCOME

Hear from our Mayor and General Manager

Welcome to the 2012/2013 Annual Report for Wagga Wagga City Council. Every year this document is produced by Council for the community to outline Council's performance against the Combined Delivery Program and Operational Plan 2012/2013.

This document is an important means of communication between Council and the community. It provides Council the opportunity to highlight the programs and achievements for the 2012/2013 financial year.

The Annual Report is separated into eight main sections that align with the themes in the Community Strategic Plan 2012/2021.

Each section will highlight Council's performance against the Combined Delivery Program and Operational Plan through the use of the following symbols:



Completed/on track
(Year ending 30 June 2013)



In progress/behind schedule
(Year ending 30 June 2013)



Not completed
(Year ending 30 June 2013)

The works documented throughout this report are the tangible outcomes of what projects and services the community has requested Council deliver, facilitate and plan for to make Wagga Wagga the type of City you want to live, work and play in.

The Annual Report outlines the range of Council services and links each of them to how they contribute to achieving identified community goals for the City.

There are many roles, services and functions of Council that you see and use in your daily life. In addition to these, many projects, often unseen, contribute to ensuring Council can play a strong role in ensuring the vision of Wagga Wagga being a thriving, innovative and connected community, rich in opportunity, choice, learning and environment is upheld.

Some of the achievements of Council for the 2012/2013 year that you will find in this report are:

- The Robertson Oval Bolton Park precinct upgrade which quickly succeeded in attracting the attention of national sporting and entertainment organisers as a venue;
- Completing the Fitzmaurice Street heritage facelift to define the retail and foodie precinct and increase business in the area
- Creation of local exhibitions at the Wagga Wagga Art Gallery and Museum of the Riverina to represent who we are, and tell our community's story
- Hosting 14 different industry and business events to connect and encourage local business growth
- Improved average processing times across Development Applications received
- The construction of two new bridges – Windamarra and Shockeroo - to offer greater rural connectivity and road safety.

We've put together the Annual Report so you can read about selected projects in story form (pages 18-46), quickly see the status of projects in tables (pages 47-54), and importantly review our financial results (pages 12 - 16).

The eleven Councillors elected to represent the community do so through more than attending official Council Meetings. By attending events, holding meetings with residents and being part of many community groups in their spare time, each Councillor has played a key part in the civic leadership of the City. You can find out more about our elected Council on pages 4 - 7.

In closing, thank you to the Councillors and all staff of Wagga Wagga City Council for their works and service during 2012/2013.

Rod Kendall
Mayor

Phil Pinyon
General Manager

IP&R

Integrated Planning & Reporting

Integrated Planning and Reporting (IP&R) is the planning and reporting framework that Council uses to work towards achieving the community's vision.

Under NSW State legislation, Councils must prepare a number of plans which detail how Council intends to deliver works and services in the short and long term. This is based on the community's priorities which have been identified through consultation and engagement as well as the resources available to Council in delivering these items.

The IP&R framework is designed to flow so that the broader objectives in high level plans are translated into specific targets, actions and measures. These plans are interdependent and all stem from the vision we have for our future. The structure of the framework is outlined on the right:



COUNCILLORS

Find out more about your elected members

The elected Council is a body of eleven members who are elected for a four year term. The Mayor and Deputy Mayor are elected annually in September by the Councillors at a full meeting of the Council.

Primarily, Councillors are responsible for the policy making functions of the Council, for setting strategic direction through planning and financial expenditure and to be representative of and provide leadership and direction to the community.

Residents of the Wagga Wagga Local Government Area went to the polls to elect 11 Councillors on Saturday 8 September 2012. Find out a little more about each of our new Councillors below.

Mayor Rod Kendall

Cr Rod Kendall was first elected to Council in 2004 and in 2012 began serving his first term of Mayor. Cr Kendall believes that the elected Council requires people with diverse backgrounds and demographics, including business and professional people, to ensure critical and informed debate. His priorities for Council are long term strategic development and growth, consideration of each and every item of business on merits and effective lobbying of Governments.

"It is essential that this city is strongly represented by the Mayor, both within the city and outside the city, with the assistance of fellow Councillors and members of the community."

Councillor Kendall is married with four adult sons, two grandchildren and four foster children.

Deputy Mayor Andrew Negline

Cr Andrew Negline is a new face on Council and was elected to the Deputy Mayor's role in his first year as a Councillor. He is a Company Director who stood for Council to use his business and personal skills to "contribute to the ongoing growth and development of Wagga Wagga." Over the next four years Cr Negline "wants to be part of an effective Council representing the stakeholders with strong vision and leadership."

Cr Negline is married with four children and enjoys trout fishing; snow skiing and Golden Oldies Rugby.

Councillor Dallas Tout

Cr Dallas Tout is a newly elected member of Council and nominated "to contribute to the community in a way that utilises my experience from a professional perspective, prior Local Government service and personal experiences." As a Councillor he wants to achieve "a cohesive team environment where all issues are decided upon based on their merits with the long term interests of the community as the major consideration."

Cr Tout is married with three children and his favourite place is the Victory Memorial Gardens because he proposed to his wife there 29 years ago.

Councillor Greg Conkey

Cr Greg Conkey is another newly elected Councillor and believes that the best thing about Wagga Wagga is its people. "I can contribute to the continued prosperity of the city due to my community and business experience," he said when asked about why he stood for Council. In his term of Council, Cr Conkey wants to "maintain and improve infrastructure, attract new industry to the city and build a multi-purpose centre and an energy farm."

Cr Conkey is married with three sons and is a member of the Wagga City Rugby Male Choir and Wollundry Rotary. He enjoys golf, swimming and photography.

Councillor Paul Funnell

Cr Paul Funnell is a first time Councillor who felt it was time to step up and try to make a difference and encourage some positive change. "I want to contribute towards good fiscal management, show true transparency at all levels of Council, encourage and secure new industry to the city and make life better for the residents of Wagga Wagga," Cr Funnell said. "The best thing for me in Wagga is its people and the diverse activities available".

Cr Funnell is married with four children.

Councillor Alan Brown

Cr Alan Brown was first elected to Council in 2008. He sought re-election to "serve the people of Wagga Wagga through thoughtful decision making which will maximise the benefits the Council can provide."

"Wagga Wagga is a great place to live and work and I want to represent the people to the best of my ability," he said. Cr Brown is married with 3 adult children and has one grandchild.

Councillor Julian McLaren

Cr Julian McLaren is another of the newly elected members of Council. Cr McLaren is a Financial Advisor and stood for Council as he felt that some segments of the community have been under represented in the past. "I want to grow the Wagga Wagga economy and ensure that the city is an attractive place to invest," he said. "Wagga Wagga is a city that maintains the country touch," he said.

Cr McLaren is married with three children and enjoys rugby union and trail bike riding.

Councillor Kevin Poynter

Cr Kevin Poynter is commencing his first term on Council and believes that Wagga has a great cultural life and fantastic people.

Cr Poynter said that Wagga has always been good to him and provided him with many opportunities.

"I always wanted to be part of a Council engaged with the community in building the future," he said.

"For me it is important to engage the community in the work of Council, build inclusive communities and a sustainable future."



Councillor Yvonne Braid

Cr Yvonne Braid was first elected to Council in 2008 and is passionate about the entire Wagga Wagga area.

Cr Braid stood for Council because she is “very interested in working with and helping the entire community and wants to ensure that Council listens to the community.”

“I want to ensure that we continue to build a sustainable city that meets the needs of the Wagga Wagga community,” she said.

Cr Braid believes that Wagga Wagga provides a great lifestyle for the young and the aged. She is involved with a number of charities and loves working with the volunteers.

Councillor Garry Hiscock

Cr Garry Hiscock is serving his second term on Council after being first elected in 2008.

“After a lifetime living, working and playing in Wagga Wagga, I want to dedicate my later years in serving the community,” he said.

His vision while on Council is to “move the city forward and to work closely with the new elected Councillors to make a big difference.”

The best thing about Wagga is the city itself according to Cr Hiscock. “It has so much potential to become the leading regional city in the State.”

Cr Hiscock is married with four adult children and seven grandchildren.

Councillor Kerry Pascoe

Cr Pascoe was first elected to Council in 2004 and is serving his third term on Council. Prior to the September 2012 elections he served 7 years as Mayor.

Councillor Pascoe believes in the highest professional standards and integrity, promoting community confidence.

“I am passionate about Wagga Wagga and our local government area. I want to see the City grow with sustainable economic, cultural and social development. I will continue to work for the City of Wagga Wagga and in particular the community.”

Councillor Pascoe is married with two adult children and two grandchildren. He enjoys spending time with his family, community involvement, meeting new people and learning about their different backgrounds.

Councillor Roles and Responsibilities

The role of Councillors is set out under Section 8 and Section 232 of the Local Government Act 1993 (the Act). Section 8 specifically refers to the Council's Charter.

Under the Act there is a division of roles between the elected body and the General Manager, together with the mechanism by which such relationships are governed, including Council's adopted Code of Conduct.

In addition to functions described in Section 8 and 232 of the Act, the Mayor also has additional functions which are set out under Section 226 of the Act. The General Manager's role is set out under Section 335 of the Act.



Previous Page:

1. From left: Cr Dallas Tout, Cr Julian McLaren, Cr Paul Funnel, Cr Kevin Poynter, Cr Kerry Pascoe, Cr Yvonne Braid, Cr Alan Brown, Mayor Rod Kendall, Cr Gary Hiscock, Deputy Mayor Andrew Negline, Cr Greg Conkey.

2. Cr Julian McLaren at the Collingullie Neighbourhood Meeting.

3. Deputy Mayor Andrew Negline, CEO State Library NSW Dr Alex Byrne with Cr Yvonne Braid cutting the cake at the official launch of the Riverina Regional Library mobile library.

4. Mayor Rod Kendall and Ruby Castle at the official launch of Ruby & Oliver.

5. Deputy Mayor Andrew Negline and Senior Project Management Coordinator David Christiansen at the opening of the Boorooma Street/Farrer Road roundabout at Estella.

6. Cr Kevin Poynter and Cr Greg Conkey with Healthy Harold at the Mayoral Reception where Mayor Rod Kendall became Murrumbidgee Ambassador for Life Education Australia.

7. Mayor Rod Kendall and Mayor Hermann Faul of Nordlingen at the ceremonial tree planting a plaque unveiling commemorating the visit of Nordlingen delegation of the Knabbenkapelle Boys Band.

Our Committee Structure

From July 2012 to November 2012 Council's committee structure consisted of both Standing and Advisory Committees, with user groups and representatives.

Council had five Standing Committees which were aligned each Directorate of Council. These committees were established under section 355 of the Local Government Act 1993. Membership of these committees consisted of four Councillors and the Mayor with two additional Councillors as alternate members. Remaining Councillors could attend each Standing Committee meeting and were able to contribute to the debate, however they were not entitled to vote on matters before it. The Standing Committee meetings occurred each month, normally in the week two weeks prior to the ordinary Council meeting.

The recommendations made by each Standing Committee were put to the next ordinary Council meeting for consideration.

In addition to Council's Standing Committees, Council also had nine Advisory Committees. These Committees were made up of community representatives and were selected through an expression of interest process. The nine committees were:

- Arts Advisory Committee
- Seniors Advisory Committee
- Youth Advisory Committee
- Business Advisory Committee
- Recreation and Sports Advisory Committee
- Multicultural Advisory Committee
- Marra Marra Aboriginal Advisory Committee
- Environmental Advisory Committee
- Planning Advisory Committee

Following the September 2012 Local Government Election, Council reviewed its committee structure. As a result Council adopted a one Standing Committee model, replacing the previous five Standing Committee model.

This model consists of the Policy and Strategy Committee of which all Councillors are members. The Policy and Strategy Committee meets two weeks prior to the ordinary Council meeting. This model has enabled a more efficient decision making mechanism and provided enhanced community participation and representation to the elected body.

As part of the adoption of the Committee Structure, Council also resolved to hold a Supplementary Council meeting on an as needs basis to allow the consideration of time critical matters. This meeting is programed to be held two weeks prior to the ordinary Council meeting following the Policy and Strategy Committee Meeting.

Council also has a number of User Group Committees comprising stakeholders, Councillors and staff from the respective facilities/precincts. These groups include:

- Local Emergency Management Committee
- Floodplain Risk Management Committee
- Lake Albert Reference Group
- Lake Albert Community Committee

- Major Community Facility Working Group
- Major Projects Working Party

Audit & Risk Committee

The Audit and Risk Committee is an advisory committee of Council. Its role is to act as a key mechanism in providing independent assurance and assistance to Council on risk management, internal control, governance and external accountability responsibilities. The Audit and Risk Committee consists of five members, three of whom are external and independent of Council - the remaining two being Councillors. This Committee is governed by a Charter adopted by Council.

Other representation

Councillors are also represented on a number of external organisations and Committees including:

- Riverina Water County Council
- Bushfire Management Committee
- Eastern Riverina Noxious Weeds
- Local Traffic Committee
- Murray Darling Association Committee
- Public Libraries NSW (Country) Committee
- Riverina Regional Libraries
- Riverina Conservatorium of Music
- Rural Fire Service Zone Agreement Management Committee
- Australian Road Transport and Heritage Centre Committee
- Public Art Panel
- Wagga Tidy Towns
- Australia Day Committee
- Liquor Accord
- WWCC/Crown Lands Working Party
- The Sister City Community Committee
- Regional Capitals Australia
- Australian Rural Road Group – General Manager

In addition, the Mayor and General Manager are, by constitution or resolution, also members of the following:

- G Division of the Shires Association
- Country Mayors' Association
- Riverina Regional Organisation of Councils
- NSW Inland Forum and
- Riverina Regional Cities

Mayoral and Councillor Expenses 2012/2013	Amount (\$)
Councillor Fees	179,630.74
Mayoral Fees	38,073.89
Councillor Education	13,675.49
Councillor IT Costs	22,348.52
Councillor Travelling Costs, New South Wales	8,709.66
Councillor Travelling Costs, Interstate	5,549.77
Overseas Visits	0.00
Total	\$267,988.07

Newly Elected Council Committee and Meeting Attendance - September 2012 to 30 June 2013

Councillor Braid		Councillor Hiscock		Councillor Poynter	
10/10	Ordinary Council Meeting	10/10	Ordinary Council Meeting	10/10	Ordinary Council Meeting
1/1	Extraordinary Council Meeting	1/1	Extraordinary Council Meeting	1/1	Extraordinary Council Meeting
7/7	Policy and Strategy Committee Meeting	6/7	Policy and Strategy Committee Meeting	7/7	Policy and Strategy Committee Meeting
7/7	Supplementary Council Meeting	6/7	Supplementary Council Meeting	7/7	Supplementary Council Meeting
23/30	Councillor Workshop	28/30	Councillor Workshop	30/30	Councillor Workshop
Councillor Brown		Councillor McLaren		Councillor Tout	
8/10	Ordinary Council Meeting	10/10	Ordinary Council Meeting	10/10	Ordinary Council Meeting
0/1	Extraordinary Council Meeting	1/1	Extraordinary Council Meeting	1/1	Extraordinary Council Meeting
5/7	Policy and Strategy Committee Meeting	6/7	Policy and Strategy Committee Meeting	7/7	Policy and Strategy Committee Meeting
5/7	Supplementary Council Meeting	6/7	Supplementary Council Meeting	7/7	Supplementary Council Meeting
10/30	Councillor Workshop	25/30	Councillor Workshop	26/30	Councillor Workshop
Councillor Conkey		Councillor Negline		Councillor Kendall	
9/10	Ordinary Council Meeting	9/10	Ordinary Council Meeting	10/10	Ordinary Council Meeting
1/1	Extraordinary Council Meeting	0/1	Extraordinary Council Meeting	1/1	Extraordinary Council Meeting
7/7	Policy and Strategy Committee Meeting	7/7	Policy and Strategy Committee Meeting	7/7	Policy and Strategy Committee Meeting
7/7	Supplementary Council Meeting	7/7	Supplementary Council Meeting	7/7	Supplementary Council Meeting
28/30	Councillor Workshop	25/30	Councillor Workshop	27/30	Councillor Workshop
Councillor Funnell		Councillor Pascoe			
10/10	Ordinary Council Meeting	10/10	Ordinary Council Meeting		
0/1	Extraordinary Council Meeting	1/1	Extraordinary Council Meeting		
6/7	Policy and Strategy Committee Meeting	5/7	Policy and Strategy Committee Meeting		
6/7	Supplementary Council Meeting	5/7	Supplementary Council Meeting		
20/30	Councillor Workshop	25/30	Councillor Workshop		

Date	Councillor Workshop	Number of Workshops
4 July 2012	Main City & North Wagga Levee Upgrade Community Engagement Plan This workshop was undertaken to provide Councillors with an opportunity to review and provide comment on the methodology to be used to seek feedback from the community in relation to the Main City and North Wagga Levee Upgrade Concept Designs and flooding in general.	1
9 July 2012	End of Term Achievements and Community Survey This workshop provided a review of the achievements of Council over the four (4) year term. As part of the Integrated Planning and Reporting Framework an End of Term Report must be presented to the last Council Meeting of the outgoing Council. The End of Term Report communicates Council's achievements in implementing the Community Strategic Plan (CSP) over the previous four years. A review on the outcomes of the Community Survey 2012 undertaken by IRIS Research was also presented at this workshop. A representative from IRIS Research presented the results and where relevant, these results have been used to inform the End of Term report and also the development of the Delivery Program and Operational Plan.	1
16 July 2012	Major Community Facility At the most recent Major Community Facility (MCF) Working Party meeting (Tuesday, 12 June 2012), Councillors were briefed on the proposed strategic advice that Council officers intended to obtain in regard to the MCF project. The MCF Working Party suggested the entire Council be invited to a workshop with the engaged consultants to allow all Councillors to have input into the process being followed to investigate the various demand elements for an MCF.	1
17 July 2012	Riverina Intermodal Freight & Logistics Hub This workshop on the Riverina Intermodal Freight and Logistics (RIFL) Hub, provided a consolidated understanding of the overall project and its current status and covered the following topic areas: 1. Project overview 2. Financial breakdown summary 3. Obligations/conditions of the grant funding 4. Progress update on negotiations with potential investors 5. Investment models – Joint venture or consortium 6. Project timeline 7. Key risks 8. Next steps	1
25 July 2012	Wagga Base Hospital A Councillor Workshop was held to provide Councillors with an update on the Wagga Wagga Base Hospital Redevelopment Project.	1
8 August 2012 & 3 October 2012	A New Planning System for NSW - Green Paper The NSW Government has proposed transformative changes to the planning system in NSW. A number of workshops were held to allow staff members to prepare a submission on Councils behalf of the NSW Planning System Review Green Paper.	2
9 October 2012	Committee Structure Workshop Under Clause 48(12) of Council's adopted Code of Meeting Practice, Council is required to review its committee structure within 12 months of a Local Government General Election. This workshop was designed to identify a preferred committee structure model to be presented to Council for its determination.	1
15 October 2012 4 February 2013 22 April 2013	Spatial Plan Workshops Three workshops were held during the preparation of the draft Spatial Plan 2013-2043. The purpose of the workshops was to provide updates on the progress of the review and to workshop the draft Spatial Plan prior to exhibition. The following issues were covered; The 2008 Spatial Plan, Project Elements, Draft Spatial Plan content, The new Planning System for NSW, Link with CSP and Link with Wagga Wagga City Council current studies, strategies and master plans.	3
5 November 2012	Asset Management and Road Failures Councillor Workshop This workshop was undertaken to inform Councillors of the unprecedented seal and pavement failures experienced across Council's sealed road network due to the impacts of wet weather (higher than average rainfall) and in some instances, inundation of the sealed road network following an extended dry period.	1
12 November 2012	Major Community Facility & Commercial and Economic Development Directorate Update The workshop provided background on the Major Community Facility project, outlining the initial strategic advice and covered the following topic areas: 1. Demand & needs analysis 2. Preliminary master program 3. Vision and objectives An update on the following projects was also provided; Riverina Intermodal Freight & Logistics Hub, Building Better Regional Cities, Riverside Master Plan and Airport Master Plan.	2

Date	Councillor Workshop	Number of Workshops
12 November 2012	City Entry Signs A Councillor Workshop was held to provide Councillors with an update on City Entry Signs.	
13 November 2012	Lloyd Development Control Plan A workshop was convened to allow Councillors the opportunity for input into the wide-ranging and unique controls for this sensitive Urban Release Area.	1
13 November 2012	Narrung Street Wetlands Proposal Presentation of concept design and information regarding the benefits it will have for the environment as well as raising awareness of Indigenous culture and passive recreational activities.	1
26 November 2012	Integrated Planning & Reporting Framework Workshop This workshop provided an update on the review of the CSP. It introduced the Councillors to the new and innovative ideas around the Ruby and Oliver concept.	1
26 November 2012 8 April 2013	Long Term Financial Plan This workshop provides details and information on the Long Term Financial Plan (LTFP) including; <ul style="list-style-type: none"> • Why we have a LTFP • Who is involved/How it is developed/How it fits with IP&R requirements/When it is reviewed • High level assumptions that are used in developing LTFP Presentation and explanation of 2013/2023 LTFP prior to Council meeting for adoption	2
10 December 2012	Town Planning Principles and Considerations A Councillor Workshop was held to provide Councillors with information on the Environmental Planning and Assessment Act 1979. The workshop included the fundamentals of the NSW Planning System and Council's roles and responsibilities.	1
10 December 2012 4 March 2013	Awnings Policy The workshop discussed current implications and of provisions of the suspended Awnings Policy. The policy aims to create options that recognise commercial implications on awning owners and achieve a more well balanced outcome for community and awning owners. A second Workshop was held seeking further direction from Council with regard to creating options that recognise commercial implications on awning owners and achieving a better balanced outcome for community and awning owners. Legal advice from Lindsay Taylor Lawyers was disseminated.	2
10 December 2012	Robertson Oval Councillor tour of Robertson Oval was followed by this workshop to review funding options for required additional works.	1
21 January 2013	LEP Deferred Area The SJRPP (Southern Joint Regional Planning Panel) has responsibility for finalising the land zoning of an area of land at Cartwrights Hill that remains deferred from inclusion in the Wagga Wagga Local Environmental Plan 2010. Prior to finalising the report to the SJRPP, Councillors were briefed on this complex issue, which remained deferred because of the varied interests that exist in relation to Cartwrights Hill.	1
4 & 8 February 2013	Budget Workshop To achieve a balanced budget for 2013/14 and balanced forecast in the LTFP. This is prudent financial management and has regard to comments and feedback received from the independent external auditor, Division of Local Government (DLG) and NSW Treasury Corporation. <ul style="list-style-type: none"> • To ensure our budget is aligned with community priorities and with proposed service delivery, adopted strategies and our asset management plans • Maintain a quadruple bottom line approach ensuring a balance between the economic, environmental, social and civic leadership functions of Council • To understand the funding constraints facing Council through rate pegging, slow or no growth in government grants and community resistance to increasing user charges • To highlight the implications and key risks associated with reducing expenditures or not funding certain items • To discuss the recurrent and new priorities for capital expenditure and identify the highest priority items for inclusion in the budget • To agree on a media and communication strategy around the key budget issues and financial constraints • To discuss options including which will have a positive impact on Council's financial position in future years. This includes expenditure reductions, efficiency savings, increasing revenues, and should also include consideration of a Special Rate Variation. 	2
11 February 2013	Riverina Intermodal Freight and Logistics Hub The workshop provided an update on the Riverina Intermodal Freight & Logistics Hub Project and covered the following topic areas: <ol style="list-style-type: none"> 1. Current status of project 2. Submission to the DLG for Public Private Partnership approval 3. Draft milestones in federal funding agreement 	2
11 February 2013	Australian Wuai International Wholesale Trade Centre The workshop provided an update on the proposed Australian Wuai International Wholesale Trade Centre and covered the following topic areas: <ol style="list-style-type: none"> 1. Status of discussions to date 2. Mayor's Taskforce 3. Discussion of public feedback to date 	1
18 February 2013	Equestrian Facilities Update information session and site visit to each of the equestrian facilities including the Exhibition Centre, Charles Sturt University and Euberta.	1
4 March 2013	Electronic Housing Code Overview of a new planning system that enables members of the public to make exempt / complying development enquiries and submit online applications.	1
11 March 2013	Submission to the Local Government Review Panel A Councillor Workshop was held to discuss Council's Submission to the Local Government Review Panel.	1
18 March 2013	Multi Purpose Indoor Stadium Presentation of the Preliminary Business Case overview to review the findings and options.	1
25 March 2013	Heritage Study A presentation to Council on the Heritage Study Review Process was conducted and covered the following; Review of existing Community Based Heritage Study – discussing scope of the project and potential implications to community members and owners of heritage items and Commencement of a draft study.	1
15 April 2013	WWLEP Land Use Table This workshop was requested by Councillors to allow for discussion of its views on the range of permitted and prohibited land uses in the various Wagga Wagga Local Environmental Plan 2010 zones.	1
22 April 2013	Featherwood Road A planning proposal had been submitted to rezone land from RU6 Transition to R5 Large Lot Residential for a 36 lot subdivision. The workshop was convened to allow the proponent of the Planning Proposal, to address the issues identified as being of significant concern to Council staff. Council staff had advised Councillors of their lack of support for the proposal. The workshop was held to inform the Councillors of the following issues of concern in regard to the proposal prior to receiving the Council report on the matter: Overland flooding, Stormwater concerns and Density and surrounding area.	1
6 May 2013	Accelerated Sustainability for Councillors Information session delivered by Local Government NSW regarding accelerated sustainability within the organisation targeted at Councillors.	1
13 May 2013	Riverina Intermodal Freight & Logistics Hub The workshop provided an update on the Riverina Intermodal Freight & Logistics Hub Project updating the Councillors on the status of the project and the submission to the DLG for Public Private Partnership (PPP) approval.	3
20 May 2013	Proposed Purchase of Vacant Land This workshop was undertaken to discuss the merits of purchasing land for the potential expansion of the emergency services precinct, prior to a report being submitted to the May Confidential Council meeting	1
27 May 2013	Property Leasing and Licensing The workshop provided an update on property leasing and licensing.	1

OUR ORGANISATION

Who are the Executive Services team?



General Manager

**General Manager
Phil Pinyon**

Executive Services
City Brand
Community Engagement
Events
Graphic Design
Media and Communications
Internal Audit
Mayoral Support



Corporate Services

**Director
Craig Richardson**

Access to Information
Customer Service
Councillor Support
Financial Management
Geospatial Information
Governance
Human Resources
Insurance
Integrated Planning and Reporting
Risk Management
Records Management
Technology and Communication Services



Commercial and Economic Development

**Director
Peter Adams**

Bomen Business Park Development
Economic Development
Evocities Initiative
Livestock Marketing Centre
Maintain Council buildings
Property Management
Riverina Intermodal Freight and Logistics Hub
Riverside Master Plan
Tourism
Wagga Wagga Regional Airport



Environment and Community Services

**Director
Janice Summerhayes**

Cemeteries and Crematorium
Companion Animal and Livestock Management
Community and Cultural Development
Environmental Sustainability
Family Day Care
Health inspections
Museum of the Riverina
Oasis Aquatic Centre
Playgrounds and Parks
Public Art
Public Health Programs
Regulatory Services
Roadside Mowing
Rural Village Plans
Social Planning
Sporting and Recreation Facilities
Natural Environment Protection
Noxious Weed Control Program
Wagga Wagga Art Gallery
Wagga Wagga City Library
Wagga Wagga Civic Theatre



Infrastructure Services

**Director
Heinz Kauche**

Asset Management
Bridges
Bus Shelters
Car Parks
Cycleways
Emergency Services
Engineering Design
Fleet Management
Footpaths
Gregadoo Waste Management Centre
Kerb and Gutter
Levee and Flood Protection
Pedestrian Access and Mobility Plan
Procurement Services
Road Maintenance and Renewal
Sealed Roads
Solid Waste Services
Stormwater and Sewer Services
Street Lighting
Unsealed Roads
Waste Management



Planning

**Director
Andrew Crakanthorp**

Annual Fire Safety Statements
Awnings Policy
Building Inspections
Development Assessment
Developer Contributions
Subdivision Management
Plumbing and Drainage
Spatial Planning
Strategic Town Planning
Swimming Pool Inspections



OUR CITY

Live, work, learn and play in Wagga Wagga



Our City, Wagga Wagga

Wagga Wagga is a vibrant city with stunning landscapes nestled in the heart of the Riverina on the banks of the Murrumbidgee River. The largest city in regional New South Wales, Wagga Wagga encompasses a total land area of 4,886 square kilometres and is perfectly situated about 450 kilometres south-west of Sydney and 460 kilometres north of Melbourne making it highly accessible.

Wagga Wagga offers a unique quality of life that is unparalleled in its natural beauty, housing affordability, diverse employment opportunities and a wide offering of community infrastructure, services and lifestyle activities. With

a population of approximately 61,441 residents, Wagga Wagga is a thriving and cosmopolitan city that supports a highly diverse and dynamic economy.

Wagga Wagga offers a feast of cultural surprises with art galleries, music, museums and arts community, not to mention the wealth of over 400 events held within the city each year. The streets are a blend of heritage buildings, public artworks, sculptures and gardens that provide the perfect environment for people to explore our vast range of shops and award winning restaurants and country pubs.

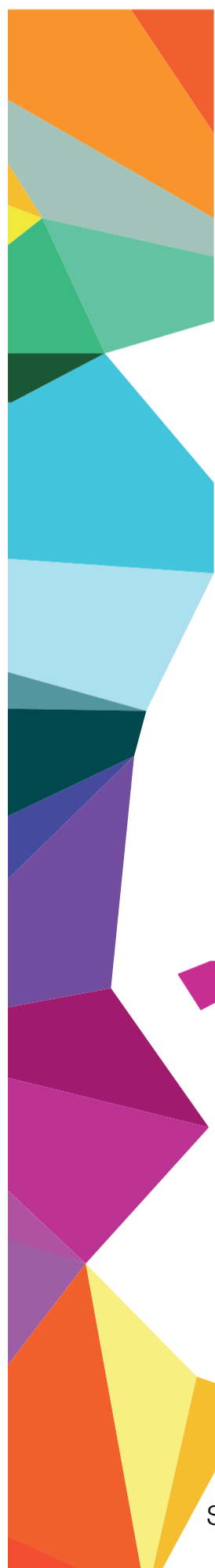
Wagga Wagga boasts an active community with sport and recreation being a central part of the lifestyle. Whether its water sports at Lake

Albert or enjoying a game of football, the high quality facilities across the city cater for it all. The temperate climate, warm community and wealth of character make Wagga Wagga an ideal destination for residents and visitors all year round.

What is Wagga Wagga's history?

The original inhabitants and custodians of the Wagga Wagga area were the Wiradjuri people. European settlement dates from the early 1830's when land was used for cattle stations. The township of Wagga Wagga was established in the 1840's.

www.waggawagga.australia.com/area_history



	Wagga Wagga City	Regional NSW	New South Wales	Australia
Median age	34	41	38	37
Median weekly household income	\$1,149	\$961	\$1,237	\$1,234
Couples with children	29%	27%	32%	31%
Older couples without children	9%	12%	9%	9%
Medium and high density Housing	16%	16%	31%	25%
Households with a mortgage	33%	30%	32%	33%
Median monthly mortgage repayment	\$1,549	\$1,560	\$1,993	\$1,800
Median weekly rent	\$220	\$220	\$300	\$285
Households renting	32%	27%	29%	29%
Non-English speaking backgrounds	5%	5%	19%	16%
University attendance	5%	3%	4%	4%
Socio-Economic Index for Area of Disadvantage	999	974	1003	1005

CALENDAR OF EVENTS

July 2012 - June 2013

Events provide our community with opportunities for celebration and participating that take us beyond everyday experiences. They connect communities, attract visitors and make a significant contribution to the

economy. Council directly contributes to these experiences by assisting in the development of events, providing financial support (sponsorship), promotional assistance and general support and advice on how best to

run events with the intent of growing and increasing visitation from outside the Wagga Wagga Local Government Area. The value of tourism to the local economy in Wagga Wagga is \$7 million for International Visitors, \$125

million for domestic overnight visitors and \$109 million for domestic day visitors, the total value being \$241 million.

www.waggawaggaaustralia.com.au

REGULAR EVENTS

1st Saturday of the month

Downside Bushdance
Little Aussie Cinema

2nd Saturday of the month

Farmers Market
Art on the Levee

3rd Saturday of the month

Tarcutta Markets

1st & 3rd Sundays of the month

Willans Hill Miniature Railway

Every Sunday

Sunday Markets
Muddi Boutique Markets
Markets By the Lake

JULY 2012

1-8 NAIDOC Week

2-6 Under 14 Boys State Soccer Titles

4-5 Trans Tasman Series (Swimming)

14-15 Country Rugby League Under 12,13 &14 Championships

15 Wagga Wagga Swap Meet

19-23 Country Football Championships Senior Level (AFL)

27-29 Veteran Womens Half State Hockey Championships

AUGUST 2012

3-5 Craft Alive

4 Murrumbidgee Magic 20th Anniversary Concert

18-19 Wagga and District Kart Racing Club - Tas O'Hara Cup

19 Wagga Wagga Trail Marathon

30 - 23 September City of Wagga Wagga Eisteddfod

SEPTEMBER 2012

7-9 Wagga Wagga Art Prize

7-9 Wagga Wagga Jazz and Blues Festival

7-9 MG Car Club Gathering of the Faithful

8 Regional Express 10th Anniversary Open Day

9 Lake to Lagoon Fun Run and Family Cycle

15 Australian Aviation Hall of Fame Inaugural Induction Ceremony

16 Riverina Fencing Championships

21-23 Rotary Peace Conference

22 Aggies Race Day

27-28 Wagga Wagga Show

29 Wagga Wagga Picnic Races

28 -1 Oct Uranquinty Folk Festival

OCTOBER 2012

All month Taste Riverina Food Festival

4 Little Big Day Out

7 Nyagyinya Community Family Fun Day

13 Wagga Motorcycles NSW Senior Track Championships

13 Kapooka Open Day

13-14 Wagga Wagga Relay for Life

20 Telstra Child Flight Family Fun Day

20 FUSION12: An explosion of cultural energy

20-21 Wagga Wagga and District Scale Model Club 27th Annual Show

20-21 Annual Wagga Wagga Garden and Outdoor Festival

26 Wagga Pacers Cup

26-27 Children's Medical Research Institute Christmas Fair

NOVEMBER 2012

2 Twilight by the Lagoon

2 Music Under the Leaves

3 Miss Wagga Crowning

3-4 Annual Miniature Railway Invitational Run

3 - 13th Annual Model Railway and Hobby Exhibition

6 Melbourne Cup Race Day

11 Charles Sturt University Vintage Dinner

17 Wagga Wagga Base Hospital Fete

24 Shinwa-Kai Karate Championships

24-25 triWagga Triathlon Festival

DECEMBER 2012

All month A Very Wagga Christmas Celebrations

7 Christmas Twilight By the Lagoon

10-12 Charles Sturt University Graduations

15 Carols in the Cathedral

16 Wagga Wagga Christmas Spectacular

22 Wagga's Sports Champion

JANUARY 2013

13-19 Sounds of Summer Concert Series

18-20 Zone 12 Pony Club - State Dressage Championships

20 Wagga Triathlon Club 'Come and Try'

22 Rock n Ride

25-26 Australia Day Celebrations

26 Australia Day Races

FEBRUARY 2013

2-3 Wagga Classic Charity Fishing Competition

15 - 9 March Life in the Spotlight

16 Wagga Pro Rodeo

16-17 Little Athletics Association NSW Region 4 Championships

17 Gumi Race

23-24 Australian Formula Powerboats Grand Prix Round 2

25-3 March Charles Sturt University Orientation Week

MARCH 2013

1 Twilight By the Lagoon Finale

1-3 Wagga Wagga Show n Shine

1-3 Heli Heatwave

2 2013 AFL NAB Cup - GWS Giants v Brisbane Lions

4 Wagga Wagga Lymphoedema Forum

9 Monster Trucks Family Spectacular

14-15 IPAA Regional Conference

16-22 RACV Fly the Flag Northern Tour

16-23 Wagga Wagga Country Club Week of Golf

17-24 Seniors Week

21 Town and Gown Academic Procession

22 Wagga Wagga Big Business Breakfast

22 Optus Flix in the Stix

23 Wagga Wagga Food and Wine Festival

23-24 Southern NSW Yard Dog Championships & Working Dog Auction

27 Celebrating Women Gala Concert

28-1 April Stone the Crows Festival

30 Nitro Circus Live

30 Girls Day Out Races

APRIL 2013

6 Mud Sweat and Beers

12-14 Riverina Homexpo Leisurefest Roadshow

13 Wagga Wagga Antiques Society Inc. Vintage Fair on the Levee

13 Wagga Bidgee Canoe Marathon

14 Butch Menz Memorial

19 Regenerate Youth Festival

20-21 Junior Touch Regionals 2013

24-28 RAAF Apprentice/JEAT 65th Reunion

25 ANZAC Day

25 ANZAC Day Tribute Matches

27 Wagga Wagga City Dancesport Titles

27-28 Wagga Wagga Cycling Club Junior Tour Road Cycle Race

27-28 World War II and Military Scale Competition

28 Chariots for Charity

MAY 2013

2 XXXX Gold Town Plate Day

3 Thomas Feary Painting Wagga Gold Cup

10-12 Australian International Animation Festival 2013

11-12 Wagga and District Kart Racing Round 2 Southern Star Series

11-12 Barry Carne Interstate Ski Challenge

16-19 Wagga Wagga Country Music Club Inc. Annual Weekend of Country Music

17 2013 Crow Awards

19-25 National Skeet Championships

21-26 City of Wagga Wagga Eisteddfod Society Inc - Dance Festival

25 Kurrajong Waratah Race Day

JUNE 2013

8-9 Task Force 72 Carrier and Escort Weekend

7-9 Wagga Wagga Veteran and Vintage Motor Club Annual June Rally

9 Wagga Greyhound Gold Cup

15-16 Wagga Wagga Cycle Classic

25-29 Civic Theatre 50th Anniversary Celebrations

30 Reserve Forces Day Commemorative Service



FINANCE.

Financial Summary 2012/2013

Financial Summary 2012/2013

This report provides analysis of Council's 2012/2013 Financial Statements. It compares the actual reported financial results against Council's own financial objectives.

Council's Financial Statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice.

Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements. Key reports produced and included in the statements are:

- Income Statement
- Statement of Comprehensive Income
- Balance Sheet
- Cash Flow Statement, and
- Notes to the Financial Statements

The statements are independently audited, reported to Council, placed on public exhibition and lodged with the Division of Local Government (DLG) by early November each year.

Financial Overview

Council's financial position as at 30 June 2013 has declined compared with the previous financial year's result. The draft financial statements show a preliminary net operating deficit of \$8.3M (before capital grants and contributions). This result illustrates Council's continued reliance on capital grants and contributions to provide many of the services and projects required by the community. The figures demonstrate that Council is not generating sufficient revenue to cover all operating expenses including depreciation. This in turn highlights that Council's operations are not sustainable at the current levels.

In 2012/2013 Council continued its reinstatement of flood damaged infrastructure assets in the Local Government Area (LGA). These works are funded by grants from the Roads and Maritimes Services (RMS) and the Department of Public Works (DPW). The total value of reinstatement works for 2012/2013 was \$8.97M. A requirement of the grant funding as provided by the RMS and DPW is that all reinstatement works for flood damaged infrastructure assets are completed by 30 June 2014.

Council's unrestricted current ratio of 2.22:1 shows a stable liquidity position for 2012/2013. It has fallen in comparison with last year, mainly due to a decrease in current assets namely cash and investments. The ratio for 2012/2013 is still above the Division of Local Government (DLG) benchmark of 1.5:1 but below the average for NSW Group 4 Councils (of which Wagga Wagga is one) of 2.71:1.

The debt service ratio (debt service costs/income) has increased from 4.07% to 5.74% during the Financial Year.

Council drew down on the new external borrowings for 2011/12 financial year of \$14.9M for a variety of capital projects in late June 2012. The repayments for these funds began in 2012/2013 and as a result the debt service ratio for 2012/2013 increased for the year. It is expected that this ratio will continue to increase over the next three (3) years of Council's Delivery Plan as there are a number of proposed capital projects that are to

Summary of 2013 Key Results

Net operating result before Capital Grants and Contributions is a deficit \$8.3M
 New Infrastructure, Property, Plant and Equipment of \$37.3M
 Total assets ▼ 4.2% to \$1,358M as a result of revaluations for land and buildings as per Division of Local Government guidelines



be primarily funded by external borrowings – namely the Riverina Intermodal Freight and Logistics Hub (RIFL) and the Multipurpose Stadium. Whilst borrowing levels are still quite conservative debt servicing is expected to reach the current DLG benchmark of 10% over the life of the current Long Term Financial Plan (LTFF). Council intends to limit external borrowings to those levels as proposed in the LTFF.

As of 30 June 2013 Council held \$32.8M in internal reserves, a decrease of \$10.6M on the previous year. This is due to the completion of a number of capital projects this year, in particular Robertson Oval Upgrade which used \$2.7M in reserves; various capital works at the Airport which utilised \$2.5M of Airport reserves; and various flood works that were funded from the Infrastructure Replacement reserve until funding is received from Roads and Maritime Services (RMS) and the Department of Public Works.

The other factor contributing to a decrease in internal reserves was that Council had to fund the majority of the reinstatement works for flood damaged assets this year. Council reached an agreed position with RMS late in June 2013 for these works which meant that the cash was not received prior to 30 June 2013. As a result, Council funded the works from internal reserves for the interim. (Internal reserves are those funds that have been restricted in their use by resolution or policy of Council. Internal reserves allow Council the capacity and flexibility to respond to future funding demands that are not yet identified).

A final review of the 2012/2013 budget is performed in tandem with the completion of the financial statements and major material variations to original budgets are outlined in Note 16. Council's budget result for the year was an \$858K deficit, which has decreased Council's unrestricted working funds from \$4.3M to \$3.5M.

The net result for 2012/2013 highlights that Council is still facing significant challenges in the coming years to remain financially sustainable. In 2012/2013 Council resolved to present balanced budgets for the remainder of the current Delivery Program. This will require Council to review all areas of its operations including levels of services currently provided to the community and to determine those areas where substantial savings can be made.

Financial Overview

Year Ended 30 June 2013	Unit	2013	2012	2011	2010	2009	2008	2007	2006
Total Income from Continuing Operations	\$	116,191	121,532	158,540	99,877	89,326	88,893	85,184	77,681
Total Expenses from Continuing Operations	\$	109,718	109,891	93,091	88,368	129,041	75,783	72,077	59,473
Net Operating Result for Year	\$	6,473	11,641	65,449	11,509	39,715	13,110	13,107	18,208
Net Operating Result before Capital Grants and Contributions	\$	8,292	1,647	45,187	3,470	53,217	2,247	3,396	4,603
Current Assets	\$	61,094	40,241	67,292	59,999	49,183	76,551	77,582	74,224
Non Current Assets	\$	1,296,418	1,348,209	1,274,408	1,168,634	1,113,354	778,527	498,515	397,109
Current Liabilities	\$	34,947	35,673	28,611	21,308	20,207	20,567	16,154	15,026
Non Current Liabilities	\$	55,183	56,902	46,032	51,745	43,712	5,786	3,838	4,809
Total Equity	\$	1,267,382	1,325,875	1,267,057	1,155,580	1,103,045	828,725	556,205	451,498
Rates Outstanding	%	7.23	5.99	5.91	6.27	6.22	6.45	5.45	5.65
Unrestricted Current Ratio	Ratio	2.22:1	2.51:1	3.18:1	4.33:1	3.82:1	4.37:1	4.99:1	4.56:1
Debt Service Ratio	%	5.74	4.08	4.49	4.02	2.83	0.05	0.05	0.06
Asset Renewal	%	111.06	82.70	93.56	99.03	257.94	132.15	-	-

Assets

All resources, rights and property owned by Council

Assets Summary

Total Assets ▼ 4.2% to \$1.358M
 Infrastructure Property, Plant & Equipment ▼ 3.81% to \$1.253M
 Net Assets ▼ 4.40% to \$1.267M
 Asset \$ per head of population is \$21,985

Cash Position

The amount of cash that Council has on its books at a specific point in time

An analysis of Council's cash holdings at 30 June 2013 indicates that interest received on investments for the year were \$0.3M less than originally budgeted. The total value of the portfolio decreased for the year by \$12.9M which was one (1) of the main factors contributing to income from investments not achieving the budgeted result. Other contributing factors included less than expected returns on short term investments due to a low interest rate environment. Council's medium to long term investments generally outperformed benchmarks for the year, however with many of these investments expected to mature in the coming year Council will no longer have the benefit of higher performing investments to bolster the overall result of the portfolio.

As at 30 June 2013, Council held 27.4% of its entire investment portfolio in cash and cash equivalents to ensure funds are immediately available for both working capital and cash flow purposes when required. This is an increase on the previous year, resulting from loan funds received and other short term investments maturing at the end of June 2013.

Council engages the services of an independent Investment Advisor for advice in relation to its portfolio.

Reserves

Reserves are those funds that have been restricted in their use by legislation, resolution or policy of Council

Council operates a number of internally and externally restricted reserves. External restrictions relate to those funds held from developer contributions (Section 94 funds), specific purpose unexpended grants and money held in reserve for sewer, stormwater and domestic waste services.

These funds are held in reserve so that they are used for their intended purpose or end use. External restrictions remained steady for the 2012/2013 financial year with only a small decrease of \$703k to reserves.

Council continues to maintain a wide variety of internal reserves as detailed in Note 6c of the Financial Statements. These reserves were established by Council resolution and include provisions for major future projects such as Industrial Land Development, Infrastructure Replacement and the Tarcutta Street Gasworks Remediation. The main intent of internal reserves is to ensure that Council has the opportunity to use these funds at a future date when and as required.

Unrestricted Current Ratio

Council's capacity to pay short term obligations

The unrestricted current ratio for 2012/2013 was 2.22:1. The ratio decreased from the 2011/2012 ratio of 2.52:1, however this still shows a relatively strong liquidity position. The slight decrease reflects a decrease in the amount of cash and investments held at the end of the year.

Receivables

Amounts owed to Council over the course of the year

Receivables for 2012/2013 totalled \$20M, an increase of 10% on the previous year. This increase is attributed to loans that Council has provided in order to stimulate economic development for the Airport.

The Rates and Annual Charges Outstanding Ratio of 7.23% has increased above Council's benchmark of 6% for the first time in a number of years. This is a reflection of the overall subdued economic environment for 2012/2013. Council continues to utilise a variety of debt recovery strategies to ensure that debt recovery is pursued throughout the financial year.

Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) decreased for the year by 3.81% to \$1,253M. Note 9 in the Financial Statements shows the detail of the asset classes that contribute to the total amount of IPPE. The main asset classes that resulted in major increases in value this year were Roads, Bridges, Footpaths (\$1.24M for construction of Boorooma Street and Farrer Road Roundabout, \$1.17M for Fitzmaurice Street Upgrade), Sewerage Network (\$30.7M net revaluations) and Other Assets (\$4.3M for Robertson Oval Upgrade, \$2.7M for the Airport Precinct). A summary of IPPE transactions for 2013 are shown below.

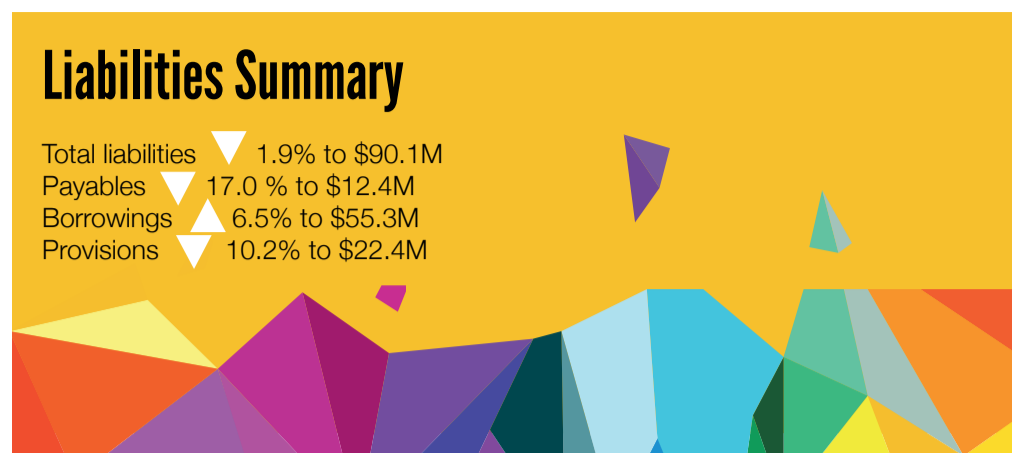
Assets – Asset Additions	
Plant and Equipment	
Vehicles Purchased	47
Vehicles Sold	41
Plant items purchased	47
Total value \$2.4M, including:	
- Volvo Excavator	\$237,600
- Mack Metroliner	\$204,277
- Green Machine Sweeper	\$122,434
- Isuzu Jetpatcher	\$72,500
- Hino Crewcab	\$71,819
Furniture, Fittings & Office Equipment	
HP 3PAR 7400 Array Servers	\$312,120
MK5 Toughbooks (x5)	\$23,677
HP Compaq 8200 Elite Computers (x17)	\$16,235
Civic Theatre Black Wool Curtain	\$12,242
Buildings & Other Structures	
Jubilee Park New Amenities Building	\$302,016
Civic Centre Carpet Replacement	\$236,482
Development of Botanic Gardens & Zoo	\$195,514
Community Learning Centre	\$76,332
Infrastructure Dedications	
Road Dedications	\$2,240,000
Drainage Dedications	\$1,590,000
Sewer Dedications	\$623,655
Roadworks and Drainage	
Drainage Works (excluding dedications)	\$1,400,000
Roadworks (excluding dedications)	\$14,190,000
Including:	
- Footpaths	\$654,229
- Bridges	\$1,230,000
- Kerb & Gutter	\$112,143
- Culverts	\$569,536
Other Assets	
Airport Precinct 2A	\$2,770,000
Robertson Oval Redevelopment	\$4,330,000
Oasis Co-generation Project	\$321,739
Lake Albert Revegetation Works	\$240,686
Sewer	
Sewer Mains Rehabilitation	\$1,720,000
Waste Water Reuse Network Extension	\$167,802

Major Capital Projects	
Robertson Oval Redevelopment	\$4,330,000
Fitzmaurice Street Upgrade	\$1,170,000
Construct Roundabout – Cnr Boorooma Street & Farrer Rd	\$1,240,000
Byrnes Sheppard Blackspot	\$630,000
Shockeroo Bridge	\$810,000
Bomen Road	\$810,000
Higgins Avenue	\$633,000
Humula Eight Mile Rd	\$636,000
Road Reseals - Rural Sealed	\$675,000

Note: Major Capital Projects figures shown are for one financial year and projects are often described over multiple years.

Liabilities

Debts assumed by Council



Borrowings

Total amount of money borrowed by Council

Council's total borrowings now stands at \$55.3M, an increase of \$3.37M from 2011/2012. Council has a significant borrowing program projected for future years which aims to address required upgrades to infrastructure and provide additional community facilities for current and future generations.

Provisions

Future expenditure or income that is anticipated

Council's provision for Employee Leave Entitlements (i.e. Annual Leave and Long Service Leave) has decreased by \$2.6M (10.2%) for 2013. This is due to a number of long serving staff retiring from the organisation and a decrease in the interest rates used to calculate the provisions.

The liability to remediate the former Gasworks site on Tarcutta Street was initially recognised in the Financial Statements for 2008/09. This project is scheduled for completion in 2013/2014. As a result the provision for expenditure on the Tarcutta Street Gasworks site during the year increased by \$2.9M.

Business Activity Reporting

Business Activity reporting illustrates the results for Council's various business activities in accordance with the requirements of the National Competition Policy for Local Government.

It is designed to reflect the full cost to Council of running these activities as if Council were competing in a normal commercial environment where the applicable taxes and competitive pricing principles come into effect.

Under its auspices, Council operates three (3) distinct business activities. These are Sewer, Livestock Marketing Centre and the Wagga Wagga Airport.

Sewer

Wagga Wagga City Council's sewerage network services over 18,000 residential and 2,000 non-residential properties. The sewerage network consists of 531km of gravity and pressure mains and 36 pump stations. Last year over 5,800 ML of sewerage was transported through Wagga's sewerage network.

Livestock Marketing Centre

The Wagga Wagga Livestock Marketing Centre (LMC) is the premier livestock selling centre in Australia for the marketing of Cattle, Sheep and Lambs. The LMC was established in 1979 and has led the way in livestock sales for over 30 years. The facility is located approximately 10km north of the city in Bomen and is neighbored by several key agricultural businesses in the region.

The LMC is a major driver of agribusiness, employment and economic growth in the Wagga Wagga regional economy. The LMC is wholly owned by Council and operates on a completely self funded financial model that delivers a significant dividend to Council annually and is distributed to a number of rural and regional projects.

The LMC continues to rank as the largest sheep and lamb selling centre in Australia selling 1,754,000 head in the 2012/13 financial year. The LMC also sold 133,000 head of cattle for the same period and continues to be ranked in the top group of cattle yards throughout Australia.

Approximately \$225 Million worth of livestock was sold through the LMC over the course of the 2012/2013 financial year. A highlight of this was the week commencing Monday the 15th of February. "Mondays regular cattle sale offered 4,290 head worth \$2,607,000, Thursday's Sheep and Lamb Sale sold 43,400 head worth \$3,197,000 and a single vendor special store cattle sale on Friday presented a further 3,285 head valued at \$2,124,000. The weeks combined sale value was just short of eight million dollars." Said Paul Martin LMC Manager.

A recent economic impact assessment showed that the LMC contributes \$54+ Million and 250+ employment positions to Wagga Wagga's regional economy. This contribution represents about 2% of the Wagga Wagga gross regional product.

Wagga Wagga Regional Airport

Wagga Wagga Regional Airport had yet another busy year with a significant amount of development and operational change taking place throughout the 2012/2013 financial year. The Riverina continues to be well serviced with multiple services to Sydney each day with Rex and Qantaslink, and Rex servicing the Melbourne route. Wagga Wagga Airport saw approximately 25,000 aircraft movements including nearly 8,000 training movements and 207,000 passengers move through the airport over the course of the year.

This year also saw the commencement of security screening operations and the installation of a new automated baggage handling system which helps to ensure that the airport continues to meet the expectations of the Department of Infrastructure and Transport, Office of Transport Security, from a regulatory compliance perspective.

The new Commercial Aviation Precinct was completed within budget, despite significant weather delays and a number of challenging construction issues. The Commercial Aviation Precinct provides a foundation, in terms of physical infrastructure to allow for commercial development at the Airport for years to come.

Douglas Aerospace has established as the Commercial Aviation Precinct's anchor tenant, investing in the future of their business through their relocation to Wagga Airport, and construction of their first aircraft refurbishment hangar. Aircraft up to Boeing 737-800 and Airbus A321 can be painted in their hangar. The first jet aircraft painted in the new facility was completed in early August 2013, with another jet aircraft arriving in August. Douglas Aerospace has now commenced construction of their second aircraft refurbishment hangar, which will be located adjacent to their existing hangar. This second hangar will cater for aircraft up to a Saab 340.

Construction of four aircraft hangars in the light aircraft precinct has commenced, and is well progressed. This development is being undertaken by private aircraft owners. At the time of writing, development consent is pending for construction of a further four hangars in the precinct by another group of developers.

Council's significant investment in the future of regional aviation, through the development of the Commercial Aviation Precinct and Light Aircraft Precinct will continue to grow business, economic development, jobs and flying activity in the region. Wagga Wagga Airport continues to be a leader in regional aviation, contributing significantly to the Gross Regional Product and employment as well as achieving its vision of being: "A Centre of National Aviation Significance".

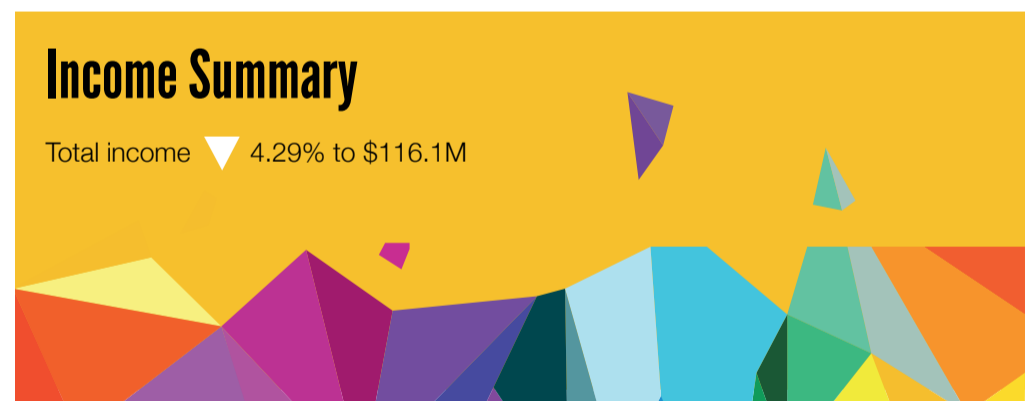
Wagga Wagga Regional Airport was award the prestigious "Regional Airport of the Year 2013 - 50,000 to 499,999 passengers" at the Australian Airports Association Airport Industry Awards, held in Darwin in September.

Total operating revenue was \$3.15M, with total operating expenses (including depreciation) being \$400K. Total capital expenditure was \$2.9M including: The Commercial and Light Aircraft Precinct \$2.7M, the Automated Baggage System \$107K and Solar Path lighting.

The Airport generated a surplus from ordinary activities of \$105K and a balance of \$324K in the Airport Reserve for 2013.

Income

The monetary payment received by Council for goods and services



Much of the decrease in overall income for 2012/13 can be attributed to a reduction in the operating grant income compared with 2011/12. that Council received from the Roads and Maritime Services (RMS) for the repair works to damaged Council road assets in the storm and flood events of October and December 2010 and March 2012. Council has been reinstating those affected assets over the past number of financial years and as such the amount of repair works has been reducing. Under the funding agreement with RMS all repair works are to be completed by 30 June 2014.

Rates & Annual Charges

Charges as per Council's Revenue and Pricing Policy

The increase in property numbers from 26,132 in 2011/12 to 26,580 in 2012/13, together with the Rate peg increase of 3.4% added \$1.3M to operating revenue. Rates outstanding increased from 5.9% to 7.2% which is outside Council's target of rate arrears of 6% or lower. The NSW average across all Councils in 2010 was 6.2% - (comparative rate arrears data is no longer maintained by the Department of Local Government). An ongoing program of debt recovery is in place to reduce the level of rate arrears, noting that the tough economic environment is contributing to some ratepayers experiencing difficulty in paying their rates accounts.

User Charges and Fees

Where the user of the facility pays a fee for its use

Revenue from user charges and fees increased by 9.3% for 2012/2013 financial year. An increase in volume based revenues for sewerage has been the main contributing factor to this variation. Airport income increased by 46%, primarily due to receiving a one off security screening contribution of \$684K. Private works income increased by \$337K for 2012/2013 due to the construction of a roundabout for Charles Sturt University at its Boorooma Campus.

Interest & Investment Revenues

Income received from Council's investment portfolio and other loans that Council makes to community groups.

Council's return on investments fell by approximately 1.5% compared with 2011/2012, which was forecast as a result of softening interest rates. Fair valuation movements in investments held was an increase of \$819K on 2011/2012.

Other Revenues

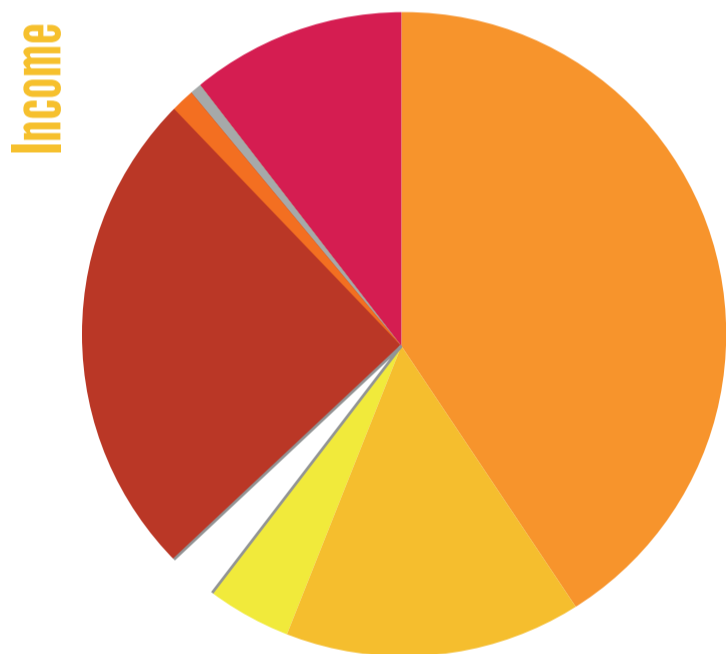
Other Revenues increased by \$313,000 during 2012/2013. Increased revenue included \$102,000 for traffic infringement income and an additional \$115K for rental income from both investment and other Council properties.

Grants & Contributions

Grants & Contributions have decreased by \$7.49M (16%) during 2012/13 which was primarily due to a higher level of funding in 2011/2012 for Natural Disaster Grants for storm damage repairs to infrastructure assets damaged in three (3) different flood and storm events for the City in 2011 and 2012.

Private Works Section 67

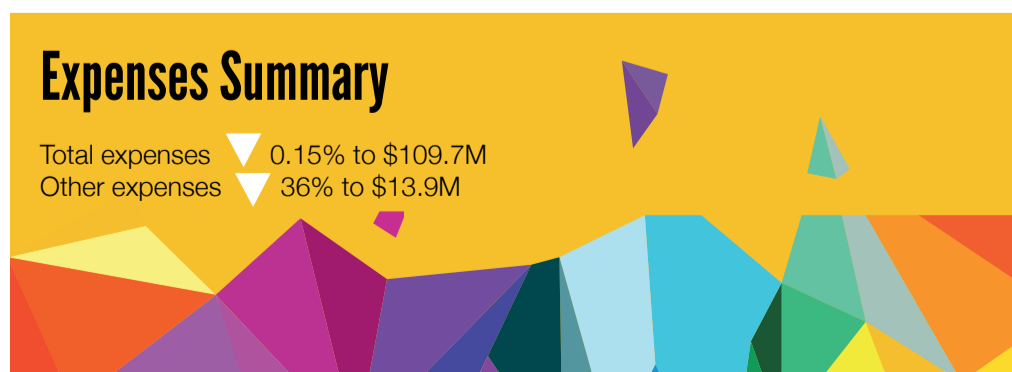
Resolutions made under Section 67 concerning works carried out on private land. There were no resolutions made under section 67 concerning work carried out on private land during 2012/2013.



- Rates and Annual Charges (\$50,485,000)
- User Charges & Fees (\$20,021,000)
- Investment Revenues (\$4,988,000)
- Other Revenues (\$4,389,000)
- Grants & Contributions - Operating (\$22,318,000)
- Grants & Contributions - Capital (\$14,765,000)
- Profit from Disposal of Assets (\$0)
- Profit from interests in Joint Ventures (\$125,000)

Expenses

Costs associated with Councils operation



- Employee Benefits & On-Costs (\$39,379K)
- Borrowing Costs (\$4,041K)
- Materials & Contracts (\$31,795K)
- Depreciation & Amortisation (\$18,997K)
- Impairment (\$0K)
- Loss from Disposal of Assers (\$1,583K)
- Other Expenses (\$13,923K)

The main decrease in expenditure for 2012/2013 related to a decrease in the amount of reinstatement works completed on infrastructure assets as a result of the flood and storm events of 2011 and 2012.

Employee Benefits & On-Costs

Cost associated with wages and entitlements of staff

Total employee costs increased by \$884K (2.29% increase) for 2012/2013. The key contributing factor was an award increase in July 2012 of 3.25%. Council's full time equivalent (FTE) workforce fell by 10 FTE's during the year to 466 FTE's.

Materials & Contracts

Costs associated with goods and services supplied to Council under contract

Council entered into a number of contracts for 2012/2013 financial year. These arrangements included contracts for services such as the Boorooma /Farrer Road roundabout construction. The total costs to Council for materials and contracts of \$31.8M was 20.8% higher than in 2011/2012. Costs related to the Tarcutta Street Gasworks remediation project increased by \$1.9M in 2012/2013 as the project went into full implementation mode.

Depreciation & Amortisation

How much a particular assets value has been used up

Depreciation is a non-cash expense that reduces the value of an asset over time due to wear and tear, ageing of an asset or obsolescence. The depreciation rates are set out in Note 1 of the Financial Statements. In 2013 Council reviewed the condition of its infrastructure assets to accurately reflect their depreciation expenses.

Other Expenses

The detailed notes to the Financial Statements provide information on other expenses. Major items included in other expenses this financial year include \$8.97M for reinstatements of flood damage and infrastructure and a reversal of part of the provision for Tarcutta Street Gasworks Rehabilitation and Sewer Remediation for 2012/2013 of (\$3.6M).

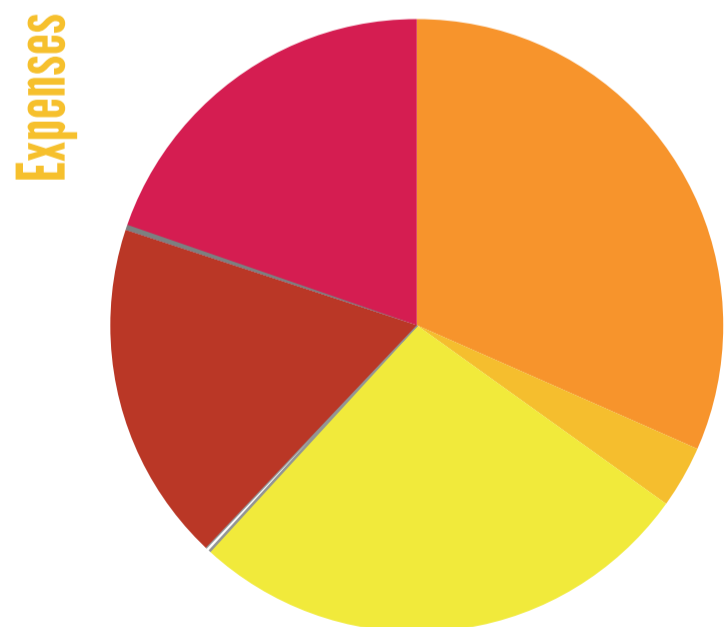
Senior Staff Expenses

The total remuneration packages comprise of salary, superannuation and motor vehicle entitlements.

General Manager - \$286,714.25 Directors - \$974,967.69

In March 2013, General Manager Phil Pinyon, attended the "Local Government Chief Executive Officers Group Conference" in Whangarei, New Zealand. The conference ran from the 6-8 March, and was focused on the topic of "Sustainability of Smaller Communities".

Council Costs	Amount \$
Conference Registration	\$300.00
Flights	\$533.11
Accommodation	\$ 468.00
Hire Car	\$202.94
Total Cost	\$1,504.05



Financial Expenditure	
During 2012/2013 Council delivered the following services for every \$100 spent:	
Category	\$ for every \$100
Capital works priorities	28.81
Roads, Bridges and Footpaths	15.18
Sewerage Service	13.44
Recreation and Culture	10.88
Waste Service	5.70
Planning and Building Control	3.75
Community Services	2.78
Airport	2.62
Health	2.60
Livestock Marketing Centre	2.25
Libraries	1.64
Public Order and Safety	1.58
Halls, Galleries & Museums	1.42
Drainage	1.37
Environment	1.35
Economic Development	0.99
Governance	0.90
Emergency Services	0.85
Street Lighting	0.75
Public Cemeteries	0.67
Animal Control	0.30
Public Conveniences	0.17
Total	\$100.00

Mayoral Donations	
Beneficiary	Amount
Royal Far West	100.00
Black Dog Insititute	100.00
Waiving of Hire Fees at Paramore Park	165.00
MS Australia	90.91
Total	\$445.91

Section 356 Donations Summary 2012/2013		
Beneficiary	Purpose	Amount
Olivia Frazier	Developing Personal Excellence Grant	300.00
Anglicare Youth & Family Services	Community Development Grant	612.00
Ashlee Sutherland	Developing Personal Excellence Grant	2,500.00
Australian Breastfeeding Association	Community Development Grant	232.00
Be The Change - Wagga Wagga	Sustainable Environment Grant	1,000.00
Climate Rescue of Wagga Inc.	Sustainable Environment Grant	2,000.00
Country Womens Association Tarcutta Branch	Neighbourhood/Rural Village Grant	165.00
Currawarna Recreation Reserve Committee	Neighbourhood/Rural Village Grant	509.58
Estella Progress Association	Rural Halls Grant	1,875.00
Harry Holbrook	Developing Personal Excellence Grant	500.00
Henschke Out of School Hours Care	Rural Halls Grant	3,000.00
Humula Public School	Rural Halls Grant	681.82
Ifinc Incorporated	Arts and Cultural Grant	2,600.00
Matt Olsen	Arts and Cultural Grant	2,500.00
Jaiden O'Brien	Developing Personal Excellence Grant	500.00
Jessica Nosworthy	Developing Personal Excellence Grant	500.00
Joshua Nosworthy	Developing Personal Excellence Grant	500.00
Koorungal Casual Childcare Centre	Family Day Care Subsidy	4,545.45
Koorungal Casual Childcare Centre	Family Day Care Subsidy	4,959.09
Ladysmith Memorial Hall Trust	Neighbourhood/Rural Village Grant	110.00
Lymphoedema Support Group	Community Development Grant	123.64
Mangain Community Centre Committee	Neighbourhood/Rural Village Grant	480.00
Mangoplah Cookadina United - Eastlakes Football Club	Community Development Grant	1,416.00
MS Australia Wagga Wagga Branch	Neighbourhood/Rural Village Grant	3,000.00
North Wagga Residents Association	Rural Halls Grant	3,000.00

Section 356 Donations Summary 2012/2013 (continued)		
Beneficiary	Purpose	Amount
Parkinson's Support Group Wagga Wagga	Neighbourhood/Rural Village Grant	3,000.00
Possums Playground Child Care Centre	Family Day Care Subsidy	9,090.91
Presentation Sisters Wagga Wagga - Erin Earth	Sustainable Environment Grant	2,000.00
Regional Heritage Transport Association Junee	Rural Halls Grant	996.86
Riverina Community College	Neighbourhood/Rural Village Grant	3,000.00
Riverina Community College	Arts and Cultural Grant	2,400.00
Riverina Community College	Arts and Cultural Grant	2,400.00
Mary Lange	Arts and Cultural Grant	2,600.00
Riverina Conservatorium Of Music	Annual Sponsorship	8,727.27
Riverina Summer School of Strings	Annual Sponsorship	2,500.00
Rotary Club of South Wagga	Arts and Cultural Grant	2,000.00
Rotary Youth Driever Awareness Aust Ltd	Community Development Grant	648.00
RSPCA Australia Inc	Sustainable Environment Grant	2,000.00
Save the Children Australia	Neighbourhood/Rural Village Grant	2,100.00
Save the Children Australia	Neighbourhood/Rural Village Grant	300.00
Save the Children Australia	Neighbourhood/Rural Village Grant	1,500.00
Save the Children Australia	Neighbourhood/Rural Village Grant	900.00
Save the Children Australia	Neighbourhood/Rural Village Grant	1,500.00
Save the Children Australia	Neighbourhood/Rural Village Grant	900.00
Save the Children Australia	Neighbourhood/Rural Village Grant	300.00
Save the Children Australia	Neighbourhood/Rural Village Grant	900.00
Save the Children Australia	Neighbourhood/Rural Village Grant	1,200.00
Save the Children Australia	Neighbourhood/Rural Village Grant	600.00
Save the Children Australia	Neighbourhood/Rural Village Grant	1,500.00
Schizophrenia Fellowship of NSW	Neighbourhood/Rural Village Grant	2,600.00
St Johns Ambulance	Neighbourhood/Rural Village Grant	3,000.00
Tarcutta Bowling Club	Rural Halls Grant	3,000.00
Tarcutta Branch CWA	Rural Halls Grant	3,000.00
Tarcutta Progress Association	Rural Halls Grant	3,000.00
Technical & Further Education Commission T/as TAFE NSW	TAFE Scholarship	5,000.00
The Forrest Centre	Neighbourhood/Rural Village Grant	3,000.00
The Northcott Society	Neighbourhood/Rural Village Grant	2,000.00
Tumba Rail	Rates Donation	524.90
University of New South Wales	Annual Scholarship	2,500.00
Uranquinty Progress Association	Rural Halls Grant	2,727.27
Wagga Autism Support Group Inc	Neighbourhood/Rural Village Grant	2,705.00
Wagga School Of Arts Community Theatre	Annual Sponsorship	2,272.73
Wagga Wagga Art Prize Inc	Arts and Cultural Grant	2,000.00
Wagga Wagga Art Society Inc	Arts and Cultural Grant	3,000.00
Wagga Wagga Breast Cancer Group	Neighbourhood/Rural Village Grant	3,000.00
Wagga Wagga Business Chamber	Annual Sponsorship	15,000.00
Wagga Wagga Cake Decorators Guild	Arts and Cultural Grant	1,000.00
Wagga Wagga Eisteddfod Society	Annual Sponsorship	3,000.00
Wagga Wagga Handweavers & Spinners Guild	Arts and Cultural Grant	1,000.00
Wagga Wagga Riverina Lapidary Club Inc	Arts and Cultural Grant	3,000.00
Wagga Wagga Rover Crew	Neighbourhood/Rural Village Grant	1,695.00
Wagga Wagga Soc of Model Engineers Inc	Neighbourhood/Rural Village Grant	3,000.00
Zone 12 Pony Club	Community Development Grant	1,800.00
Total		\$163,497.52



ONE.

A Participatory Democracy and Decisive Leadership



DOWNLOAD ME.

Meet Ruby & Oliver

When Council went searching for an innovative name for the new Community Strategic Plan, Ruby & Oliver were perfectly suited for the job; Ruby & Oliver were the most popular baby names in Wagga Wagga in 2011, this generation of children represent our future. The Community Strategic Plan is a plan for the community by the community and it was crucial that this document reflected the community's vision for the future. The Community Strategic Plan is not only for the youth of the city though; these names have familiarity across generations, making them relatable to all members of the community.

Ruby & Oliver go to our schools, we work with them and they are the seniors in our community who have led the way. Ruby & Oliver are the communities vision for the future.

Not only was the Community Strategic Plan given a new identity, it also adopted a new engagement plan. Council wanted to make sure as many community members as possible were involved in the creation of this important plan. Council moved away from its traditional methods of holding public forums to attending already established community events and establishing a new website where news articles, photos and forums are updated on a regular basis. This ensured Ruby & Oliver was available for community contributions all day, every day.

We spent some time with the Project Manager for Ruby & Oliver and she happily answered some of the most frequent questions she receives in relation to this plan.

What is the Community Strategic Plan?

The Community Strategic Plan is a plan by the community, for the community. It defines what we need and want as a community now and in the future. The Community Strategic Plan includes measures and indicators so that we can track progress towards the identified goals.

What have been the major changes in the new community engagement methods used in this project?

Our goal for the community consultation for this project was to go to the community, instead of asking them to come to us. This was important to us as we wanted to give recognition to the fact that community members are busy and don't always have time to attend specific consultations. It also allowed us to contribute to the events we attended in a range of ways.

We have done a lot of work around contextualising engagement activities to make the consultation fun for those contributing. A great example of this is the Fusion12 festival where we had a community wishing tree. We used the colours of the festival for tags, community members wrote their wish for the community on the tags and tied it to a tree. It was visually spectacular and we received over 150 contributions. These were then used in the development of the Plan.

The consultation for Ruby & Oliver is ongoing so we can ensure that the plan stays current and reflects any changes in the community's vision for the future.

How many people have contributed to the creation of the new Community Strategic Plan?

With a combination of visits to the Ruby & Oliver website and the 14 events attended this year, council has collected around 1,400 responses from community members which have been used to shape the direction of the new Community Strategic Plan.

How do we know if we have been successful in achieving the objectives in the plan?

When designing the plan, we ensured that baseline data was recorded for the measures and indicators. This is crucial as it provides us with a clear indication of where we started and means we can track our progress against the data. Council's End of Term Report is produced every four years outlining progress against each goal.

You said it was a community plan not a council plan, so who is responsible for achieving the outcomes set out in the plan?

Some measures in the Plan are directly related to Council, but as a whole everyone is responsible for achieving these outcomes. In most cases not one agency, person or program can change an outcome, but together they can all contribute.

Where can we find out more information about the project and how we can contribute?

More information can be found at yoursaywagga.com.au/rubyandoliver. This website has information about the new Community Strategic Plan, updates, stories and community members can register to get involved.

yoursaywagga.com.au/rubyandoliver

Media and Communications

The Media and Communications team plays an integral role in ensuring that Council meets its commitment to encourage the community to be engaged, involved and informed about decisions that impact them.

The team drafts, designs and implements a range of communication material for use in local media, Council websites, advertising, community engagement and consultation opportunities as well as communication direct to residents including social media and printed material.

The team is passionate about increasing meaningful engagement opportunities with Council for all the community – young, old, online and face to face – to ensure the direction of Council is reflective of community needs and aspirations.

During 2012/2013 in addition to traditional communication activities and recognising the growing preference to communicate with Council online, the team increased Council's presence in the online space by sending over 1,000 tweets to an ever growing audience and attracted nearly 22,000 visits to participate in online engagement activities via www.wagga.nsw.gov.au/yoursay.

The team continued to create events and activities to involve the community including Little Big Day Out's 10th birthday celebration, a complete reworking of the Regenerate Youth Festival based on community feedback and Waggafest's artistic celebration of the City Brand.



Historic Flood Marker

The 2012 floods had a strong impact on the entire Wagga Wagga area, leaving hundreds of homes and properties inundated. To commemorate the one year anniversary of this flood event, the Media and Communications team designed and installed a historic flood marker within the Hampden Bridge amphitheatre on the banks of the Murrumbidgee River.

The flood marker depicts the various flood heights for selected flood events from 1950 to 2012 and provides residents and visitors with a visual reference to the City's past flooding events. Being located on the Murrumbidgee River floodplain means that flood events are a significant part of our community's past and future.



WATCH ME.



Wagga WaggaFest

Wagga WaggaFest is an annual short film competition that began in 2011. The aim of the festival is to encourage the community and visitors alike, to share their unique Wagga Wagga story through film. Wagga WaggaFest aims to cultivate and support local talent, create partnerships, build community connections and promote Wagga Wagga whilst raising awareness of the Wagga Wagga Brand.

Council developed and introduced the brand for the City in 2010. The brand is separate and distinct from the Council's own branding and is for use across the community. Its imagery represents the hundred little things that make Wagga Wagga a great place to live, work and play. As custodians of the City Brand, Wagga WaggaFest is one of the many ways Council works to develop and nurture the brand within the local and wider community and encourage its use.

The winner of the Animation Category submitted her Wagga WaggaFest entry, Rosie O'Rosey's Big Speech, into the national Aurora Short Film Festival. The tall tale about the Queen of England's visit to Wagga Wagga in 1954, used references to the City's sister cities, local landmarks and great sporting heritage. Rosie O'Rosey's Big Speech, was successful in taking out the critics' choice award and in turn, spread Wagga Wagga's unique story and promoted the city even further afield.

The winner of the Open Category made his first ever film about his family's experience living through the floods in North Wagga. He went on to purchase a projector with the prize money and plans to share his love of film via organised film nights with his local community. In addition, Wagga WaggaFest provided him with the opportunity to make a connection with another local film maker and they have since collaborated to produce an entry into the Woodland Film Festival.

The winner of the Under 18 Category used his entry as a portfolio piece in his successful application for enrolment into National Institute of Dramatic Art (NIDA).

Extra recognition for the project's success was winning Local Government NSW's RH Dougherty Awards for 2012, a category of the Local Government Week Awards, highlighting excellence in communication and reporting to local communities by councils.

Good Governance

Good governance ensures that the activities and operations of Council are conducted in accordance with the principles of legal compliance, probity, transparency and accountability. One of the operations of the Corporate Governance Division is the management of the general public's access to government information.

Under the Government Information (Public Access) Act 2009 (GIPA Act), Council received and assessed nine (9) formal applications for information. For the same period, Council received in excess of 1,250 informal applications. These applications are in addition to information readily accessible by the community via Council's website.

Other highlights from the Governance area for the 2012/2013 financial year include:

- Facilitation of Local Government Election activities
- Roll out of GIPA and Privacy training to all staff
- Built over 150 business papers
- Submitted over 400 advertisements in local papers

Internal Audit

Council's overall good governance includes an effective internal audit function. The Internal Audit team are a separate unit independent from Council's directorate structure and report through the General Manager to the Audit and Risk Committee.

The independence, objectivity, skills and knowledge of the Audit and Risk Committee add significant value to Council's internal and external reporting, risk management activities, internal and external audit and compliance. This helps to provide assurance to Council and management that Council is operating both effectively and efficiently.

Council Incurred Legal Expenses by Category	Actuals
Legal Expenses - Capitalised Project Costs	\$227,668
Legal Expenses - Planning and Development	\$102,538
Legal Expenses- Debt Recovery	\$99,910
Legal Expenses - Contractor and Consultancy	\$26,608
Legal Expenses - Other	
-Tarcutta St Gasworks	\$147,539
- Infrastructure Services	\$89,068
- Economic Development and Property	\$40,792
- Environment and Community Services	\$30,735
- People and Culture	\$28,633
- Airport Operations	\$23,553
- Corporate Services	\$8,876
- Councillors	\$7,543
- Other Various	\$15,926
Total Legal Expenses 2012/2013	\$849,389



Above: Team Leader Customer Service, serving a customer at the Civic Centre customer service counter.

Customer Service

The Customer Service team is the face of Council. Daily the team provides an extensive range of services, all with the aim of assisting both external and internal customers to find a solution to any query.

During the 2012/2013 financial year the team processed 12,555 receipts, logged 10,374 customer requests, processed 2,883 applications and handled a staggering 48,776 calls, all while undertaking daily administrative duties and key projects to ensure the centre always runs at peak performance.

The Customer Service team was responsible for many initiatives this year that were aimed at improving Council's service delivery such as the facilitation of surveys to track performance and customer satisfaction and the running of National Customer Service Week, in which Customer Service aim to highlight the benefit of quality customer service.

Another major focus for the team this year was the ground work for the commencement of web chat and web call that will enable Council to communicate with the community online. This process is due to commence in November 2013.

Community Engagement

Council's online community engagement hub, Your Say Wagga is where residents can go to be involved in community decisions that affect them.

Council has developed this hub to provide a gathering point for community discussion and feedback on projects, services and policy direction that will shape our City into the future.

Council wants to include the expertise, skill and experience from within the community when making decisions and recommendations.

Council projects and planning can directly or indirectly influence matters that affect the lives of the community members, so the hub provides an opportunity for residents to provide input on such issues at a time suitable to them.

More community participation will assist in the process of fair, representative and informed decision making.

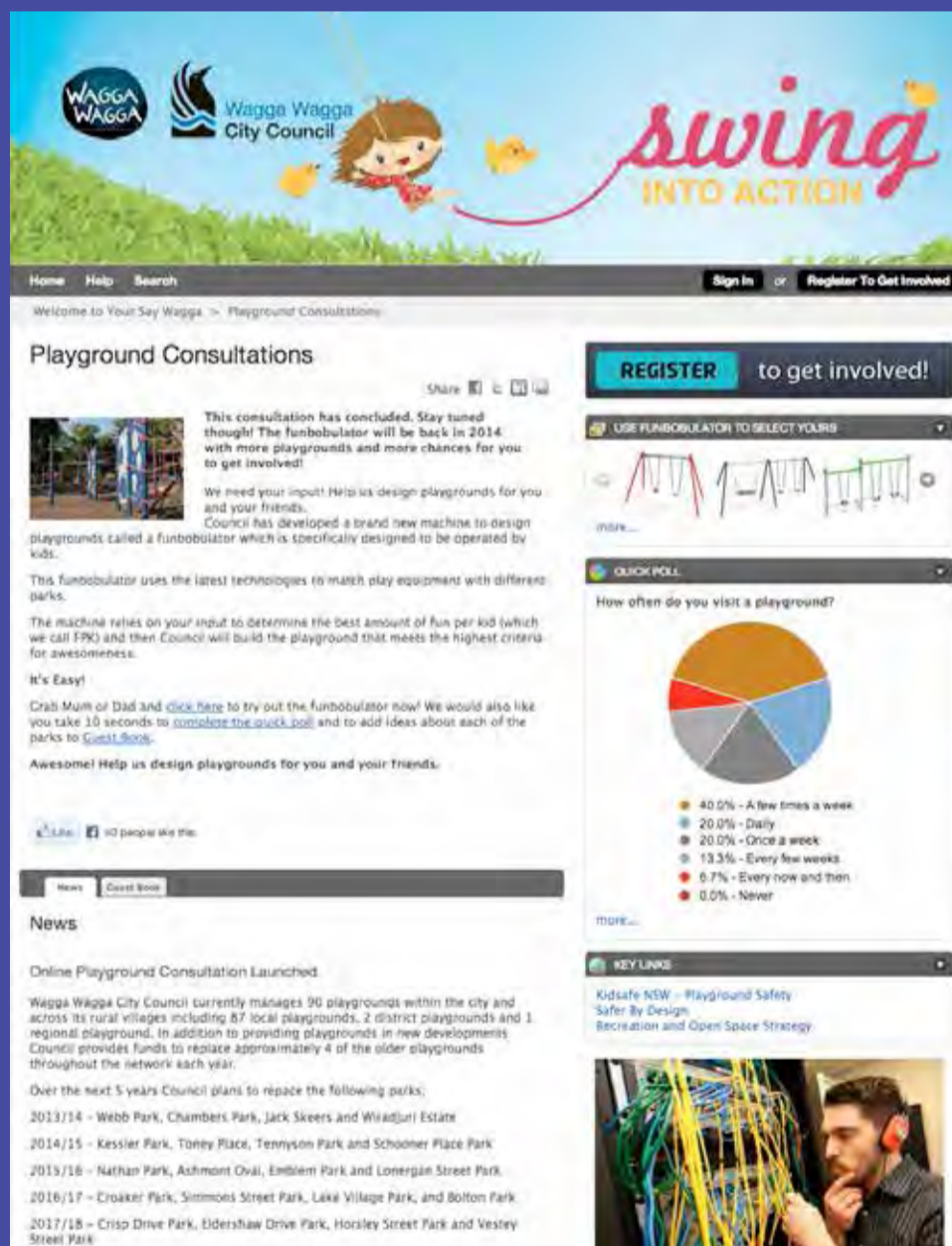
Council regularly hosts consultation projects online ranging from larger ongoing projects such as FloodFutures and the Tarcutta Street Former Gasworks Remediation project, to targeted calls for feedback on items such as the review of Council's Heritage Study and Swimming Pool Safety Policy.

Nearly 7,500 people have visited Your Say Wagga over 22,000 times, downloading 10,800 documents.

Your Say Wagga is just one tool in Council's Community Engagement Strategy, all of which confirm Council's strong commitment to providing avenues for ongoing communication between Council and the community.

Council is continuing to increase the ways in which it can engage with the community, to ensure we have a relevant, inclusive and effective method for obtaining community input and feedback.

wagga.nsw.gov.au/yoursay



Procurement

The Procurement team is responsible for Council's fleet management, purchasing and contracts functions. Highlights for the procurement team during 2012/2013 financial year, include the purchase of almost \$3M of motor vehicles and plant equipment. The major purchases were a new Riverina Rural Regional Library Trailer, Prime Mover combination and two new Motor Graders. The team processed 30 contracts and 48 major quotations, an overall increase on the previous year.

This year the implementation of an electronic plant hire system by Wagga Wagga and a partner Councils was extended. Many councils hire external plant to augment their core plant fleet during high levels of activity, or to secure the use of plant that is too specialised for the Council to own.

The business relationship between Council and a supplier is initiated by a tendering process and then contractors are managed by a spreadsheet listing, telephone, purchase order and facsimile; it is a well established process. The electronic plant hire system eliminates much of the processing and paperwork and does not require a specialist administrator of Contractor Management.

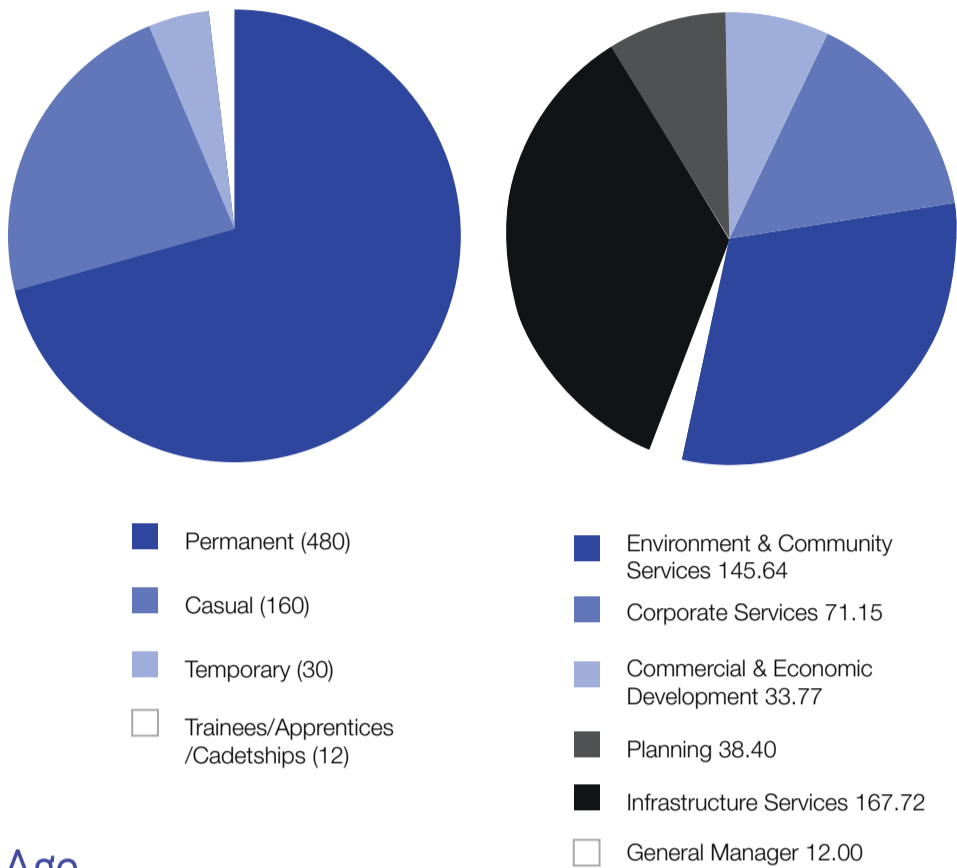
The software accepts the offers, allows the contractors to be ranked according to best value and has all the necessary contact details for easy engagement of the preferred contractor by either SMS or email. It involves the facilities for users of hired plant to access the performance of contractors and their equipment at the completion of each job.

Contracts 2012/2013				
Contract No	Title	Contractor Appointed	Contract Type	Amount of Contract
2012/013	Tarcutta Street Gasworks Remediation	Enviropacific Services Pty Ltd	Lump sum	\$7,174,353
2012/049	Jubilee Park amenities construction	Burton Constructions Pty Ltd	Lump sum	\$256,883.00
2012/033	Exclusive rights advertising on bus shelters	Cawthorne Pty Ltd	Schedule of rates	\$60,000
2012/041	Provision of cattle delivery services	Bourlet Pty Ltd	Schedule of rates	\$708,621.45
2012/020	Kerb and gutter and associated works	Damien Elliot T/a Elliot's Concreting	Schedule of rates	\$318,736.00
2012/050	Winning and crushing of gravel	Milbrae Quarries Pty Ltd, Rocky Point Quarries Pty Ltd, Sydney Quarry and Haulage Group Pty Ltd	Schedule of rates	\$4,667,907
2012/051	Sprayed bituminous surfacing	Bitupave Pty Ltd	Schedule of rates	\$15,165,085
2013/006	North Wagga levee reconstruction	D & L McCallum Pty Ltd	Lump sum	\$481, 893.59
2013/004	Provision of traffic control services	Dialtone Pty Ltd, Riverina Traffic Services Pty Ltd	Schedule of rates	\$1,233,450
2013/008	Rehabilitation of gravity sewer mains in Cook and Urana Streets	Keoghs Plant Hire Pty Ltd	Lump sum	\$676,795.50
2013/508	Supply of excavator	CJD Equipment Pty Ltd	Lump sum	\$261,360
2012/009	Supply of electricity-small sites	Origin Energy Pty Ltd	Schedule of rates	\$1,140,000
2013/003	Cleaning of public conveniences	International Cleaning Services Australia	Schedule of rates	\$501,189.73
2013/002	Supply of ready-mix concrete and associated products	Hanson Construction Materials Pty Ltd	Schedule of rates	\$588,189.73
2012/027	Higgins Avenue reconstruction	Burgess Earthmoving Pty Ltd	Lump sum	\$887,503.10
2013/001	Supply of road pavement materials	Bald Hill Quarry Pty Ltd, Burgess Earthmoving Pty Ltd, Milbrae Quarries Pty Ltd, Rocky Point Quarries Pty Ltd, Sydney Quarry & Haulage Group Pty Ltd and Turners Excavations Pty Ltd	Schedule of rates	\$4,093,987.50
2012/045	Windamarra Road bridge over Tarcutta Creek	Bridge & Civil Pty Ltd	Lump sum	\$885,500
2013/005	Co-generation Oasis Regional Aquatic Centre	Simons Green Energy Pty Ltd	Lump sum	\$431,027.30
2012/043	Hampden Bridge demolition	Southern Cross Demolition Pty Ltd	Lump sum	\$1,881,000.00
2013/013	Supply of memorial plaques	Arrow Bronze and Phoenix Foundry Pty Ltd	Schedule of rates	\$330,000
2013/018	Tumbarumba Road and Humula Eight Mile Road intersection	Excell Gray Bruni Pty Ltd	Lump sum	\$924,616
2013/023	Concrete works at Bolton Park and Henwood Park Skate Parks	Stephen Lawrence Constructions Pty Ltd	Lump sum	\$207,323.60
2013/025	Provision of Legal services	Lindsay Taylor Lawyers, Marsdens Law Group, Wishire Webb Staunton Beattie, Bradley Allen Love, Maddocks Lawyers, Commins Hendriks, Williamson Legal	Schedule of rates	-
2013/533	Supply of prime mover truck	Wagga Motors Pty Ltd	Lump sum	\$234,289.00
2013/022	Supply of signs and associated hardware	HJD Industries Pty Ltd	Schedule of rates	\$364,585.56
2013/017	Supply of bulk automotive fuel	Tasco Inland Australia Pty Ltd	Schedule of rates	\$4,829,256
2013/020	Provision of banking and bill payment services	National Australia Bank Pty Ltd	Schedule of rates	\$978,258.00
2013/019	Provision of audit services	J. Bradley and I.D. Brooks and C.M. Wagner and WHK PTY LTD (trading as Crowe Horwath Auswild)	Schedule of rates	\$385,440
2012/030	Byrnes Road shoulder widening	Ladex Construction Group Pty Ltd	Schedule of rates	\$257,471.50
2013/021	Bulk supply CO2	BOC Limited	Schedule of rates	\$118,500

Note: Schedule of rates contract figures can include the total contract value over multiple years.

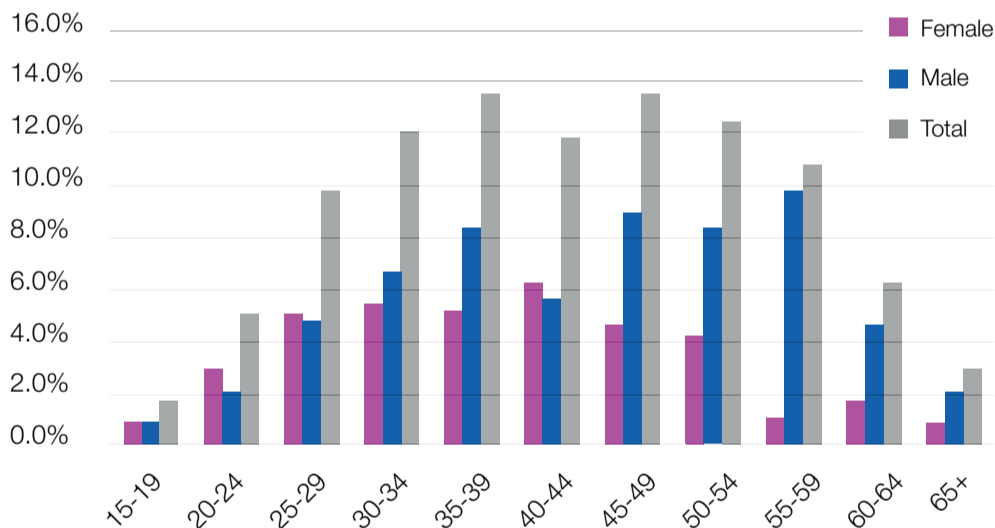
Our People

Council's total workforce represents 2.2% of the total workforce within the Wagga Wagga Local Government Area. Council employs 680 people including 480 permanent (full time and part time), 160 casual and 30 temporary staff members (figure 1). Council is also host to 9 Trainees and Apprentices and maintains 5 Cadetships in its permanent workforce. Council's Full Time Equivalent (FTE) is 468.68 (figure 2).



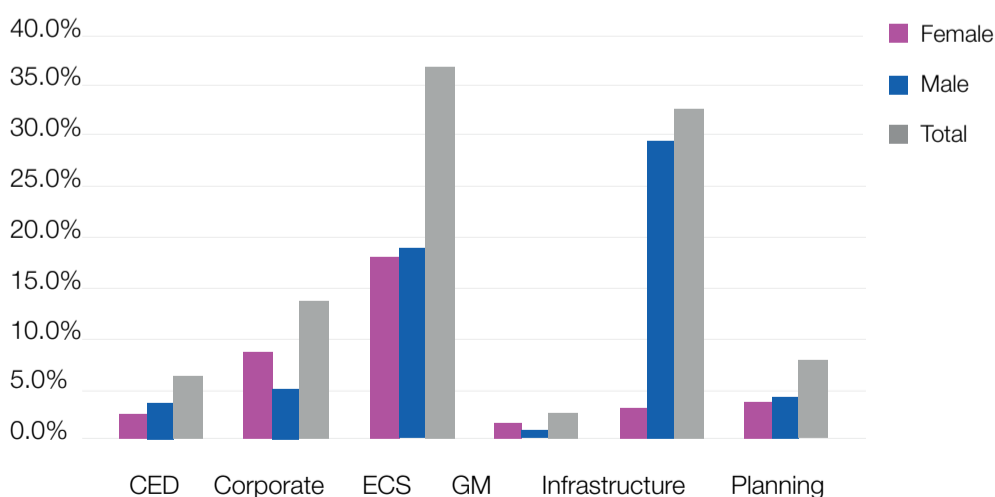
Age

Council's workforce is fairly evenly spread across six main age groups (figure 3). The 30-39 age group makes up 25% of the workforce, the 40-49 age group makes up 25% of the workforce, and the 50-59 age group makes up 23% of the workforce. Over 32% of Council workforce is aged over 50 years, with 30 employees over 60 years and 14 employees over 65 years.



Gender

Council's total workforce is made up of approximately 38% female employees and 62% male employees. Gender bias for both male and female employees is fairly evenly spread across the administration and environmental and community services areas. Typically, male employees are predominant in engineering, operational services and parks and recreation services. The ratios are mainly historically driven and associated with the functions traditionally performed in those areas (figure 5).

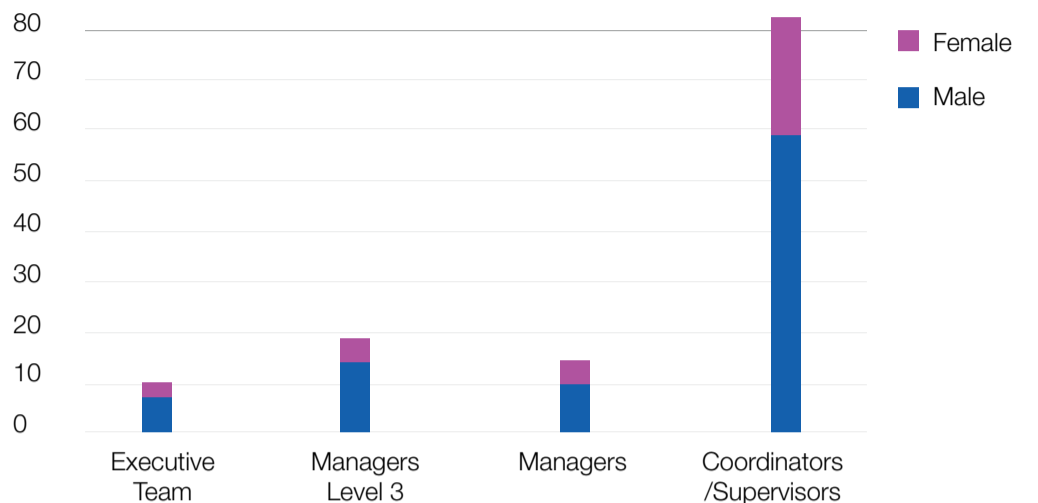


Diversity

Council is committed to achieving equal employment opportunity (EEO) for all employees, as a means of increasing its effectiveness and recognising the true potential of its staff. Council recognises the many organisational and community benefits which flow from promotion and implementation of effective EEO management practices and seeks to broadly reflect the diversity of the local community within its workforce.

Council's EEO Management Plan 2011-2014 details the requirements for reporting on activities to implement EEO initiatives. The intent of the Plan is to promote: equality of opportunity for all employees in accordance with legislative requirements; universal respect for employees and for the people with whom Council has a relationship, the celebration of social and cultural diversity and a workplace free of harassment, discrimination and bullying.

The focus areas of Council's EEO Management Plan also include a number of initiatives addressing women's participation in local government. Council's gender distribution of employees in supervisory and management positions, is shown in figure 6. Currently women in Council's Executive Team and in Level 3 Manager positions make up 20% of this group (figure 7).



People and Culture

The People and Culture division strive to deliver a workforce that is affordable, capable, productive, adaptable and effective, and provides good value to the community.

The role of the People and Culture team is to:

- Attract, develop and retain skilled, motivated employees
- Plan and manage human resources cost effectively

A number of Council's key strengths include a workforce that is:

- Engaged and would recommend Council as a great place to work
- Customer focused and considers the needs of customers
- Committed to teamwork
- Building a strong culture of zero harm

Key objectives and focus areas that the People and Culture Division have been working to achieve this year include:

- Strategic partnerships
- A safe, healthy and productive workforce
- Workforce Planning
- Leadership and development
- Innovation and continuous improvement

Strategic Partnerships

Council's People and Culture division has continued to work across all areas of Council, to build relationships, in order to get the best out of staff to meet the organisations operational needs.

Key Strategies

- Provide systems to facilitate employee engagement
- Build strategic business partnerships with our client groups
- Integrate People and Culture activities with divisional business needs through provision of consultation and partnerships
- Increase accessibility of People and Culture information across Council
- Improve organisational human resource capability

Safe, Healthy and Productive Workforce

Council has conducted an extensive review of its Workforce Health and Safety (WHS) systems, policies and the processes for the management of health and safety and has completed a significant amount of work in implementing a new safety management system that:

- Complies with the legislation
- Complies with the Australian Standard AS4801
- Promotes safety leadership and the adoption of a safety first culture
- Incorporates consultation, communication and risk management as a benchmark
- Incorporates work health and safety into everyday operations through business planning and decision making
- Promotes healthy lifestyles and the early return to work of injured workers

Key projects completed include:

- Training provided to WHS stakeholders on legislative changes with specific briefings on Due Diligence and Duty of Care requirements for senior management

- A WHS System Project Plan developed with priorities identified
- A WHS team formed from within the People and Culture Division
- A WHS Management System developed and aligned with standards
- A WHS system branding developed and promoted
- Integration of WHS into corporate planning and decision making processes
- Return to work and injury management system updated in line with legislative changes



Above: Workplace Health and Safety inspections being carried out by People and Culture Graduate, Shane Gilltrap and People and Culture Officer, Lisa Frow.

Health and Wellbeing

Council has continued to offer a range of health and wellbeing initiatives to staff including:

- Gym and swim membership payment schemes
- Bicycle User Group
- Flu vaccinations
- Flexible working hours
- Participation in the Blood Bank Challenge

Employee Assistance Program

Council's employee assistance program continues to be offered to Council staff. This program provides access to a confidential counselling service to all staff and their immediate families.

Workforce Planning

Council's 2013-2017 Workforce Plan was developed in consultation with all staff. The Workforce Plan optimises the use of Council's workforce and ensures resources are in place and well managed to deliver on Council's Delivery Program. Simply put, the Workforce Plan ensures Council has the right people in the right jobs at the right time.

Council's key areas of focus for the future include succession planning, skills gaps, ageing workforce, technological changes and identification of workforce priorities in the effort to attract and retain specific professional groups. These key focus areas will assist Council to maintain a qualified and capable workforce able to meet the needs of the community.

Learning and Development

Staff Training – Work Health & Safety

Council provided a number of courses for staff, management and contractors regarding Work Health and Safety. As at January 2011 the Work Health and Safety Act was amended and as a result businesses throughout Australia were affected. Council as an employer has a responsibility to its staff to be made aware of these changes and therefore had a major focus on providing training to ensure staff members are aware of their obligations and Council is compliant with the legislative requirements.

- Directors and Divisional Manager sessions facilitated by Sparke Helmore covered WHS legal obligations, due diligence and duty of care
- Facility Managers also had separate specific sessions on the WHS legislation application to their facilities which focused on questions and problem solving
- All staff were taken through sessions about changes to the act, their roles and responsibilities
- Contractor information sessions focused on compliance with legislation and Council's requirements
- Volunteer specific session covered WHS requirements and Council procedures
- Family Day Care (FDC) Educators had sessions on WHS and FDC requirements for safety
- Health and Safety Representatives completed Workcover accredited training as well as sessions on risk management and hazard identification
- Outdoor staff and supervisors completed Outdoor Site Safety session covering risk management, site safety inductions and moving plant

Young Leaders Conference 2013

As part of Council's Leadership Development Program, Learning and Development offered three sponsored placements at the 2013 NSW Public Sector Young Leaders Conference. The conference's aims and objectives are for young leaders' to reflect and focus on individual challenges and professional aspirations, future development of leadership skills and to provide a peer networking opportunity for staff.

E-learning

Council's New Employee Induction program sessions were launched in October 2013 via an e-learning module. Learning & Development prepared a comprehensive corporate overview of Council's business, operations, policies, safety, Councillors and Management. All new staff who commence with Council are required to be inducted using the module. These sessions are run on a fortnightly basis at Council's training centre. The program has been very successful with Learning & Development receiving positive feedback from staff. Learning & Development have embarked on developing future in-house courses for staff.

Local Government Managers Australia Challenge

With the success of the LGMA teams in 2012, Council entered another team in the Local Government Managers Association Challenge for 2013. The Challenge focuses on learning, addressing real industry themes and creating opportunities to improve leadership skills through a variety of set tasks. Although Council came equal fourth, the team's overall score total was 92.5/120, which was above the state team average of 86.8/120. In particular the team did extremely well in the pre-challenge task, rating a 9.5/10 with the state average being 7.3. Congratulations to the team.

Education Assistance

One of Council's initiatives is supporting and encouraging staff professional development. Under the Education Assistance scheme, staff members are provided an opportunity to undertake tertiary or accredited education courses for professional development and to progress their skills and knowledge within their field of expertise. In 2012 there were 65 staff undertaking tertiary education courses.

WHS Management System

Council has developed a new Work Health and Safety Management System to comply with the Australian Standard AS4801. This system has been designed to ensure Council meets its obligations under the new legislation and to meet our specific, very diverse operational needs. The system contains nine key elements. A branding package was developed in line with these elements to clearly separate and identify management system. System elements are Leadership, Consultation, Risk Management, Training & Development, Injury Management & Return to Work, Health & Wellbeing, Facilities Management, Recording & Reporting and Monitoring, Review & Continuous Improvement.

Calling Card

To facilitate better and more efficient communication between Council and community members, a Corporate Calling Card was developed. This was developed because of inconsistent methods being used to leave messages for residents, business owners and community groups when they were not at their home, business or other venue.

Consultation occurred with a range of concerned divisions in Council to capture how staff were leaving messages, what responses had been received by Council and suggestions for improvements from a corporate standpoint. Following this consultation the Corporate Calling Card was developed and this is now being used by a number of areas within Council. Council hopes this will assist community members to receive clear messages from Council when they are unable to meet staff on site.



TWO.

A Community with Health and Wellbeing

Parks and Recreation

During the 2012/2013 financial year, the Parks and Recreation team delivered a range of major projects while continuing to provide a high standard of maintenance activities across all Council facilities. Parks and Recreation look after 62 playing fields, 90 playgrounds, and 210 parks and reserves across Wagga Wagga. Some highlights of major projects undertaken throughout the year are listed below.

Botanic Gardens

A project was undertaken to implement a range of improvements at the Botanic Gardens site. This project involved the renewal of infrastructure at the Botanic Gardens and Zoo at a cost of \$200,000. The works included the sealing of the paths around the Rose Garden, the de-silting of two dams at the zoo, further de-silting of the creek system below the zoo, the replacement of adjacent paths and retaining walls and the planting of a new Cottage Garden.

Lake Albert

Extensive works were carried out at Lake Albert during the year with some still continuing, including repairs to the 5.5km long Lake Albert Walkway (completed in 2012). The work also included the remediation of Stringybark Creek as a result of storm damage to the creek infrastructure in March 2012 and erosion remediation works. Contractors completed the remediation of a 44m section of the lake foreshore across from the Wagga Wagga Boat Club at Bosley Memorial Park. This work included the installation of a geotextile shoreline protection system and backfilling and laying of turf. This solution will be considered for roll out to other erosion areas in future years.

The annual Lake Albert Community Forum at the Boat Club was held in July 2012 and again in April 2013, as part of Council's Community Engagement Strategy to disseminate current information on the Lake to the wider community and to receive regular feedback from the community. This engagement is supported by Council's website page for the Lake.

Equestrian Facilities

Construction of the warm up arena, access road, carparking and wash down bay were all completed during 2012. Ongoing works include the construction of day yards, office/amenities block and two sand arenas. These facilities are being designed to be used by the Wagga Wagga equestrian community and will enhance the existing equestrian facilities. This is a partnership project between Council and Charles Sturt University and involves the development of various equestrian facilities throughout Wagga Wagga.

Soccer Development Strategy

This year saw Council obtain \$1.1M in loan funds to implement the citywide Soccer Development Strategy which will see improved facilities for this sport across Wagga Wagga. The main development was an upgrade to field 1 at Rawlings Park including new drainage, irrigation, turf and an upgrade to the kiosk.

Wollundry Lagoon Landscaping

This project involved the development of a picnic area and significant revegetation works along The Esplanade at Wollundry Lagoon. Stage 1 works were completed in 2012 and included landscaping, turfing, new footpaths, installation of new furniture, signage, revegetation and a new model boat deck/launching ramp. Further works are proposed during 2013.

Robertson Oval-Bolton Park Upgrade

WATCH ME.

The Robertson Oval - Bolton Park upgrade was an \$8M project designed to provide significant improvements to facilities at this site. Robertson Oval works included a new oval playing surface, 500 lux lights, spectator mounds, upgrades to amenities, change rooms and a new public address system.

Bolton Park works included new lights at Oval 1 and a new turf cricket wicket. Seven new tennis courts were constructed at the Bolton Park Tennis Centre as well as the installation of new lights. A very successful opening took place on 28 February 2013 which was then followed in March with a successful hosting of the NAB cup in partnership with the Australian Football League. Other cultural and sporting events featured at the site included a cricket match for Wagga Crickets 20/20 competition, Nitro Circus and a "double header" AFL and Rugby League game on Anzac Day.



Oasis Regional Aquatic Centre

2012/2013 was a very successful year for the Oasis Regional Aquatic Centre as it continues to provide high quality aquatic recreation facilities and programs for the Wagga Wagga community with the centre hosting 306,636 visitors this year.

The Swim and Survive program continues to lead the region in the provision of swimming education and instruction. The year saw 5,234 enrolments in regular term programs and 177 enrolments in the intensive programs. The Oasis also played host to 29 school swimming carnivals over the course of this year.

The Oasis has also seen a number of capital improvements this year, with the installation of the gas fired co-generation plant leading the way. Significant savings will be generated through the reduction of the facilities reliance on the electricity grid. The centre has also installed 5 new grandstands and a permanent shade structure to improve spectator facilities around the outdoor 50 metre pool.

The Oasis hosted a number of key events, including the NSW Geoff Montgomery Diving Championship, the National Water Polo Championship and the Taskforce 72 model battleship regatta.

Environmental Health

A healthy environment is vital for a functional and vibrant society. The Environmental Health team is committed to providing educational programs and health services to the public of Wagga Wagga. Two services provided in this area over the past year have been the Food Safety and Compliance Calendar 2013 and Council's free Immunisation Clinics.

The Food Safety and Compliance Calendar, features practical advice about food safety, hygiene, food storage and handling. This Calendar forms part of Council's educational program that supports the continual improvement of food business premises, by ensuring high standards of hygiene in the food service industry.

Over the years the Calendar has been recognised by the NSW Food Regulation Partnership as a worthy initiative for the Food Surveillance Champions Award, presented by the Minister of Primary Industries. Since its inception, over 78 Councils across NSW have participated and benefited from Wagga Wagga City Council's Calendar project.

Another important service the Environmental Health team continues to offer our community, is free childhood immunisation clinics, that are delivered twice a month for children up to the age of 15 years. All vaccines administered to children are in accordance with the NSW Immunisation Schedule.

Routine childhood immunisation at the free clinics protects children against diphtheria, tetanus, whooping cough (pertussis) polio, pneumococcal disease, meningococcal C disease, hepatitis B, Haemophilus influenza type b (Hib), rotavirus, chickenpox, measles, mumps and rubella (German measles).

Bookings

Over the past twelve months 10,015 bookings have been received and processed by the Facilities Bookings Officer. Bookings include the hire of local sports grounds, parks, community halls, the city gateway entrance signs and the CBD banner.

During the year 6,780 bookings were processed for sports grounds alone in Wagga Wagga, with 4,062 registered adults and 7,779 registered juniors, either being trained and, or playing a variety of sports on the sports grounds during the summer and winter seasons.

The scenic Botanic Gardens, Victory Memorial Gardens and Collins Park, hosted 104 wedding ceremonies as well as a range of other events such as naming ceremonies, birthday parties and family reunions.

Council's community halls at Glenfield Park and Lake Albert, averaged 22 bookings per week with a diverse range of activities being undertaken such as: meetings; religious services; sewing groups; drama classes; karate classes; tai chi; children's play group and table tennis. The majority of activities are held on a weekly basis, contributing to the regular use of the facilities throughout the year. In total there were 2,683 bookings at these two community halls.

The Senior Citizens Centre is used for seniors activities (including meetings); childhood immunisation; the Early Childhood Centre; line dancing; tai chi; yoga: meditation workshops and cultural ceremonies.

The Gateway signs provide a positive and welcoming message to visitors to the City. These signs are located at three entrances to Wagga Wagga and were booked every week throughout the 2012/2013 year. The CBD banner near the Wollundry Bridge was also booked solidly throughout the year.

Over the year, Council's facilities were heavily utilised and provided a wealth of opportunity for the community to remain active, engaged and healthy.

Youth Week Urban Art Workshop 2013

In celebration of Youth Week 2013, Council's Social Planning team hosted an Urban Art workshop with artist Fintan Magee. Ten young people from Wagga Wagga (12-25 years), including participants from the Leisure Company and Riverina Headspace, participated in the two day workshop, which was centered on sports and stencil making.

The young people created stencils of Wagga Wagga sports stars including Jamie Soward, Cameron Mooney and Mark Taylor. The stencils were used to decorate bins within the Bolton Park and Henwood Park skate parks. Following the workshop and inspired by the youth, Fintan painted a new mural on the Bolton Park amenities block, featuring fishing cricketers and flying AFL players. The mural captures the spirit of the Bolton Park Recreation Area.

Day two of the workshop was incorporated into Riverina Headspace's Our Sounds event at Bolton Park, which also included a DJ station run by Eastern Riverina Arts and artist Yenny Huber, who presented a new media workshop in partnership with Council targeted, at young people living in Wagga Wagga.

Chapter Cover Image: Youth Week Urban Art Workshop 2013, Bolton Park Recreation Area.



Above: Left to right, Loraine Stevens, Kerrie Williams, Marie Thornton. Standing, Jeanette Bewsell.

80 Years of Early Childhood Education and Care

In late 2012 Wagga Wagga Regional Family Day Care (WWRFDC) held its 37th annual celebration night. This night recognises the years of service for Educators and staff. Four Educators celebrated their combined 80 years of experience in the education and care industry to the local community: Janette Bewsell 25 years experience; Kerri Williams 26 years experience; Loraine Stevens 11 years experience and Marie Thornton 21 years experience.

The following parent testimonials were given from people close to Marie Thornton and these statements speak true of all our educators.

"We certainly struck gold with Marie. Not only was Marie respectful of our needs and took the time at the end of each day to discuss the day's events, but she totally understood the individual needs of each of the children she cared for."

"Marie treats her Day Care children like her own. Birthdays were special days and little parties were given to celebrate each milestone in a child's life. Being at work we would miss out on so much, so we treasure photos taken at Marie's".

"Marie paved the way for our child's future academic abilities, which we are so proud of. His promising career as a Pharmacist is ahead of him and his educational start was with the assistance of Marie".

WWRFDC Educators are advocates for children and the service. They are actively involved in all areas of the scheme including the WWRFDC Advisory Group and policy review. Educators put the child at the core of every decision they make for their education and care service.

Aboriginal Family Support

The Aboriginal Family Support Program, is a Families NSW funded position located within Social Planning. This position has provided continual support to over 55 families with children aged 0-8 and held over 90 Playgroups in Tolland, Mount Austin and Koorinal.

While the primary focus of this position is early intervention, the program has also supported six families who at point of referral, were homeless but are now in housing. This position maintains support to these families to ensure they sustain suitable housing. In the past 12 months over 98 referrals have been made to services in Wagga Wagga to increase the health, wellbeing and capacity of families and children involved.

Wagga Wagga Regional Family Day Care

Wagga Wagga City Council is the approved provider of the Wagga Wagga Regional Family Day Care (WWRFDC) Service. This service provides quality education and flexible care for children aged from 0-12 years, in the homes of approved educators or in families own homes in the region. WWRFDC is funded by the Department of Education Employment and Workplace Relations (DEEWR) and licensed by the Department of Education and Communities. There are currently 30 employer sponsored places with the Australian Defence Force in Wagga Wagga and the surrounding area.

WWRFDC welcomed seven new Educators during the year, with a total of 68 Educators currently licensed with the service, offering Family Day Care and In-Home care. Throughout the year, the service has supported over 300 families and provided education and care for 420 children. WWRFDC also runs weekly play sessions with children, that aim to nurture, inspire and educate. These sessions are attended by approximately 90 children each week.

Mobile Supported Playgroup

The Rural Villages Plan project was implemented in 2010, to develop Council's understanding of the needs of people living in the nine rural villages of the Wagga Wagga Local Government Area (WWLGA). A key prioritised social initiative identified within the Plan, was to support access to preschool programs for families and caregivers with young children living in these socially and geographically isolated rural communities.

The Mobile Supported Playgroup Project, run by Save the Children Australia, Riverina Murray Branch and proudly funded by Council's Livestock Marketing Centre, provides families and caregivers with young children aged between 0-5 years living in the rural villages of Collingullie, Galore, Humula, Ladysmith, Oura and Tarcutta, with on-going access to a quality early childhood learning development program in a community based venue.

The outreach project provides access to two trained Early Childhood workers who not only provide young children developmentally enhancing play experiences, but are also on hand to provide parents with advice, skills and a non-threatening environment for them to build social support networks.

During the three month period April to June 2013, Save the Children Australia reported that the attendance had increased threefold, with thirty-one parents and forty-six children regularly attending the service. Families have been very positive in their feedback and have shared how they feel about the playgroup with staff. One parent commented that "We, as parents, feel isolated as we live on properties, so it is a great gift for us to have this opportunity", while another parent shared "My daughter is excited to walk in the door and see the staff and often mentions how much she enjoys the program."



Above: Fusion12, Image copyright Hayley Hillis 2012

Social Planning

Throughout the 2012/2013 financial year, the Social Planning team facilitated and supported numerous community events, programs, training and information sessions to connect people from varied backgrounds together and provide them access to services and support. The team works in partnership with other levels of government and non-government organisations, towards health and well being outcomes for the community.

As an example of the diversity of Social Planning activities, the team delivered training and support programs through the auspice's of the state funded Home and Community Care program in over 30 local government areas (LGA).

The Fusion12 festival was an explosion of cultural energy and one of the largest festivals this year attracting approximately 7,000 festival goers. The festival saw the main street closed and transported festival goers into a world full of cultural sights, sounds, texture and tastes with food stalls, music and entertainment from over 40 countries of origin. It was the second year this event has been delivered thanks to funding from the NSW Community Relations Commission in addition to many local not-for-profit agencies.

Seniors week in early 2013 also saw many of our community members come together to enjoy over 20 jam packed activities and programs running throughout the week.

Engagement of a range of agency's saw the Ngurra Hub in Ashmont grow in usage and thanks to support from multiple services the hub now offers youth programs, after school care programs, training and education programs, carer support programs and cultural programs. The Ngurra Hub is also the home to Wagga Wagga's well known Hands on Weavers group, a group of local Aboriginal artists who specialise in traditional weaving and artworks.

Companion Animal Management

Council's Ranger team led the way in the control and management of companion animals over the 2012/2013 financial year. The continued focus for this team includes:

- Roaming and straying dogs
- Animal noise complaints
- Removal of dogs from schools and food preparation areas
- Nuisance dogs
- Reducing incidents of dog attack
- Trapping feral cats
- Roaming livestock related issues

Council Currently maintains three fulltime Animal Management Rangers who handle these services and also maintain the Glenfield Road Animal Shelter. The Animal Shelter is open to the public Monday to Saturday from 1.00pm – 4.15pm. This facility is responsible for reuniting lost dogs with their loving owners, micro-chipping and registration of companion animals as well as offering advice and information regarding companion animal management.

Animal Management Rangers also provide a 24/7 on call service to respond to incidents of dog attacks or livestock roaming on roads. This service is provided to ensure public safety and reduce incidents of accidents and injury to the public and animals.

The re-homing of impounded or surrendered animals, is always a top priority for Council's Animal Rangers. The high numbers of animals being re-homed continues thanks to the continued hard work of staff liaising with the animal rescue and welfare groups as well as the following initiatives:

- Advertising of the cost benefits of adopting an animal from The Glenfield Road Animal Shelter
- Promotion of animals to be re-housed through "Pet of the Week" in the local newspaper
- Animals displayed on Wagga Wagga City Council's website and "Rescue Rex"
- Re-housing from various rescue organisations

Another highlight this year is the continued reduction in the number of animals suitable for re-homing, being euthanized. This has been achieved through effective communication and cooperation of Council staff, with animal rescue groups. The volunteer program enabling members of the public to attend the animal shelter and participate in the grooming and exercise of the animals, continues to grow and provides valuable assistance to the Ranger team.

Information contained on Council's website, provides details of the activities undertaken by the Rangers, so the community can access this information at any stage. The Animal Shelter also contributes to www.RescuereX.com. This website allows for pictures and information of impounded animals available for re-homing, to be displayed. This is another essential tool in the reduction of animal euthanising at the Animal Shelter.

Companion Animal Management Plan

The Companion Animal Management Plan is under review. This document outlines the objectives to be achieved and maintained for Council's Ranger Services over a four year period.

The mission of the Companion Animal Management Plan is to identify and accommodate the needs of companion animals and their owners, while minimising their impact on the local environment, non-pet owners and the wider community of Wagga Wagga.

The objectives of the plan are to:

- Encourage and promote responsible pet ownership through community education
- Identify and accommodate the needs of companion animals and their owners
- Reduce adverse impacts of companion animals on local residents and on the environment
- Reduce the numbers of unwanted companion animals being abandoned

Community Education Programs

The Ranger Services team undertook the following community education initiatives during the 2012/2013 financial year:

- Faeces reduction campaign-comprising of posters stickers and advertising
- Cooperation with local RSPCA in relation to companion animal management
- Pet of the week in conjunction with the Riverina Leader – including tips on Companion Animal Management.
- Distribution of Division of Local Government brochures to stakeholders
- Updated information on Council's website
- Media releases including newspaper articles, radio and television interviews
- Proactive patrols of complaint areas, in particular the walking track surrounding Lake Albert
- Active participation in family initiatives for newcomers to Wagga Wagga
- Participation in Little Big Day Out (Best Site Award)

Promote and Assist in the De-sexing of Companion Animals

Council's Animal Shelter retains a policy to de-sex all companion animals re-housed from the Glenfield Road Animal Shelter with the aim of reducing unwanted litters and

maintaining the current low rate of animal euthanasia. Members of the community are encouraged to have their cats and dogs de-sexed through brochures, media promotion and advice from staff.

Impounded Animals

Each year a report is compiled that captures the number of animals presented to the Glenfield Road Animal Shelter and how those animals are released. The report was forwarded to the Division of Local Government on 8 August 2013. This report indicated a slight decrease in the number of cats entering the animal shelter, but a slight increase in the number of dogs entering the facility. Detailed financial information for funds spent on companion animals is attached at the end of this section.

Lodgement of Dog Attacks

It is mandatory for all dog attack data to be lodged with the Division of Local Government (DLG) in accordance with the Companion Animals Act. This legislation requires a dog attack incident, to be reported to the DLG within 72 hours of the incident.

Council has declared three dogs dangerous over the course of the 2012/2013 financial year. In The Wagga Wagga Local Government area there are six declared dangerous dogs. No restricted dog breeds are known in this Local Government Area.

Off Leash Areas

Wagga Wagga has six designated off leash areas comprising of:

- The fenced dog run area located at Narrung Street on the southern Boundary of the Wiradjuri Golf Centre driving range.
- Eastern side of Wilks Park North Wagga Wagga, area bounded by south of Parken Pregon Lagoon - east of Hampden Avenue and north of Central Island Road.
- Boat Club Reserve Lake Albert, between Plumpton Road and Boat Club Carpark, on the southern side of Nelson Road.
- Willans Hill, area bounded by east of Captain Cook Drive - south of Lord Baden Powell Drive and all of Willans Hill Reserve, south of Leavenworth Drive to Red Hill Road.
- O'Halloran Park Dog Agility Track, Lake Albert
- Forest Hill - area at the intersection of Cypress St & Kurrajong Ave adjoining the western side of Wagga Wagga RAAF base.

These areas are sign-posted and promoted through brochures, media and staff advice. Further investigation into another off leash area to service the Central Business District and Estella areas is underway.



Companion Animal Cost Summary	Amount \$
Animal Management Salaries	222,305.76
Salary On Cost's	34,538.74
Vehicle Operation	26,031.20
Office Expenses	3,154.20
Other Expenses	5,017.06
Maintenance and Repairs	44,504.95
Dog Expenses	31,253.17
Cat Expenses	8,246.35
Stock Management	522.46



THREE.

Viabile and Connected Rural & Urban Communities

Infrastructure Services

The Infrastructure Services team provides a broad range of services and maintains various kinds of infrastructure to meet community needs for roads, sewer, stormwater, solid waste management and flood mitigation to name a few.

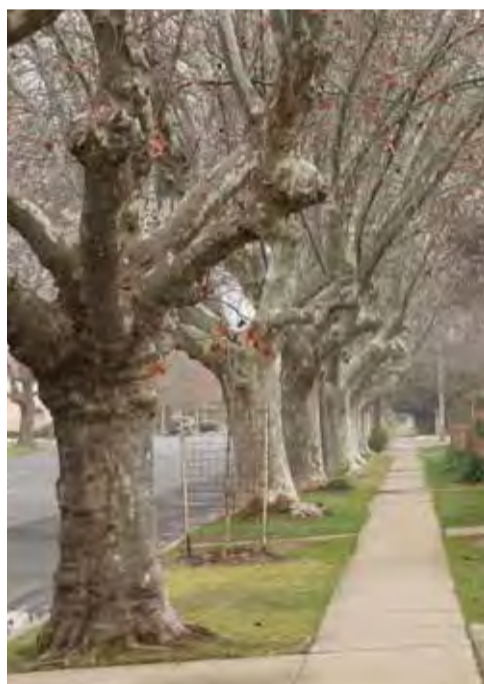
The team undertakes regular maintenance works and coordinates major projects, with the aim of keeping assets in the best possible condition across our local government area within set budgets.

Footpaths

Council's footpath network totals approximately 220km throughout the Wagga Wagga urban area and the villages of Tarcutta and Uranquinty. This year more than 2,800 meters of footpath was replaced throughout Wagga Wagga's urban areas, in locations where the footpath had deteriorated to an unsafe condition.

A significant challenge facing the management of the footpath network, is balancing the amenity that street trees provide to the City, with the damage their root systems cause through lifting and cracking, causing trip hazards that require frequent maintenance and repair.

For the 2012/2013 financial year, over 2,100 trip hazards and impediments to mobility were identified for repair.



Above: Footpath network and street trees, Gurwood Street, Wagga Wagga.

The Pedestrian Access and Mobility Program

The Pedestrian Access and Mobility Program is a jointly funded program between the Roads and Maritime Services (RMS) and Council. This program aims to provide a network of safe, convenient and connected pedestrian routes, which will encourage people to walk rather than use their cars.

This year, 71 new ramps were installed across the pedestrian network. The majority of these ramps were installed in Mitchelmore Street and Northcott Parade to improve pedestrian access between Mount Austin, Turvey Park and the Central Business District for all pedestrians including, those with disabilities, school children, carers and seniors.

Road maintenance and renewal

The maintenance and renewal of our roads continues to be a major challenge for the Infrastructure services team. Council experienced a large number of

seal and pavement failures across the entire sealed road network, which can be attributed to both impacts of wet weather (higher than average rainfall) and in some instances, inundation from flooding following an extended dry period.

Whilst significant progress had been made during the year in undertaking repairs, there are still a significant number of failures outstanding.

Due to the extent and number of failures across the network, Council reallocated a portion of its road funding from proactive maintenance works, to undertake immediate reactive repairs. This has meant that in some cases, the capacity of Council to undertake proactive works on sealed roads, such as reseals and larger rehabilitation projects, had to be reduced to allow Council the ability and resources to focus on the repair of higher risk immediate road failures.

In some cases, repairs of immediate road failures required the removal of large sections of seal to effectively treat the cause of the failure, being saturation of the sub-base. In these instances the seal was removed, to allow the road sub-base to dry out. This required sections of roadway to be maintained as a gravel road for extended periods of time, until the sub-base dried out sufficiently, as to allow further remedial works and the application of a new seal.

Mitchelmore Street Rehabilitation Project

In January 2013, the Infrastructure team completed the rehabilitation of a 795 metre long section of Mitchelmore Street, between Urana Street and Fernleigh Road.

Mitchelmore Street is a high priority (sub-arterial) road that was experiencing significant failure, with extensive cracking in the wearing surface (seal) and the ingress of moisture through the cracked surface into the sub-base (pavement) of the roadway. Due to the ingress of water, the pavement had started to fail with extensive deformation occurring in a number of locations along the roadway.

Work on the road was carried out in January to take advantage of decreased traffic associated with nearby schools and TAFE being closed for the summer holiday period.

Considering initial works were delayed due to the reallocation of staff and plant to assist the Rural Fire Service (RFS) in the fire fighting efforts at Oura, Wokolena and Mates Gully Road, staff put in a huge effort, working long hours to ensure the works were completed in time for the commencement of the 2013 school year.



Above: Rehabilitation works underway in Mitchelmore Street, Wagga Wagga.

Windamarra Bridge

A new bridge was constructed over the Tarcutta Creek on Windamarra Road this year. The new bridge was built adjacent to the old bridge, to ensure that access was maintained for residents (over the existing bridge) until the new bridge was completed.

The old bridge had reached the end of its useful life with a two tonne load limit imposed during 2012. Temporary strengthening works were undertaken on the old bridge that resulted in an increase in the load limit to 12 tonnes until construction of the new bridge was complete.

The new bridge was completed in September and is a more resilient structure, that will support the needs of the local community for many years to come.

Chapter Cover Image: Work being completed on the new bridge over the Tarcutta Creek on Windamarra Road.



Shockeroo Creek Bridge

Works were completed in August 2013 on the construction of a new bridge over Shockeroo Creek on Carabost Road. The works also included the realignment of the adjoining section of Carabost Road.

The existing bridge was damaged during the flood events of March and October 2010 and needed to be replaced. Rather than replace the old bridge on the existing alignment which was vulnerable to flooding, additional funding was sought to build the new bridge upstream of the old bridge on a new alignment that made it a more resilient structure and improved road safety.



Fitzmaurice Street Beautification Stage II

The beautification project involved the upgrading of Fitzmaurice Street between Wollundry Lagoon to Johnson Street, Johnson Street to Gurwood Street and Kincaid Street to Crompton Street. This project was the second stage, of works to beautify and improve the aesthetics of the streetscape along Fitzmaurice Street

Works included the following elements;

- Central grassed medians and pedestrian refuges
- Bitumen and solid course paving
- Heritage style street lights

The project has been very successful in revitalising Fitzmaurice Street, as a renowned shopping, entertainment and dining precinct.



Westbrook Road Safety Upgrade

On Friday 31 May 2013 the Westbrook Road Users Group hosted a morning tea at the Oberne Creek Rural Fire Service Shed to say thank you to all the staff who were involved in the \$1Million resealing and associated works across Westbrook Road.

Council staff undertook significant works on Westbrook Road in the aim of making vast improvements to its safety. This project has been a success largely due to the timing of the works and ability to undertake a number of different road related programs in this location the same time.

The resulting works now mean that 10.6km of Westbrook road is now sealed. The road has been realigned in a number of locations and many of the culverts have been replaced and upgraded. Road side drainage has also been considerably improved. This work has resulted in an improved, safer road for the travelling public.

Residents who use this road to access their properties now do not have to face isolation in times of flooding.



Left: Fitzmaurice Street, Wagga Wagga, upon completion of Beautification Stage 2 works.

Flood Mitigation Projects

Recognising the vulnerability of its communities to flooding, Council has undertaken an enormous amount of work in order to better protect and improve recovery from flooding across the community.

This year Council has continued with the implementation and delivery of significant projects aimed at improving the management of risk associated with riverine and overland flow flooding.

Some of these projects include:

Main City and North Wagga Levee Upgrade

With the completion and endorsement of the concept designs for the proposed upgrade to the Main City and North Wagga levee systems occurring this year. Council officers are now able to proceed with the detailed investigations and design phase of this critical project.

The endorsement of the concept designs was achieved through the completion of the successful community engagement campaign for the project FloodFutures.

In addition to proceeding with the detailed design for the upgrade of the Main City and North Wagga Levee Systems, and as a direct result of the extensive and comprehensive feedback received from the community through the floodfutures engagement, Council staff will now investigate a number of other flood management options for the community of North Wagga Wagga.

These options include:

- Raising the North Wagga levee higher than a 1 in 20 year level of protection
- Removing the existing North Wagga levees
- Relocation of the village from the floodplain
- Raising residences in North Wagga
- Voluntary purchase for properties in North Wagga
- Raising houses in Mill and East Street that are protected by North Wagga levee
- Maintain the levees at their current level of protection and take no further action

Flood Modelling

Council has continued to review the flood modelling for the riverine floodplain this year and will continue to revise and update the model which covers the floodplain between Oura and downstream of the Malebo Range (61 km of river in total).

The model will be updated in the 2013/2014 financial year, to take into account changes in the floodplain, including changes in land use; development on the floodplain and changes in the bank capacity of the Murrumbidgee River.

The model will also be recalibrated, which will be done using data (survey, aerial imagery and at surface photographic evidence) collected during and post the March 2012 flood event. The calibration of the model also compares the 1974 flood event against the 2012 flood event which will assist in understanding the impacts of changes, that have occurred in the flood plain since 1974, such as roads; bridges and the increase in river bank (riparian) vegetation.

Major Overland Flow Flood Modelling

Council has also continued to work on a review of the Major Overland Flow Flood Study (MOFFS) for the urban area of Wagga Wagga. MOFFS differs significantly from the Riverine Flood Modelling as referred to above, as it is focused on the impacts of localised flooding caused by local rainfall events.

The review of the MOFFS has identified the need to revise the overland flow flood modelling, to ensure that all the risks of localised flooding are fully considered. The MOFFS review will also include a review of the impacts of the outlet structures of Lake Albert and Wollundry Lagoon and the development of scenarios that take into account the impacts of riverine floods and the backing up tributaries on localised flooding.

The revised modelling will also assist in identifying high risk flood areas (hot spots), and will aid Council and Emergency Services in being able to run scenarios to plan for and respond to overland flood events.

Villages Overland Flow Flood Study

Council has also made significant progress this year on the development of Village Overland Flow Flood Studies for the villages of Tarcutta, Uranquinty and Ladysmith.

Work completed on this project this year, involved the collection of flood data. This process included sending out over 700 letters to property owners within the three study areas, requesting any recorded flood information available, including photos that could be used to help calibrate and validate flood models.

The base hydrological and hydraulic models, based upon aerial laser survey data have also been completed and work is now underway on finalising the models.

It is expected that overland flood modelling for the villages will be finalised in the 2013/2014 financial year.

Flood Recovery Works

Council have continued to work tirelessly this year on the repair of infrastructure damaged by the multiple flood events in 2010 and March 2012. In total Council has completed over \$34M of flood recovery works to the 30 June 2013, with a further \$12M of flood recovery works programmed for completion by 30 June 2014.

Some of the major flood recovery works completed this financial year include the reconstruction of the North Wagga Wagga levee, the repair of a section of the Main City levee opposite Tony Ireland Park and the repair of more than 500km's of unsealed roads.

The recovery works also included the reconstruction and repair of sealed roads, repair of 8 bridges, clearing of debris, regrading of table drains, erosion repair works and the repair of more than 100 drainage culverts.

FloodFutures

Over 2,500 people have visited the FloodFutures website www.wagga.nsw.gov.au/floodfutures, which was developed as a content-rich source of information relating to all aspects of living and working on the floodplain.

The site features reports, fact sheets, videos, forums and animated flood modelling. It allows the community to interact easily with Council and each other. Over 5,000 documents have been downloaded, indicating the success in disseminating relevant information to the community.

Six meetings were held in the flood-affected villages and suburbs of Gumly Gumly/East Wagga, North Wagga, Central Wagga, Oura, Collingullie and Currawarna.

The content was specifically developed to assist in interpreting complex information, to enable the community to make informed submissions and to raise awareness of the risks associated with living on the floodplain.

The project was a whole of Council initiative and involved partnerships with SES, local Progress Associations and State and Federal MPs.

Feedback was received for the levee upgrade project, from all areas of the community. The comprehensive feedback has resulted in a major and fundamental change to the project - alternate options for flood management of North Wagga, the hardest hit and one of the most flood prone local communities, are now being investigated.

This project change is a major departure from what was previously considered a 'given' - the most flood-prone community expecting protection from a levee.

What the feedback provided, was a range of opinion, with an overarching desire for Council to investigate and weigh up other options for protecting North Wagga against flooding and the evidence required for Councillors to vote with confidence to vary the project.

FloodFutures provided an opportunity to promote Council as a community leader for floodplain management and community responsiveness. FloodFutures used a number of traditional and new engagement tools, from letters to affected residents, through to video messages from our City's leaders. The use of technology to disseminate information to engage with the community was a key element in the project's success. Council has some of the best flood-modelling data available and presented this to the community to indicate the direct impacts on them of potential future flooding.

Flood Futures

Stormwater

A Stormwater Management Plan was introduced in 2010, which outlines Council's proactive plans to improve the management of stormwater within the local government area. These plans included actions such as the modeling of the overland flow of stormwater, removal of 45,000 cubic meters of sediment from within the Wollundry Lagoon to improve its stormwater detention capacity, installation of additional flood mitigation infrastructure in Bolton Park, condition surveys of the flood levee system and the utilisation of closed circuit TV technology to assess the condition of the underground storm water pipe network.

Infrastructure staff members use the condition assessment data to develop and prioritise stormwater maintenance and renewal works based on risk criticality.

Council's Stormwater Management System comprises of an extensive network of:

- More than 20 Kilometres of open channels, drains and waterways. These are located and routed throughout the urban environment.
- 392 Kilometres of piped drainage and pits that flow in larger networks with increasing pipe size and capacity before connecting to a number of local creeks, the Murrumbidgee River and other Water Bodies
- Devices to improve water quality such as gross pollutant traps, trash racks and cages, sediment basins, retarding and detention basins and wetlands

Some of the larger maintenance works undertaken on the stormwater system this year included maintenance of the stormwater flood pumps and flood gates, upgrades of electrical boards, control cabinets and regular inspections and maintenance of the levee bank systems.

A program has been initiated to upgrade flood gates and flood flaps throughout the local government area. This will be an ongoing program until all flood gates and flaps have been replaced. Ongoing maintenance programs for the stormwater network include the cleaning out of pits, pipelines and gross pollutant traps.

In addition to the general operation and routine maintenance of the stormwater system, the following major works were undertaken during the 2012/13 year:

- Full rehabilitation of the North Wagga Levee after the 2012 flood event
- Re-construction of stormwater pit, discharge pipe and section of levee along Tarcutta Street
- Manufacture and installation of trash racks at numerous sites to improve water quality and reduce blockages and chokes by removing gross litter
- Sediment removal from 4km of open channel drainage
- Slashing and mowing of the levee banks
- Ongoing flood recovery works resulting from damage incurred during the 2010 and 2012 flood events

Workshops were also held internally with various areas of Council to identify the existing opportunities and challenges that exist with the current stormwater network. The workshops identified 71 hotspots that will be assessed further for possible flood risk mitigation works.



Above: Excavation work to remove damaged stormwater pipes from flood gate 15a, near ARCC Hall on Tarcutta Street, Wagga Wagga.

Sewer

In addition to the general operation and routine maintenance of the sewerage collection and transportation network the following works and activities were undertaken this year:

- An extensive jetting and root cutting programme for priority mains
- Over 50 sewer house service connections were renewed
- Over 6,880m of sewer mains and 503 property connections were renewed using pipe bursting technology (Pipe bursting is method of renewing old sewer pipe that requires replacement due to serviceability issues. This method requires much less surface digging and fewer disturbances to property owners)
- Approximately 800m of Sewer Rising Main was replaced at Tarcutta Village
- Rehabilitation of 2 sewer pump station wells and 9 sewer manholes.
- Replacement of over 60 heavy concrete sewer lids with lightweight lids

In total over \$30M of sewer, solid waste and stormwater capital and major operational works were completed this year.



Above: Delegates from the LGSA Water Management Conference whilst on a site tour of The Narrung Street Sewage Treatment Plant.

2012 Local Government and Shires Association (LGSA) Water Management Conference

Council's Infrastructure team, together with Riverina Water County Council, hosted the 2012 Local Government and Shires Association (LGSA) Water Management Conference, between Sunday 22 and Tuesday 24 July. The conference was attended by more than 130 delegates and showcased innovative water conservation and management projects in Wagga Wagga, including:

- The biological nutrient removal liquid trade waste pre-treatment system implemented by Teys Australia at their Bomen abattoir
- The WWCC Bomen Industrial Sewage Treatment Facility.
- The redevelopment of the Narrung St Sewerage Treatment Plant
- RWCC Waterwise Nature Strips scheme
- RWCC water treatment plant

Trade Waste

During 2012/2013 Council's Trade Waste team:

- Completed 243 site inspections of trade waste discharger's pre treatment facilities
- Assessed and approved 32 Classification A and B Liquid Trade Waste applications
- Implemented and audited The Two Part Tariff Sewer Non Residential charge
- Completed 180 customer requested Trade Waste and Sewer Non-Residential audits
- Completed seven water efficiency audits for large discharge businesses to help identify operational efficiencies and cost savings for the local businesses
- Reviewed and approved 10 pumped sewer connections

Road Reserve compliance

350 landscaping nature strip applications were assessed in conjunction with Riverina Water County Council's Water Wise Nature Strips Scheme, 74 Section 45 Notices, 3 Section 7 Notices, and 72 Lands Activity Access Notices were formally responded to and 30 new encumbrance applications were assessed and approved.

Business Unit	Expenditure
Solid Waste Operations	\$6,426,873.00
Sewer Operations	\$16,817,184.00
Stormwater Operations	\$3,026,048.00
Stormwater Levy	\$30,688.00
Solid Waste Capital Projects	\$238,767.00
Sewer Capital Projects	\$2,774,887.00
Stormwater Flood Damage Works	\$975,692.00
Total	\$30,290,129.00



FOUR.

A Rich and Vibrant Culture

Nordlingen Delegation Visit 2013

In 2013 Wagga Wagga played host to the Knabenkapelle Boys Band and official delegation from the sister city of Nördlingen, Germany. 62 members of the band and 27 adults, including the Lord Mayor of Nördlingen arrived in Wagga Wagga on 31 of March. During their stay, the boys were billeted with families from the Wagga Wagga community. There was some sightseeing including a visit to the Botanic Gardens and the Oasis Aquatic Centre as well as attending the Downside Hall Bush Dance, the Stone the Crows Festival open day and a day trip to Junee.

The Knabenkapelle youth orchestra is the musical ambassador of Nördlingen, Germany, and perform at approximately 40 official occasions a year. They have travelled the world, conducting concerts all over Europe, the United States, Japan and Australia. The Knabenkapelle Boys Band has performed for the President of the Federal Republic of Germany, for his Holiness Pope Benedict XVI and for Russian President Vladimir Putin. They have participated in Olympic Games ceremonies, international soccer matches, and have also produced records and performed on TV.

The band consists of 132 active members between the ages of 8-20 years - 62 of whom performed at the official Knabenkapelle Concert at the Wagga Wagga Civic Theatre on April 3rd, under the direction of Conductor Georg Winkler.

The visit to Wagga Wagga in 2013 aimed to strengthen the ties of friendship and mutual cooperation between Wagga Wagga and its sister city of Nördlingen.



Above: Knabenkapelle Boys Band performing at the tree planting ceremony at the Wagga Wagga Botanic Gardens.



Above: Nördlingen, Germany.

Museum of the Riverina

During the 2012/2013 financial year the Museum of the Riverina welcomed a total of 33,541 visitors to the Historic Council Chambers and the Botanic Gardens (Willans Hill) museum sites. Internal exhibition spaces at the Botanic Gardens site, were also redeveloped to provide a lively, contemporary space for community members and visitors to the city.

Both sites boasted a number of significant locally developed exhibitions including: From Barbed Wire to Boundary Fences; The Soldier Settlers of Tarcutta & Wantabadgery (1917 - 1949); The Sauntering Emu and Other Stories: Life with the Birds of the Riverina; Sticky Stories: The Art and Adventure of Beekeeping; Instrumental in Defence: The Australian Army Band Kapooka; Fragments of the Past: Wagga at Work 1955; and Tom Castro: The Man Who Never Was.

In addition to the array of exhibitions the Museum developed during this year a wealth of education and public programs was presented, including public history lectures, training workshops, school education tours and a well subscribed school holiday program. The Museum of the Riverina also participated in the Museum National Standards Program, that also provided support to nine community volunteer museums in the Eastern Riverina.

Sticky stories: The Art and Adventure of Beekeeping

Working with local beekeepers and industry representative's the Museum team created this temporary exhibition that revealed the history of beekeeping, as this rare trade is handed down to each new generation of beekeepers. This popular exhibition, allowed audiences to discover the life of bees and the many and varied landscapes local beekeepers and their families visit to unlock the secrets of honey gathering.

ABC Open: Now and Then

Working in partnership with local ABC Open's producer Sonya Gee and a group of passionate local photographers, the Museum hosted the temporary exhibition "Now and Then" a photography project with a twist. Old photos were rephotographed in their current setting, to create a window into the past and to show how times have changed. This multimedia exhibition, revisited personal and community photographic collections to celebrate the rich history of the Riverina.



Tom Castro: The Man Who Never Was

The Museum team researched and developed this semi permanent exhibition to tell the story of Wagga's famous Tichborne Trials. In 1866 Wagga Butcher Tom Castro, set in motion one of the greatest cases of disputed identity in modern history. This exhibition, located at the Museum's Botanic Gardens site, showcased the Museum's Tichborne collection, including some new acquisitions.

From barbed wire to boundary fences -The soldier settlers of Tarcutta and Wantabadgery (1917 - 1949)

The Museum team worked with Charles Sturt University's animation and graphic design students along with local families connected to the Soldier Settlement estates located at Tarcutta and Wantabadgery districts to develop this semi permanent exhibition located at the Museum's Botanic Gardens site. This popular exhibition tells the stories of soldier settlers who after the First and Second World Wars, exchanged the barbed wire of the battlefield for the boundary fences of a soldier settler's block. It is the story of two of the Wagga Wagga Land District's largest estates, Tarcutta and Wantabadgery, and the men, women and children who made their homes there.



Above: Visitors at the Museums Botanic Gardens site viewing "From barbed wire to boundary fences - The soldier settlers of Tarcutta and Wantabadgery (1917 - 1949)" exhibition.

Sister City Income	
	Amount \$
Sister City Funds	\$16,250,000
Ticket Income (Knabenkapelle Concert)	\$2,253,000
Total	\$18,788,000
Sister City Expenditure	
	Amount \$
Knabenkapelle Band Visit (Includes transportation, concert expenses, catering and gifts)	\$13,858.72
Leavenworth 50th Anniversary Gift	\$1,401.68
Miss Wagga Reunion Sponsorship	\$454.55
Total	\$15,714.95

The Leisure Company Museum Program

This program aims to provide a regular museum experience for clients from the Wagga Wagga based Leisure Company and increased access for Museum audiences with a disability.

The Leisure Company delivers seven different programs to over 165 people with a disability, within Wagga Wagga and the surrounding towns. The Leisure Company is a not-for-profit organisation providing recreation, work and life-skill opportunities. It aims to promote the integration of people with disabilities into the community, through individual involvement and support.

The Leisure Company participants and carers are regular visitors to the Museum of the Riverina including a weekly in-depth program of learning for some of the participants and their carers. Adult learner participants with moderate to high support needs, have been involved in facilitated tours of the exhibitions at the Museum and creative activities, that explore society, history and their local community.

This partnership with The Leisure Company is continuously improving awareness and planning for the needs of people living with disabilities to access the museum's exhibitions and public programs throughout the year.

Wagga Wagga Civic Theatre

The Theatre had a successful year in 2012/2013. Attendances for all subscription season shows, were high with many sold out. The Theatre program was well attended with 515 subscribers enjoying some great highlights from shows such as Bell Shakespeare, Boxman, the Sydney Dance Company and Circus Oz just to name a few.

The quality programming didn't stop there with the theatre continuing to attract key promoters throughout the year bringing acts such as The Wiggles, Guy Sebastian and Kasey Chambers. Children's shows were also a strong focus for the theatre this year and included I, Bunyip, Bubblewrap and Boxes and Muckheap.

A comprehensive and diverse schedule of education programs and special events was presented to complement the theatre performance schedule. Children's programming proved to be popular and was supported by a successful Arts NSW grant application of \$6,000, providing funding for students from transitional equity schools from across the region, to attend theatre performances.

Local performance highlights for the year included Kildare Catholic College's season of Joseph and the Amazing Technicolor Dreamcoat, performances from the All Abilities Theatre Company and a successful play reading season from Charles Sturt University's School of Acting.

Other highlights for the year included the Finale for Twilight by the Lagoon and the Music @ Midday program. Music @ Midday was again well supported and attendances continue to rise at the newly programmed evening performances. Twilight by the Lagoon's finale was also very well received and the weather was fantastic, with over 4000 people enjoying a wonderful evening of music by The Australian Army Band Kapooka with special guest Katie Underwood.



50 years young

This year saw the Civic Theatre celebrate its 50th Birthday and in celebration of this occasion, the Theatre hosted a series of events over six days which included a program for all ages and interest groups, including:

- A tour of the Civic Theatre which enabled everyone to get a closer look at the facility.
- An open mic night, that provided an intimate development opportunity for those who performed.
- Daytime shows by Lloyd Webber and Friends.
- Children's shows located in the upper foyer, activated with the energy of The Magic Story Coat.
- A debate took place on the topic "Theatre is Better than Sport".
- A Short play festival from School of Arts Community Theatre SoACT on the main stage.
- The fabulous Australian Army Band Kapooka, with Music at Midday.
- A historical exhibition, showcasing costumes, programs, different community groups and schools.
- A photo montage, presenting the Theatre construction (still available for viewing inside the Civic Theatre).

To finish off the week, a concert was held featuring the Riverina Chamber Orchestra and The Groove Factorie, as well as young and upcoming artists from Wagga Wagga.

The Civic Theatre 50th birthday celebrations, provided everyone the chance to celebrate the history and achievements of all the people involved in the Civic Theatre, but also to look confidently forward to the next 50 years of Civic Theatre services to the Wagga Wagga community.

Chapter Cover Image: Members from The Groove Factory and the Riverina Chamber Orchestra outside the Wagga Wagga Civic Theatre.

Wagga Wagga Art Gallery

Throughout the 2012/2013 financial year, the Wagga Wagga Art Gallery welcomed a total of 32,482 visitors, including 7,031, who were attending activities and events. Visitors enjoyed 32 exhibitions across all seven of the Gallery's display spaces and participated in 65 public and educational programs, including workshops, lectures, exhibition launches and functions.

The Gallery proudly presented exhibitions from national institutions such as the Centre for Contemporary Photography, Object: "Australian Centre for Design, and Artisan Gallery", as well as showcasing the highlights of the Riverina's own talent, with solo and group exhibitions by local artists throughout the year.

A project of special significance was a partnership with Eastern Riverina Arts to develop a unique collaboration between regional artists with and without a disability with the resulting exhibition '8 Artists' being launched in May and displayed until mid-July.

The Gallery's major collections of national significance, the National Art Glass Collection and the Margaret Carnegie Print Collection continued to grow, acquiring 134 new works by artists of local and national acclaim through purchase and donations from generous supporters.

In addition to the successful delivery of the 16th National Ausglass Conference, 'The Collective Vision', the Art Gallery team also completed the national tour of the exhibition 'Women with Clever Hands', which toured to galleries in Adelaide, Melbourne, Sydney, Tamworth and Canberra, over a period of two and a half years.

The Collective Vision – 16th National Ausglass Conference

In April 2013, the Wagga Wagga Art Gallery presented the 16th National Ausglass Conference, entitled The Collective Vision. The conference was held across the Wagga Wagga Civic Centre Precinct over four days and was attended by 151 delegates from across Australia and overseas, following eighteen months of preparation.

The Collective Vision, was officially launched with a Mayoral Reception on Thursday 4 April. Over the following three days, lectures by national and international figureheads of the glass industry, were held in the Civic Theatre. Throughout the conference, demonstrations of glassmaking techniques were conducted in the Gallery's workshop spaces, while a glass industry trade fair was held outside the Civic Theatre. Other special events, included the Ausglass Forum 'Collecting, Making and In Between' on Friday 5 April, the launch of the new National Art Glass Collection publication; Australian Signatures on Saturday 6 April and the Ausglass AGM and Vicki Torr Memorial Auction on Sunday 7 April.

The conference brought significant national and international media coverage to the city, helping to embed Wagga Wagga's status as the central focus of Australian Art Glass for a global audience.



Above: Performance on a glass violin for delegates of the 16th National Ausglass Conference.



Above: Flame working display at the 16th National Ausglass Conference.

Wagga Wagga City Library

Wagga Wagga City Library had a huge year with over 197,485 people moving through its doors to take advantage of its abundant schedule of programs, exhibitions and services, including those conducted in the new community learning space that opened in December 2012. Over the course of the year, the library saw 303,772 loans processed, 12,637 people attending events, 274 programs and welcomed 3,318 new members. These figures outline ongoing growth in the use of library services across the board.

This year, the library saw a variety of new technology introduced, such as a new charge bar service so customers can charge their mobile phones, laptops and smart devices. Thirty five e-readers were also purchased, loaded with genre-based titles and made available for loan.

Another incredible achievement for this year, was the digitisation of the first 50 years (1858 - 1905) of newspapers and they are now available online. The project was officially launched in May 2013, with a special feature in the Daily Advertiser. Almost \$50,000 was raised for the project, with a mixture of private donations and funds from the following major partners: Wagga Wagga City Council; the Wagga Wagga and District Historical Society; Charles Sturt University and; the The Daily Advertiser Pty Ltd.

Club Celluloid

This year, the Library celebrated the success of its new movie club which brought a regular group of film lovers together for monthly screenings, as a part of Club Celluloid. This program is a first for public libraries and attracted attention as a very innovative way to activate community spaces after normal business hours. Based on the Book Club model, it brings together film lovers from diverse backgrounds, to enjoy a good film, light refreshments and some robust discussion afterwards.

Speech Therapy Partnership

Wagga Wagga City Library partnered with the Speech Pathology Department at Community Health, to assist young children with pre-literacy skill weakness and their families. Over a series of six week periods, the families attended parallel sessions in the library, with one speech therapist and the parents in one group and a second speech therapist and the children in the other group.

There have been many benefits identified by relocating these sessions to the enriched environment of the library, compared with a meeting room at Community Health facilities. The benefits included improved access for children who are at-risk of long-term literacy difficulty, availability of supportive literary services, higher retention rates and direct clinical outcomes from individual children. Feedback from parents has been positive and includes the following comments; 'My child is reading more fluently', '...has moved up a reading level at school', '...is more confident when reading'. The Library welcomes this opportunity to engage with a client group which might once have avoided the library because of long-term family literacy problems.

Regenerate Youth Festival

The Regenerate Youth Festival 2013, took on a brand new format for its 10th year celebrations. A complete festival review and strategic plan, was developed following the 2012 event, which called for a change of format to a one day youth festival.

The event is for 12-18 year olds and aims to instil a sense of confidence, as well as celebrating the value that they bring to our community.

The ever popular Battle of the Bands event, was held the week prior to the festival, offering the winning band the opportunity to perform live on the main stage at Regenerate.

The new format consisted of several different zones of activities, such as the Amusement Zone, Hair and Beauty Zone, Creative Zone, Chill Out Zone, Dance Zone and the most popular, the Music Zone, featuring local artists and headline performer Timomatic.

Based on feedback we received from participants and key stakeholders, the new format was a huge success and will be continued into the future.



Above: Regenerate Youth Festival 2013 at Murrumbidgee Turf Club.

Little Big Day Out

Little Big Day Out 2012 celebrated its 10th birthday with a range of entertainment for 5,000 kids and their parents to join in the fun.

Little Big Day Out is held annually for 2-12 year olds in the October School Holidays and aims to showcase Council's services to the community, in a fun and interactive way.

The 2012 event was one of the best years yet, with kids enjoying themselves while gaining a greater understanding of the functions of Council.



Above: Jennifer Dent face painting at the Riverina Regional Family Day Care site at Little Big Day Out 2012.

Riverside Master Plan

The Riverside Master Plan aims to reinforce the relationship between the Murrumbidgee River and the City of Wagga Wagga. The riverside is a major asset that is currently under used and the Master Plan sets out a vision to capitalise on this potential sustainably.

Several key projects of the Riverside Master Plan were progressed in the 2012/2013 financial year. A Landscape Plan for the Wagga Beach precinct was finalised and is ready for implementation. The landscape plan extends on and develops the concept proposals within the Riverside Master Plan. An Implementation Strategy (made up of four stages) has been proposed and will commence in the 2013/2014 financial year. The Wagga Wagga Beach Landscape Plan aims to improve activation with the waterfront and includes incorporation of a variety of functions and elements to create a rich fabric of sub spaces.

As recommended in the Riverside Master Plan, Wilks Park (on the northern side of the river), was established as a free stopover point for recreational vehicles (RV's). As part of the project, several improvements were made to Wilks Park. In partnership with Koorngal Rotary, Council repaired the internal roads, installed appropriate fencing and installed new BBQ facilities.

Left: Launch of the Oral History project talking about the March 2012 Floods. Back: Dr Alex Byrne CEO State Library NSW, Andrew Negline Deputy Mayor, Madeleine Scully Acting Manager Community Services. Front: Sally Hone Curator Oral History State Library NSW, Laurie Blowes President North Wagga Progress Association and participant, Sherry Morris Historian and Virginia Anderson participant and North Wagga Resident.

Oral History Project - The State Library of NSW

The flood in North Wagga Wagga and surrounding areas in March 2012, had a heavy impact on the local region coming only eighteen months after the flood in December 2010. The damage resulting from storms and floodwater, affected thousands of people across the region and the Wagga Wagga Local Government Area.

Thirty local residents were interviewed between June 2012 and January 2013, by local historian, Sherry Morris and what resulted, was a diverse set of interviews, giving many perspectives revealing a wealth of information, from the technicalities of levee construction and pump systems to the failure of contemporary kitchen carpentry in withstanding water damage. The interviewees included a large number of North Wagga residents as well as emergency service workers, council workers, farmers, young people, elderly citizens, and recent migrants to Wagga Wagga.

This oral history project, has created an important record of community perceptions of an extreme climate event. The interviews are available as digital sound files at both the Wagga Wagga City Library and the State Library. They provide a valuable resource, both for the Wagga Wagga community and other communities that live in flood-prone areas. As the NSW State Librarian & Chief Executive Alex Byrne said at the launch of the project at the Wagga Wagga City Library in February this year "Allowing communities to tell their own story is vital and thanks to our partnership with Wagga Wagga City Library, locals now have a valuable record of personal narratives on this major event."



LISTEN TO ME.

Welcome to Wagga Wagga

FIVE.

A Prosperous, Diverse and Growing Economy

Economic Development

The Economic Development team provides services to the business and general community, aimed at stimulating prosperity in the local economy. They include marketing and promoting our great City and region, implementing strategies like the retail growth strategy and hosting events as diverse as welcoming new residents to targeted networking.

During the past year, the Economic Snapshot publication was updated twice, with the most recent mid-year release, confirming the continuing resilience of our diverse economy and showcasing the building activity and investment in the Bomen Business Park, the Airport and within the medical and retail precincts of Wagga Wagga.

Some of the events held throughout the year are listed below.

Welcome to Wagga Wagga

Two Welcome to Wagga Wagga events were held this year. New residents to the City were welcomed on 7 November 2012 and 14 May 2013. Special guest speakers were invited to talk about the reasons they selected Wagga Wagga as a place to live and work. Newcomers had the chance to meet Councillors and senior staff of Council and find out about Council's latest projects, learn about the facilities Wagga Wagga has to offer and hear from key business people living in the community. These events are always an excellent chance for networking and meeting other new residents to the City as well as existing local residents.

Wagga Wagga Big Business Breakfast

The Big Business Breakfast was held on 22 March 2013 to a sell-out crowd of 200 people. This year's guest speaker was ABC TV presenter James O'Loughlin, who spoke on innovative ideas applicable to individuals and businesses. Council's Director of Commercial and Economic Development Dr. Peter Adams said "The idea behind the Big Business Breakfast is to bring local business leaders together to network with other business and industry representatives. This event is designed for all businesses regardless of size. We are excited to have James O'Loughlin sharing his knowledge and experience with our business leaders." The event was held at TAFE NSW Riverina Institute's Wagga Wagga Campus with the breakfast prepared and served by students studying Commercial Cookery with the guidance their teachers.



Above: Council staff with ABC TV presenter, James O'Loughlin at the Wagga Wagga Big Business Breakfast 2012. From left: Grant Johnson, Cassie Nimmo, James O'Loughlin, Donna Burton and Steven Prowse.

Monthly Mayoral Business Breakfasts

The Monthly Mayoral Breakfasts continue to provide a great networking opportunity for a small group of local business representatives to openly discuss various topics and issues facing the Wagga Wagga business community. A different industry group and theme is selected each month. The themes selected this year, have included media, property development, infrastructure, humanitarian entrants and overseas skilled workers, entertainment and road freight logistics. Previous Mayoral Business Breakfasts have seen the development of strong working relationships between Council and local business organisations.

Finance Networking Event

A Finance Networking evening was held on 18 September 2012. Finance industry representatives gathered to listen to guest speaker Mark Easdown, who has worked in financial markets for over 15 years. Mark touched on a multitude of topics in relation to the finance sector, with the aim of informing and encouraging critical thinking.

Property and Facilities Management

The Council's Property Management team manages around 150 leasing or licensing arrangements for Council owned or Council controlled properties. These cover a diverse range of situations, such as facilities used by community groups, land set aside for grazing purposes and commercial lease arrangements. This team also facilitates Council's interest in property acquisition and sales and plays a key role in significant Council projects like the Riverina Intermodal Freight & Logistics (RiFL) Hub, which involve property related issues.

Within the same division is the Facilities Management team, responsible for the maintenance and renewal of Council's buildings. During the past year, this team has continued to improve community amenities at community halls according to a rolling program. Good examples include the Wiradjuri, Robertson Oval and Jubilee Park amenities. The behind the scenes activity includes a rolling program to upgrade electrical switchboards and security systems, attending to annual fire safety statement requirements and managing asbestos removal. The unit also administers the annual rural halls grants program and manages the cleaning and security contracts across Council.

Wagga Wagga Livestock Marketing Centre

The Wagga Wagga Livestock Marketing Centre (LMC), is the premier livestock selling centre in Australia for the marketing of cattle, sheep and lambs. The LMC was established in 1979 and has led the way in livestock sales for over 30 years. The facility is located approximately 10km north of the city in Bomen and is neighbored by several key agricultural businesses in the region.

The LMC is a major driver of agribusiness, employment and economic growth in the Wagga Wagga regional economy. The LMC is wholly owned by Council and operates on a completely self funded financial model that delivers a significant dividend to Council annually and is distributed to a number of rural and regional projects.

The LMC continues to rank as the largest sheep and lamb selling centre in Australia selling approximately 1,754,000 head in the 2012/2013 financial year. The LMC also sold approximately 133,000 head of cattle for the same period and continues to be ranked in the top group of cattle yards throughout Australia.

Approximately \$225M worth of livestock was sold through the LMC over the course of the financial year. A highlight of this, was the week commencing Monday 15 February. Monday's regular cattle sales offered 4,290 head worth \$2,607,000, Thursday's sheep and lamb sale sold 43,400 head worth \$3,197,000 and a single vendor special store cattle sale on the Friday presented a further 3,285 head valued at \$2,124,000. The week's combined sale value was just short of \$8M.

For more information visit www.saleyards.info/Wagga



Economic Snapshot

The Economic Snapshot is a publication created by Council's Economic Development team. The snapshot provides a holistic look at the state of Wagga Wagga's economy featuring information on a multitude of topics such: as our total population labour force; unemployment rate and employment by industry, our education and training sectors and investment that's occurring across the LGA.

The most recent snapshot has featured information on the Bomen Business Park and the businesses that operate there, such as Riverina Oils and Bio Energy (ROBE) and Renewed Metals Technology (RMT). The snapshot also identifies that the three year horizon for investment will result in commercial and industrial investment in the order of \$650 Million across the public and private sectors, which is fantastic news for the Wagga Wagga economy.

businesswaggawagga.com.au



Wagga Wagga Regional Airport

The Wagga Wagga Regional Airport had yet another busy year, with a significant amount of development and operational change taking place throughout the 2012/2013 financial year. The Riverina continues to be well serviced with multiple services to Sydney each day with Rex and Qantaslink and Rex servicing the Melbourne route. Wagga Wagga Airport saw approximately 25,000 aircraft movements, including nearly 8,000 training movements and approximately 207,000 passengers move through the airport over the course of the year.

The public car park management system was very successful in its first full year of operation. Prior to the introduction of the system, parking spaces during peak times were in high demand, with parking in overflow areas common. Since the system was introduced, there is now a surplus of available parking spaces. In excess of 100,000 vehicles passed through the car park in 2012/2013. The system generated approximately \$267,000 in revenue, which assists the Airport in continuing to be a fully self funded business.

This year also saw the commencement of security screening operations and the installation of a new automated baggage handling system, which helps to ensure that the airport continues to meet the expectations of the Department of Infrastructure and Transport, Office of Transport Security, from a regulatory compliance perspective.

The new Commercial Aviation Precinct, was completed within budget, despite significant weather delays and a number of challenging construction issues. The Commercial Aviation Precinct, provides a foundation, in terms of physical infrastructure, to allow for commercial development at the Airport for years to come.

Douglas Aerospace has established itself as the Commercial Aviation Precinct's anchor tenant, investing in the future of their business through their relocation to Wagga Airport and construction of their first aircraft refurbishment hangar. Aircraft up to Boeing 737-800 and Airbus A321 can be painted in their hangar. The first jet aircraft painted in the new facility was completed in early August 2013, with another jet aircraft arriving by the end of August. Douglas Aerospace has now commenced construction of their second aircraft refurbishment hangar which will be located adjacent to their existing hangar. This second hangar, will cater for aircraft up to a Saab 340.

Construction of four aircraft hangars in the light aircraft precinct, also commenced and is well progressed. This development is being undertaken by private aircraft owners. Development consent has been issued for a further four hangars in the precinct by another group of developers.

Council's significant investment in the future of regional aviation through the development of the Commercial Aviation Precinct and Light Aircraft Precinct, will continue to grow business, economic development, jobs and flying activity in the region.

Wagga Wagga Airport continues to be a leader in regional aviation, contributing significantly to the Gross Regional Product and employment as well as achieving the Airport's vision of being: "A Centre of National Aviation Significance".

Chapter Cover Image: Wagga Wagga Regional Airport.



25,000 aircraft movements



207,000 passengers for 2012/13



8,000 aircraft training movements



Riverina Intermodal Freight and Logistics (RiFL) Hub

Optimising the use of existing rail infrastructure, is an integral component of the successful development of the Bomen Business Park and achieving objectives of the Bomen Master Plan. The Riverina Intermodal Freight & Logistics (RiFL) Hub aims to do this and capitalise on Wagga Wagga's location and access to capital cities by rail.

Currently estimated to cost \$69M, the project involves the construction of new major rail and road infrastructure and a freight terminal on 80 hectares of land in the Bomen Business Park. Both State and Federal Governments are partnering the project, highlighted by the Department of Regional Australia, Local Government, Arts and Sport, committing \$14.5M towards the construction of necessary roads and rail infrastructure. Private sector partners will also play a critical role in making the RiFL Hub a reality.

The construction of additional rail infrastructure, including a new 5km long master siding, will allow freight trains to safely pull off the main rail line to load and unload material for wider distribution.

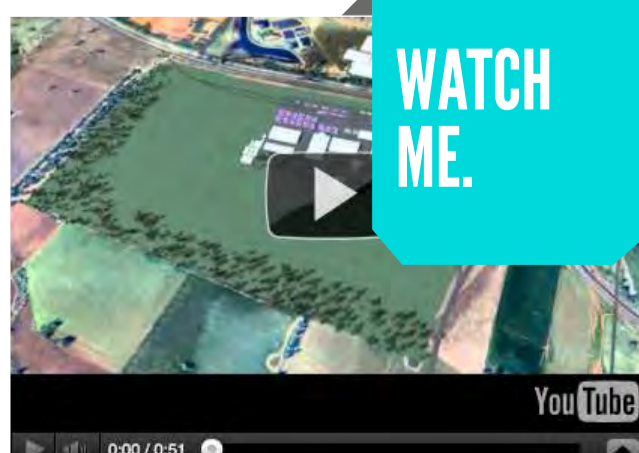
Road infrastructure will capitalise on Wagga Wagga's easy access to the Sturt and Olympic Highways, and create the 'hub' between road and rail.

Council has progressed this project to a point where it has gone to the open market to receive formal submissions (Request for Proposals) from potential terminal operators, to build and operate the RiFL facility.

Further consideration of the project will be required by Council, before any commitment is made to proceed to the implementation stage of the project.

Find out more about the RiFL Hub and read the latest updates visit our website.

www.wagga.nsw.gov.au/rifl



Tourism

The Tourism Industry in NSW is worth \$25.5B per year and NSW alone has close to 81 million visitors a year. That's why tourism is extremely important to NSW, in particular to regional NSW. Statistics provided by Destination NSW noted that total visitor numbers to Wagga Wagga in both day and night trips were over 1 million with a spend of over \$224M going into the Wagga Wagga economy. (Statistics provided by Destination NSW are based on an annual four year average to September 2011)

The financial year was another successful one for tourism in Wagga Wagga, with a host of events supported, including sporting, cultural, community and business events, as well as various markets. Over 400 events were held throughout the year and supported were in many ways by the Tourism team.

The Tourism team participated in many promotional activities as a member of Riverina Regional Tourism (RRT) including:

- Participation and support of RRT's Visiting Friends and Relatives campaign in local newspapers and radio outlets. This campaign provides additional exposure for Wagga Wagga events and complements existing promotion of events, which appear in the monthly "What's On" and visitwagga website.
- Updating of accommodation, attractions and events on the State Tourism Data Warehouse website, which feeds information into www.visitnsw.com.au and www.australia.com
- Attendance at Riverina Visitor Information Network Meetings, Board Meetings and Destination Management Plan Workshops.

Promotion

In addition to promotional activities with RRT, the tourism team participated in advertising and marketing to coach companies and groups, promotion of events via www.visitwagga.com website, monthly "What's On", via Facebook and Twitter and initiatives such as workshops for event organisers to assist in event management and ongoing meetings held with industry operators and event organisers for existing and new events.

These initiatives are crucial to the ongoing development and success of tourism in Wagga Wagga and are proving to be successful. This year our Visitor Information Centre handled a total of 49,204 face to face and phone enquiries, and 249,449 visits to the www.visitwagga.com website, which was an increase of 19% on the previous year's figure.



Visit Wagga website

Over the last year, new functions have been added to the tourism website with updating of content ongoing. Some of the enhancements include:

- Online sales, including full payment options through Secure Pay
- The website Home page has received new text to reflect content in the Visitor Guide
- A number of guides can now be downloaded from the website, including the Visitor Guides, New Residents Guides and Functions and Conference Guides
- Selected retail items are available for purchase online, including local produce, books and city brand souvenirs
- Language options
- Voting poll
- A new mobile site was launched in December 2012

The use of Social Media is now a major on-line marketing tool for our Tourism Team which is now using Facebook, Twitter, YouTube and Instagram. More information about Wagga Wagga Tourism and links to social media, can be found at www.visitwagga.com

Contact with Industry and Operators

Operator networking events were held during the year at the Wagga Wagga Country Club, the new Charles Sturt University Winery Cellar Door and at the Visitor Information Centre. These events are held to ensure staff and operators have the opportunity to have face to face contact, as well as to provide operators the opportunity to get to know each other. The events are very informal and are normally held in the morning. However the event at the Visitor Information Centre, was held in the morning and afternoon to give operators a greater choice.

Did you know?

65.8% of our visitors were from Sydney and Regional NSW with the remaining 34.2% coming from interstate including Victoria, Queensland, ACT and other states.

The top 5 activities undertaken by visitors, were visiting friends and relatives, eating out at restaurants, shopping for pleasure, general sightseeing, pubs, clubs and bars.

The main purpose for visits to Wagga Wagga (visitors) were: 24% on holiday, 41.8% visiting friends and relatives, 23.4% visiting for business and 10.3% for other reasons

During the 2012/2013 Financial Year, 2074 Visitor Guides, 1,095 New Residents Guides, and 1,721 Functions and Conference Guides, were downloaded from the tourism website.



Instagram



Follow us @ visitwaggawagga

Evocities Campaign

The Evocities campaign aims to encourage people to live, work and invest in any seven of NSW's leading regional cities: Albury; Armidale; Bathurst; Dubbo; Orange; Tamworth and of course; Wagga Wagga. Since the launch of the campaign in 2010 Evocities has generated almost 2,000 pieces of media coverage and by early 2013 these cities welcome 924 new households to their communities. The Evocities campaign has also seen over 180,000 visits to its website and has generated an excellent return on investment.

A new household moving to an Evocity directly boosts the economy of its new city by an average of almost \$95,000 a year. This means that the 924 families who moved in the first two years or more of the campaign generated over \$88M per annum in additional direct spend for the participating regional cities.

Evocities has a number of websites which can be accessed by those looking for information when considering relocation. Enquiries have included availability of jobs, and real estate and general relocation questions. The websites are maintained at a local level and include: Evocities, Evoinvest, Evoproperty and Wagga Evojobs. A new brochure "Make the Move" has been produced as a call to action for enquiries. Wagga Wagga continues to work collaboratively with the other six cities and local organisations, such as real estate agents, medical organisations, Charles Sturt University and employment agencies. At a local level, Wagga Wagga City Council staff members have staffed an Evocity tent at a number of Farmers Markets ensuring a strong community presence.

Wagga Wagga has received additional coverage in national media as a direct result of this campaign, such as in The Australian, Sydney Morning Herald and Sun Herald Newspapers and also in Australian Property Investor Online Magazine.



Above: David Maloy, artist behind "Faces of Ashmont", the exhibition shown at the launch of the Ashmont ArtSpace.

Ashmont ArtSpace

The launch of the Ashmont ArtSpace was a partnership initiative between Ashmont Placemaking Group, Eastern Riverina Arts and Council's Economic Development Team, as a part of the Retail Growth Strategy.

The Ashmont ArtSpace was officially launched by Mayor Clr Rod Kendall on 19 March 2013, at the Ashmont Mall. The Ashmont ArtSpace is a new exhibition space for both artists with strong connections to Ashmont and visiting artists wishing to make work with or in the community.

Visit to Koorinal Public School

In November 2012, Dr Peter Adams the Director of Council's Economic Development Directorate was invited to attend Koorinal Public School and give a talk to a class of year 3 students. Peter spoke to the class about the role of Council, what Council does and where Council sits in the community. The talk provided valuable insight for the young minds into support their learning.



SIX.

A Sustainable Environment

State of the Environment

This chapter of the Annual Report, covers what Council is doing in regard to planning, monitoring, maintaining and enhancing the environment, as well as providing key indicators that provide a picture of the overall state of our local environment.

Strategic Environmental Direction

The Wagga Wagga Environmental Sustainability Strategy (2009-2013), was adopted to help improve the sustainability of the local environment, balance the needs of the built and natural environments and ensure development strengthens the connection between the community and the natural environment, to create a sense of place and enhance community wellbeing. The progress against the strategies initiatives is reported on in the Annual Report. This strategy is due for review under Council's Integrated Planning and Reporting process.

Council also has environmental performance targets on energy, water, waste, fleet, biodiversity, paper and procurement which are monitored on an ongoing basis to help track and improve our sustainability in these areas. Council has regulatory requirements under the Local Government Act and other legislation, to monitor, manage, and report on various environmental aspects covering a broad range of functions, as well as a level of corporate social responsibility to do so.

Local Climate and Air Quality

Wagga Wagga and the surrounding region, generally experience a hot dry summer and a cold wet winter. The Bureau of Meteorology records our climate data at the Forest Hill meteorological station. In the past 12 months Wagga Wagga has had 442.6mm of rainfall, which is much lower than the long term average of 569.4mm. Evaporation rates exceeded rainfall rates in 10 out of 12 months for the year.

Monthly evaporation versus rainfall for 2012/2013

(BOM, 2013)

2012/2013	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Evap (mm)	33.2	59.6	100.0	174.8	226.8	282.8	364.4	269.8	215.8	122.2	65.8	36.6	1918.6
Rain (mm)	44.6	37.6	5.8	30.6	60.2	22.8	13.0	31.8	36.4	7.2	55.2	97.4	442.6

Average temperatures measured at the Forest Hill meteorological station

(BOM, 2013).

2012/2013 (°C)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Average High	35.3	30.1	28.3	24.1	18.2	16.5	13.8	14.6	19.0	23.3	28.5	30.6	23.5
Long Average High	31.7	30.8	27.6	22.5	17.3	13.8	12.7	14.5	17.6	21.4	25.8	29.4	22.1
Average Low	17.8	18.4	14.5	9.3	6.0	4.4	2.5	1.9	4.0	6.3	12.8	14.5	9.4
Long Average Low	16.2	16.4	13.4	9.1	5.8	3.7	2.7	3.5	5.1	7.7	10.8	13.8	9.0

Analysis of the average high temperatures for the past year compared with the long term average, shows that 11 out of 12 months have had a higher than average temperature. Analysis of the average low temperatures for the past year, compared with the long term average shows that 8 out of 12 months have had higher than average temperature.

Did you know?

Rainfall was 22% lower this year than the long term average and temperatures were also higher.

Land Management and Planning

Council is committed to the principles of Ecologically Sustainable Development (ESD). The Local Government Act of 1993 defines ESD as the effective integration of environmental, economic and social considerations in the decision-making process.

ESD can be achieved through implementing the following principles:

- The precautionary principle - Where there are threats to serious or irreversible environmental damage, a lack of scientific certainty, should not be used as a reason for postponing measures to prevent environmental degradation. In the application of the precautionary principle, public and private decisions should be guided by:
 - Careful evaluation to avoid, wherever practical, serious or irreversible damage to the environment, and
 - An assessment of the risk weighted consequences of various options.

The precautionary principle requires decision making to give the environment the benefit of the doubt.

- Intergenerational equity - The present generation should ensure the health, diversity and productivity of the environment are maintained or enhanced for the benefit of future generations (that is all generations may use or expect to benefit from the nations resources).
- Conservation of biological diversity and ecological integrity should be a fundamental consideration.
- Improved valuation, pricing and incentive mechanisms – Environmental factors should be included in the valuation of assets and services, particularly for the following:
 - Polluter pays (Those who generate pollution and waste should bear the cost of containment, avoidance or abatement).
 - The users of goods and services should pay prices based on the full cycle costs of providing the goods and services, including the use of natural resources and assets and the ultimate disposal of waste.
 - Environmental goals should be pursued in the most cost effective way, by establishing incentive structures, including market mechanisms which maximise benefits or minimise costs in the development of local solutions and responses to environmental problems.

Contaminated Land Management

Urban Salinity

Urban salinity (standing water level heights and electrical conductivity of the water) is recognised as one of Wagga Wagga's most significant land degradation concerns. Salinity within the urban environment, impacts on all members of the community ,quickly damaging infrastructure and impacting on the surrounding natural environment.

Council staff run an education program to increase community awareness of the causes, problems and management of urban salinity through programs in the community and schools. The 'Urban Salinity Guide' is aimed at residents and students wishing to learn more about the local salinity issue. This guide pinpoints key areas of Wagga Wagga where the impacts of salinity are evident and where management strategies have been implemented.

The establishment of a rear block drainage replacement system, an evaporation basin and a series of dewatering bores in the Calvary Hospital area are examples of ongoing programs used by Council to control urban salinity.

The status of urban salinity is monitored through an extensive piezometer network and reported on annually. This report is available on Council's website.



Water Quality

In addition to monitoring of urban salinity piezometer network, Council continues to conduct regular monitoring of local waterways.

The Murrumbidgee River is monitored monthly, at two sampling sites (upstream and downstream of Wagga). Water quality for the Murrumbidgee River fell to within acceptable limits in 2012/2013. Turbidity (cloudiness) levels were varied, based on river levels, inflows, releases from storages and rainfall.

Flowerdale and Wollundry Lagoon, are also monitored monthly at a number of sites. Water quality for the lagoons fell to within acceptable limits in 2012/2013. Dissolved oxygen levels at both lagoons ,varied according to water temperature and stormwater inflows. Following dredging, turbidity/colour has improved in Wollundry Lagoon.

Weekly samples were taken from Lake Albert, at Apex Park boat ramp and the Boat Club ramp during the warmer months of 2012/2013. Alert levels for blue green algae and bacteria are shown on the following page.

Lake Albert Water Quality Monitoring Results (WWCC data).

Blue Green Algae Alert Levels	Green	Amber	Red
2012/2013	18	7	3
2011/2012	22	1	0
2010/2011	19	1	0

Green = Continue routine sampling
Amber= Causes and increased sampling should be undertaken
Red= Health authorities notified, water should not be used for recreation

Bacterial Alert Levels	Low	Medium	High
2012/2013	6	19	3
2011/2012	7	16	0
2010/2011	4	12	4

Low= No restrictions of use
Medium=Advise against primary contact
High= Advise against all use

Water Usage and Management

Council is responsible for approximately 200 properties with a water service, including Council buildings, community buildings and amenities, as well as 169ha of irrigated parks, oval and spaces. Council subscribes to the Planet Footprint Scorekeeper service, to track these accounts.

Wagga Wagga City Council's Water Usage (Planet Footprint data, WWCC data, RWCC data).

Water Usage (kL)	2012/2013	2011/2012	2010/2011
Potable Water	574,047	408,578	352,894
Effluent Reuse	291,719	119,153	298,638
Total Water Consumption	865.766	527,731	651,532
Effluent Discharged to River	5,212,411	5,422,869	6,055,362

Council has four EPA (Environmental Protection Authority) licensed sewage treatment facilities in Wagga Wagga, to treat the City's five and a half million litres of wastewater from residents, business and industry. Council also has an EPA Licence to use treated effluent for irrigation on a number of parks and ovals in Wagga Wagga, which reduces our demand on the potable water mains supply. The remainder is discharged back into the Murrumbidgee River.

Waterwise Naturestrips

Riverina Water County Council (RWCC) received federal funding to conduct the Naturestrip Lawn Replacement Rebate Scheme, which was completed in June 2013. Council partnered with RWCC to develop guidelines for naturestrip replacement and is responsible for processing the applications for individuals to undertake this activity on road reserve nature strips.

Over \$530,000 was paid to 415 households which took advantage of the rebate offer to put in place approved water efficient alternatives. Council has also just completed a demonstration site on the corner of Morrow and O'Reilly Streets. Council and RWCC will continue to promote the benefits of reducing lawn areas to residents and businesses in the region. The program has been announced as a finalist for the NSW Green Globe Water Efficiency Award.

Did you know?

On average, each person in the WWLGA used 231,000L of water during the 2012/2013 financial year.

Vegetation Management and Biodiversity

Weed Control Program

Council is responsible for two key functions under the Noxious Weed Act 1993. As a landholder, Council is required to control noxious weeds on our properties. This includes reserves, parks, gardens open spaces and the road reserve. Council undertakes an extensive spray program to control weeds according to their control classification.

Noxious Weed Declarations for the Wagga Wagga Local Government Area (DPI, 2013).

Control Classes	Control Requirements as determined by the Noxious Weeds Act 1993
Class 1 (30 declarations)	The plant must be eradicated from the land and the land must be kept free of the plant
Class 2 (10 declarations)	The plant must be eradicated from the land and the land must be kept free of the plant
Class 3 (3 declarations)	The plant must be fully and continuously suppressed and destroyed and the plant must not be sold propagated or unknowingly distributed
Class 4 (38 declarations)	The Growth of the plant must be managed in a manner that reduces its numbers spread and incidence and continuously inhibits its reproduction
Class 5 (29 declarations)	The requirements in the Noxious Weeds Act 1993 for a notifiable weed must be complied with

Councils other key function is as a regulatory body, Council is required to inspect private properties in the LGA to ensure they are satisfactorily managing noxious weeds on their property. Nurseries and other retailers are also inspected, to ensure they are not propagating or selling noxious weed species.

In 2012/2013 Council officers inspected:

- 321 'high risk' properties, such as retail outlets and livestock saleyards
- 627ha of 'high risk' sites, such as Council managed reserves and Crown land
- 2,514km of 'high risk' pathways, including roads and waterways.

Cane Needle Grass

Cane Needle Grass, an invasive native of South America was discovered at the North Wagga Flats in 2002. It's significance as a problem weed is highlighted by the fact that it is one of six known infestations Australia wide. Cane Needle Grass is an extremely fierce competitor and has the capacity to overtake remnant bushland and pastures due to its quick growth rates and high seeding ability. It can form dense stands which become rank and unpalatable to stock and are tolerant of drought.

Masses of seeds may be produced under the right conditions and are spread via wind, water, animals and machinery. Current control in the Wagga Wagga LGA is carried out annually through the use of foliar spraying. Future management objectives include gaining a better understanding of the plants growth patterns and periods of susceptibility in a bid to improve existing control regimes as well as increasing public awareness and raising the profile of the issue.



Lloyd Environmental Conservation Area (E2 Zone)

Council acquired management of this 150ha area of native woodland through a Voluntary Planning Agreement. The area is to be managed for conservation of its natural and cultural values and for passive recreation. A Conservation Management Plan for the area has been adopted by Council, to enable it to fulfil that obligation.

Required actions identified in the Plan, include control of gully erosion and revegetation works to enhance habitat connectivity. The restoration work completed to date includes removal of the old farm fences, erosion control measures and rock chutes on the major gully through the middle of the area, infilling of one dam, and infill with erosion controls of a smaller gully in the eastern section of the area.

Wilks Park Land for Wildlife Area

In October 2012 Council registered Wilks Park under the 'Land for Wildlife' program. 'Land for Wildlife' is a voluntary property registration scheme for landholders to maintain wildlife habitats on their land. This program aims to improve sustainability and help preserve natural havens and corridors for wildlife on the property.

Wildlife corridors are important because fragmented bush creates islands of bush that are far from one another, containing populations that are too small to sustain a viable population. Wilks Park is a known habitat for an endangered population of Squirrel Gliders.

Roadside Vegetation Implementation Project

The Local Government and Shires Association granted Council funds to remove woody weeds from along the Wagga Wagga to Coolamon Road and to revegetate sections of roadsides to the west of Coolamon Road. Woody weeds such as Olive, Peppercorn, Canary Island Date Palm and Tagasaste, were removed from 14km of roadside. More than 6,000 trees, shrubs and ground cover species were planted over a total of 10ha of roadside verge.

Revegetation – Murrumbidgee Catchment Management Authority

Following the major flood in 2012, Council received funds from the Murrumbidgee Catchment Management Authority, to restore flood damaged areas of the river banks and adjacent riparian areas in the Wagga Wagga urban area. The flood waters had swept away much of the ground cover vegetation in many sections and had deposited large drifts of sand in other areas. A total of 11ha was revegetated with local native shrubs, grasses and ground cover plants and some trees. In total, 13,300 seedlings were planted in this revegetation project.

Property Vegetation Plans

A Property Vegetation Plan (PVP) is a negotiated legal agreement between a landowner and the Catchment Management Authority, under the provisions of the Native Vegetation Act 2003. A PVP can take the form of incentive payments to a landowner to improve the condition of native vegetation on their property. A PVP may be granted to a landowner to allow clearing of native vegetation to ensure that there is no net loss of environmental value and that the actions 'will improve or maintain environmental outcomes'.

Revegetation and protection of remnant vegetation in the Wagga Wagga LGA, has occurred through a number of different mechanisms, such as through various Council projects, Catchment Management Authority projects, Landcare group projects, individual landholders, carbon farming initiatives and many more. Those for which Council has data in 2012/2013, are listed below.

- Grant Programs – 19,300 native plants
- DCP (Development Control Plan Section 5.3) 5.3 requirements – 3,810 native plants
- National Tree Day – 5,660 native plants
- Property Vegetation Plans- 21.8 ha

Reducing our Carbon Footprint

Wagga Wagga City Council signed the NSW Mayor's Agreement on Climate Change in 2008, committing to reduce Council's carbon emissions by 20% by 2020 based on 2005/2006 levels. Council's emission profile consists largely of landfilled waste, gas and electricity consumption for its facilities, electricity for streetlighting, and fuel consumption.

Council's carbon emissions profile by source (WWCC data, 2013).

Emission Source (tonnes CO ₂ e)	12/13	11/12	10/11
Waste (Scope 1)	35,140	34,402	31,744
Gas (Scope1)	898	952	815
Fuel (Scope1)	3,042	2,875	2,724
Electricity	7,848	8,050	8,375
Streetlighting	2,984	3,381	3,459

Energy Initiatives

Council subscribes to the Planet Footprint scorekeeping service, in order to track our electricity and gas accounts, (there are approximately 200 properties as well as fleet fuel consumption) to calculate the resulting carbon emissions. Council has continued to implement initiatives to reduce emissions from energy including efficiency projects such as lighting upgrades, solar hot water, hot water timers, solar path lighting, and the installation and commissioning of the 230k co-generation system at the Oasis Aquatic Centre. The system is expected to reduce Council's carbon emissions by more than 1,300 tonnes per annum.

Did you know?

68,5267kwh of electricity was produced by Wagga Wagga City Council's solar panels in 2012/13.

Council's electricity use (for all facilities and street lighting), equates to approximately 4% of all electricity used in the Wagga Wagga LGA.

Table of electricity usage for the Wagga Wagga Local Government Area

(Essential Energy, 2013)

	11/12	10/11	09/10
Residential MWh	164,263	172,672	187,477
Residential Customers	26,289	26,230	26,501
Business MWh	249,388	256,148	260,038
Business Customers	3,283	3,298	4,160
Exported to Grid MWh	5,149	2,110	124
Export Customers	1,330	936	202

Data for 2012/2013 was not available at the time of publication, however the table above indicates that while the number of business and residential customers connected to the electricity grid, has remained fairly stable, the actual consumption of electricity has dropped by 15,000MWh in one year, which indicates that business and the community are becoming more aware of the need to reduce their energy consumption. It is also interesting to note that the number of customers exporting electricity back into the grid has grown significantly.

Fleet Initiatives

The number of vehicles in Council's fleet has increased predominantly in the light commercial and passenger vehicle sections. To offset this increase there have been some policy changes to encourage the use of vehicles that consume less fuel, by switching to cars with smaller fuel efficient engines, or that use hybrid technology. The main driver of the policy, is that the minimum greenhouse rating of a vehicle that Council will purchase, is currently set at 6, but July 2014 may be increased to 7.

Working with the supplier of its Fleet management software, Council is trialling a car pooling system. This is planned to increase the availability of vehicles throughout the organisation and thus to reduce the number of vehicles in the fleet. Council has conducted an evaluation of biodiesel in a range of vehicles and plant and given success with this product, is intending to distribute this further to its heavy plant.

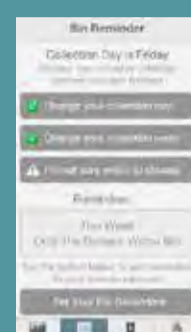
Waste Initiatives

Council continued to provide a regular weekly and fortnightly commercial and street bin waste service to residents in Wagga Wagga, Tarcutta, Oura, Ladysmith and Mangoplah.

Greenhouse gas emissions resulting from waste sent to landfill, is by far Council's largest source of emissions. The Gregadoo Waste Management Centre reports its emissions under the National Greenhouse and Energy Reporting Act 2007 and is considered a 'liable entity or facility; having exceeded the 25,000t CO₂e threshold under the Clean Energy Act 2011, this in turn triggering the Carbon Pricing Mechanism. The methodologies for calculating these emissions, are currently under review and the figure shown in the table above is preliminary only and not the official figure.

The Gregadoo Waste Management Centre, held two "Tip Free Days" in the past year with several hundred residents taking advantage of each free entry day to dispose of their unwanted domestic waste.

Council was successful in gaining funding under the National Television and Computer Recycling Scheme, for a period of two years. This involves a combination of government regulation and industry action, to take responsibility for the collection and recycling of e-waste, including televisions, computers, printers and computer products. Under the scheme, householders and small businesses can drop-off these items for free at the Gregadoo Waste Management Centre.



Wagga Waste App

The Wagga Waste App has been developed by Wagga Wagga City Council to help you understand waste management and how you can help in reducing waste entering landfill. The app has a number of features including:

CO₂ tracker:

This interactive graph tracks the weekly CO₂ emissions generated from household waste going to Gregadoo Waste Management Centre.

Bin reminder:

Set your collection day, add the reminder and you'll never forget to put your bin out again. You can even identify which week is a single bin week and which is a 3 bin week.

What Goes Where?

Find out where to recycle or dispose of different types of waste.

Gregadoo Waste Management Centre (GMWC):

View the GMWC opening hours, location, contact details and more.

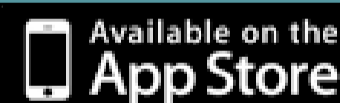
My Bin:

Did your bin get stolen or maybe it didn't get picked up? Find out how to get a pick-up or replacement bin.

Stuff for Kids:

Take a look at heaps of online resources for kids.

Search for Wagga Waste on iTunes to download the app for free.



DOWNLOAD ME.

Staff Sustainability Actions

Council undertakes a number of other initiatives at a corporate level to increase sustainability. These include the following activities and projects:

- Local Government Shires Association Accelerating Sustainability training for selected staff and Councillors
- Volunteer Staff Sustainability Committee
- Monitoring and reporting on paper usage/printing
- Corporate bicycle fleet for staff use
- Boomerang Bag program for staff use
- Organics collection and recycling in the Civic Centre
- Look Listen Do It Better suggestions and working groups

Complaints and investigations

Council responds to environmental complaints about noise, rubbish, air pollution and odour. In more severe cases, the Police, or the Environmental Protection Authority (EPA) are the relevant regulatory authority. Instances of complaints handled by these bodies are not listed here.

Table of environmental complaints received through Customer Request system

(WWCC data, 2013)

Complaint Type	2012/2013	2011/2012
Animal Noise	422	407
Noise Pollution	53	60
Dumped Rubbish	362	263
Odour Pollution	29	26
Woodsmoke/Burning	24	24

Educating and engaging the community

Schools Sustainability

Council undertakes a number of activities aimed at educating and engaging the community on various aspects of environmental sustainability. Council officers have conducted 11 school talks and tours this year, on topics such as recycling, alternative transport, salinity, water and energy efficiency. This has engaged directly with 495 individual staff and students.

Council also ran its 8th year of the Schools Sustainability Challenge, which saw 10 local schools receive \$9,500 in funding, to implement projects in their schools on various themes or focus areas such as recycling, revegetation, development of veggie patches, worm farms and native gardens.

Spotlighting Night

Squirrel Gliders are listed as an Endangered Population under the Threatened Species Conservation Act 1995. There is a small number of these gliders found in Wilks Park (North Wagga Flats) and each year a spotlighting survey is done, to monitor the year by year numbers, of Gliders and other possums living in Wilks Park. This monitoring survey is usually done at the beginning of September, to coincide with Threatened Species Day and the community is encouraged to come along and help.

Three of these types of surveys were done in 2012/2013. The totals of animals and birds seen on these surveys were: 96 Brushtail Possums; 15 Ringtail Possums; 2 Cats; 2 Boobook Owls; and 1 Tawny Frogmouth. No Squirrel Gliders were seen this year.

Weeds Awareness

Council staff members undertake education and extension activities, to promote awareness of noxious weeds and ways to manage them. Activities in 2012/2013, included the Noxious Weeds Trailer at Little Big Day Out, the Henty Field Days and the Riverina Co-op for Weed Buster Week. Staff also held a Tip Free Day for woody weeds, and conducted a 'Weeds and Wildlife' Walk and Talk at North Wagga Flats, to give landholders a presentation and in-situ viewing of Cane Needle Grass and to promote the Wilks Park Land for Wildlife initiative.

Community Action Days

Council coordinated National Tree Day for the community in July 2012, with 70 volunteers participating on the day. Schools were also supplied with free trees for the Schools Day, with 28 local schools and pre-school participating.

Chapter Cover Image: Sharomi Dayanand and her daughters participating in National Tree Day 2012.

Council and the Wagga Wagga Tidy Towns Committee, coordinated the Clean Up Australia Day events in March 2013, with 14 sites being registered and cleaned up by 334 volunteers. Schools Clean Up Day was also well represented, with 19 school sites participating.

Clean up Wagga Wagga Day, which is an annual spin-off of the National event, was run again in August 2012 and saw nine sites registered for clean up by the wider community. Other community activities in which Council was involved for 2012/2013, include:

- Little Big Day Out
- Be The Change
- 100% Renewables
- Earth Hour
- National Recycling Week Swap Party

Great Green Challenge

The Great Green Challenge, was a sustainable living challenge run in 2011 and 2012, with six different households taking part in the competition each year to make positive changes to their environment, reduce their ecological footprint and share their experiences with the community. Each household received support from Council, local businesses and environmental or community groups and participated in a series of workshops on waste, water, gardening, energy and sustainable transport. These workshops were also free for the whole community.

The second year of the Great Green Challenge, wrapped up with the judging and final taking place in October 2012. The Leary family was announced as the 2012 champions at the final which saw them win a 1.35kw solar system and inverter (donated by Planet Power), for their home. The challenge was sponsored by Council and the NSW Environmental Trust and was supported by a number of local businesses and organisations.



Above: Great Green Challenge participants learning about organic gardening at the Shaw Street Demonstration Gardens.

Annual Grants

As part of Council's Annual Grants Program in 2012/2013, the category 'Sustainable Environments', had \$7,000 funding allocated to help local community groups implement a program or project that helped contribute to environmental sustainability. Three groups were successful in obtaining a grant under this funding category.

National Tree Day 2012

This year, over 70 community volunteers took part in National Tree Day at the Kurrajong Reserve near Wagga Wagga, to plant over 1500 native trees, shrubs and groundcovers. The site is a degraded parcel of Council managed land and the aim was to rehabilitate the area and ultimately, help turn it into a Recreational Reserve that can be enjoyed by the local community.

The area around the site is also a known feeding area for the Superb Parrot, which is listed as 'vulnerable' on the endangered species list. The local Scout Group based next door to the site, constructed nesting boxes to attract the Superb Parrots back to the area, and these were also erected on the day.

All volunteers were given a free seedling to take home and plant, as well as a free BBQ lunch, to thank them for participating. Local schools also took part on Schools Tree Day – planting another 4000 native plants to help our local environment and the events of the day featured on the iconic TV travel series 'The Great Outdoors'.

Below: Video footage courtesy of 'The Great Outdoors', Channel 7.



Planning and Development

Council's Planning and Development team, provides a comprehensive range of services to the community each year, with a strong focus on service quality and improvement. During the course of 2012/2013, \$82.2M of residential development was approved, in addition to \$54.3M of commercial development.

This year also saw the team undertake a review of Council's Heritage Study and the Spatial Plan (2008), as well as updates to the Development Control Plan to ensure our plans and policies reflect the needs of our community.

The Electronic Housing Code was also successfully introduced in April 2013 adding to the ever growing online presence of planning functionality. The inspection of pools across the LGA, continues to be successful, with Building Inspectors busy ensuring our pools are safe.

Heritage Study Review

Council conducted a review of the Community Based Heritage Study. This project was partly funded by a grant from the Heritage Branch of the NSW Office of Environment and Heritage and was supported by a contribution from Council.

There were three components to the Heritage Study Review:

- The Study
- Thematic History
- Inventory of Heritage Items

The Heritage Study review was presented to Council's Policy and Strategy Committee Meeting in July 2013, where it was recommended for adoption and the report was adopted by Council in August.

Spatial Plan

Council commenced a review of the Wagga Wagga Spatial Plan 2008 in 2011 and as a result, a draft revised Wagga Wagga Spatial Plan 2013-2043, was produced and placed on public exhibition. The intent of the revised Spatial Plan 2013-2043, is to provide clear strategic indicators for the development of the Wagga Wagga Local Government Area over the next 30 years and beyond, with sufficient flexibility to respond to change. It is the key Strategic Planning document for informing and managing urban growth and change.

The review of the 2008, plan consisted of three phases. The first phase was the initial consultation, including two Councillor Information sessions, three key staff information sessions, six key stakeholder workshops and ten project team meetings. The second phase involved reviewing the feedback received during the first phase and presenting the outcomes to the key stakeholders for endorsement. The final phase included a six week public exhibition period, during which 54 submissions were received. This phase also included the review of submissions and the making of relevant changes to the draft Spatial Plan prior to adoption by Council.



Above: Wagga Wagga City Council's Senior Strategic Planner, Crystal Golden speaks to students at Ashmont Public School about town planning for the future.

Development Control Plan

Another major review for the 2012/2013, year was the update of the Wagga Wagga Development Control Plan 2010 (DCP). This document supports the Wagga Wagga Local Environmental Plan 2010 (LEP) by providing additional objectives and controls to achieve Council's preferred forms of development.

Since the commencement of the DCP, several amendments have been considered and adopted. This year, the latest DCP amendment integrated the Lloyd Development Control Plan and Masterplan into the DCP. After the incorporation of the Development Control Plan for the Gobbagombalin Urban Release Area in June 2012, all Urban Release Areas are now covered by fully comprehensive provisions.

With the need for continued review, further potential amendments were identified by the Planning Advisory Committee and Council's Directorates. These amendments were exhibited and have been submitted for adoption by Council. The DCP's objectives and controls, will continue to be reviewed and updated and new amendments will be considered on a regular basis.

South City Development

In March 2013, an application to expand South City shopping centre was approved by the Southern Joint Regional Planning Panel. The development has a value of \$29.5M and includes a two storey extension to the front of the centre, new access arrangements along both Tanda Place and Dalman Parkway and improvements throughout the site to landscaping, lighting and parking. The extension will result in the main frontage to the centre being orientated to the south (towards Dalman Parkway), as opposed to the existing easterly orientation towards Pinaroo Drive.

Deliveries to the new extension will occur from Tanda Place and the existing access to and from Pinaroo Drive will be closed. There will be a total of 730 car park spaces provided across the whole site.

The extension will include 7,458 square metres of new retail floor space, 494 square metres of office space and an undercroft car park. Target has been identified as the new anchor tenant. The Target store will be on the first floor above the proposed new car park. In addition to Target, there will be a number of smaller speciality retail stores. Lifts, travelators and new amenities will be included as part of the expansion. There will be no changes to the existing Coles store.



Electronic Housing Code

The introduction of the Electronic Housing Code (EHC) in April 2013 was another improvement made this financial year, by the Planning and Development and Information Management teams.

This system provides a means of electronic lodgement for Complying Development applications under the NSW Housing Code, as well as the opportunity to conduct basic property enquires online, such as determining if a development can proceed without any further approvals, as an exempt development.

The system was launched by the Minister for Planning and Infrastructure in October 2011 and is currently operational in over 33 Local government areas. The EHC was designed for project Home Builders, Certifiers, Planners, Builders and Developers, however members of the community can also use the system. The EHC is another big step in the progress towards of online planning functionality.

Swimming Pool Inspections

In June 2011, Council's Planning and Development team began the process of inspecting all swimming pools across the Wagga Wagga Area for safety and compliance. Since this initiative was introduced, over 1550 pools have been inspected, which will lead to a safer environment for all community members.

With drowning being one of the major causes of death in NSW for children under the age of five, this was of course a high priority for action. Official amendments were made to the Swimming Pool Act in October 2012, to address concerns about the high rates of non compliance.

Council building inspectors attended premises to ensure pools were compliant and in line with legislative requirements. The inspectors checked a range of things such, as pool fencing, self locking gates, and resuscitation signage.

Planning Fast facts

During the 2012/2013 financial year, Council's Planning Directorate processed

- 657 development applications
- 43 Subdivision certificates
- 401 Constructions certificates
- 685 Plumbing permits

In addition to this, the most recent data available noted a reduction in average development application determination times to 32 days (net) compared with the previous figures of 36 days (net).

(Please note the net figure shown above is actual processing time. It does not include time where applications were awaiting the submission of additional information).



SEVEN.

Our Education, Learning and Training
Industry Makes the Difference

Our Education, learning and training industry makes the difference

Education

Council is a facilitator in developing a culture of lifelong learning and of growing Wagga Wagga's education, learning and training industry. This is evident in that half of Wagga Wagga's workforce holds some form of qualification, from industry certifications to Bachelor and Postgraduate Degrees. Wagga Wagga has a large variety of educational facilities including;

- Charles Sturt University
- Riverina Institute of TAFE NSW
- Eight secondary schools
- Twenty four primary schools
- Twenty five early childhood and preschool facilities
- Two specialist educational facilities for children with learning and intellectual disabilities
- The Riverina Conservatorium of Music
- The University of NSW Rural Clinical School
- The University of Notre Dame's Clinical School
- Regional Express (REX) Australian Airline Pilot Academy

Charles Sturt University (CSU)

Charles Sturt University's biggest campus, is based in Wagga Wagga and has a broad range of facilities that enable it to provide higher education learning in a range of specialisations. The campus facilities include a state of the art Veterinary Science Centre, Laboratories, Equine Centre, Dental Clinic, Medical Centre and Nutrition Clinic.

The Riverina Institute (TAFE)

TAFE NSW is the largest provider of vocational education in the Riverina Murray region of southern NSW. The Riverina Institute builds the skills qualifications and employability of approximately 34,000 students each year

The Riverina Community College (RCC)

The Riverina Community College is one of the region's leading employment service providers, giving prospective employees the right training and skills to enter the workforce. RCC currently provides advice and support for over 600 job seekers across the region.

The Australian Airline Pilot Academy (AAPA)

Wagga Wagga is envisaged as a world class aviation, education and training city, and the Australian Airline Pilot Academy facility based at Wagga Wagga Airport is helping to realise this vision. The Academy has invested approximately \$25M in state of the art facilities including modern classrooms, 20 new training aircraft, 3 existing flight simulators and construction on the SAAB 340 Full Motion Flight Simulator is nearing completion.

Did you know?

Wagga Wagga's education and training sectors value adds \$245M to the local economy, which is a very significant 7.4% of the overall value added.

Did you know?

The University of Notre Dame Rural Clinical Medical School is commencing construction on a new \$2.8M facility that is expected to be completed in late 2014.

Chapter Cover Image: Australian Airline Pilot Academy located at the Wagga Wagga Regional Airport.

Strengthening ties to enhance education in Wagga Wagga

A Memorandum of Understanding (MoU) was signed between Charles Sturt University (CSU), TAFE NSW Riverina Institute and Wagga Wagga City Council on 24 August 2012. The MoU aims to enhance Wagga Wagga's reputation as a place for sustainable business, balanced living and as a leader in education, training and research in regional Australia.

It paves the way for the development of training agreements between CSU, TAFE NSW Riverina Institute and local industry along with promoting cooperation to support the training needs of the business community. General Manager of Wagga Wagga City Council Mr Phil Pinyon said, "The MoU will formalise the commitment of Wagga Wagga City Council, Charles Sturt University and the Riverina Institute to actively cooperate to enhance both the city and its educational facilities and assist each other to meet mutually beneficial strategic objectives."



Above: Memorandum of Understanding Signing between Wagga Wagga City Council, The Riverina Institute of TAFE and Charles Sturt University in the Wagga Wagga Council Meeting Room on Friday 24 August 2012. Left front: Professor Andrew Vann - Vice-Chancellor (CSU), Kerry Penton (Institute Director (RI)), Kerry Pascoe. Left back: Adrian Lindner - Head of Campus Wagga Wagga (CSU), Professor Julia Coyle - Acting Dean of Studies (CSU), Brian Millar - Director Business, Arts & Service Industries (RI), Phil Pinyon - General Manager Wagga Wagga City Council.



DATA

Our performance against the Delivery Program

Each section will highlight Council's performance against the Combined Delivery Program and Operational Plan through the use of the following symbols:



Completed/on track
(Year ending 30 June 2013)



In progress/behind schedule
(Year ending 30 June 2013)



Not completed
(Year ending 30 June 2013)

Progress Report - Implementation of the Combined Delivery Program and Operational Plan - 2012/2013

A participatory democracy and decisive leadership

Code	Our Commitment	Status
1.1.01	Actively engage with the community to ensure open communication	
1.1.01.01	Respond to media enquiries and provide a range of information for dissemination	Completed/on track
1.1.01.02	Distribute communication from Council across the entire Local Government Area on a regular basis using printed and digital media <i>Council now has 951 followers on its Twitter account and numbers continue to rise steadily. Twitter allows media opportunities to be disseminated quickly to media outlets as well as creating awareness of Council activities. In addition to handling daily media enquiries and fielding requests for information and interviews with Councillors and Staff, media opportunities are arranged to proactively highlight a range of Council projects and services and are well attended and result in positive coverage.</i>	In progress/behind schedule
1.1.01.03	Develop and action best fit communication and engagement plans in conjunction with responsible business owners	Completed/on track
1.1.01.04	Coordinate and facilitate programmed village consultations	Completed/on track
1.1.01.05	Promote opportunities to build relationships with Planning stakeholder groups	Completed/on track
1.1.01.06	Manage the Multicultural Aboriginal Youth, Seniors and Arts Advisory Committees <i>Formal advisory committees have been replaced with a new community engagement strategy as part of corporate strategy. Accordingly, Advisory committees such as the Marra Marra Committee and the Seniors Management Committee are now occurring as community committees. Council officers attend both committees on bi-monthly or quarterly basis as a minimum, to ensure that Council is actively engaged and can provide information and receive feedback around community needs and issues.</i>	Not completed
1.1.02	Conduct strategic and operational planning, including measurements and reporting of performance, to ensure effective use of Council resources	
1.1.02.01	Coordinate Council's overall planning and budgeting process in accordance with legislation and Council electoral terms	Completed/on track
1.1.02.02	Coordinate the performance reporting process in accordance with legislation	Completed/on track
1.2.01	Promote a positive image of Council in both the local community and the broader region	
1.2.01.01	Implement City Image Strategy <i>New City Entry Working group established as per Council resolution 27 May 2013. The group reviewed submissions and requested one be approached to review costings as valid date of submission had expired. The Report is expected to July or August Council meeting. Thirteen new city entry signs featuring the Wagga branding have given the city very distinctive entry signs.</i>	In progress/behind schedule
1.2.01.02	Coordinate photography needs and cataloging as per branding guidelines and publishing requirements	Completed/on track
1.2.01.03	Maintain community registration system for widespread use of The City Brand	Completed/on track
1.3.01	Implement sustainable procurement practices	
1.3.01.01	Provide sustainable procurement services	Completed/on track
1.3.02	Take advantage of new and emerging technology to improve services	
1.3.02.01	Review and refine the corporate advertising processes	Completed/on track
1.3.02.02	Maintain, support and renew Council's information and communication technology	Completed/on track
1.3.02.03	Implement strategy to deliver e-services	Completed/on track

1.3.02.04	Manage Council website for continual structure/content improvement	
1.3.02.05	Provide regular information and events to stakeholders on the local and regional economy	
1.3.02.06	Develop, maintain and continue to integrate Council's corporate applications	
1.3.02.07	Implement a video recording solution for Council Meetings <i>Project will not proceed following the outcome of the December 2012 Council Meeting.</i>	
1.3.03	Actively implement and promote Council's best practice governance policies and procedures	
1.3.03.01	Facilitate Council meeting processes	
1.3.03.02	Facilitate a legislatively compliant open access to information	
1.3.03.03	Facilitate corporate support services to Councillors	
1.3.03.04	Review and manage Good Governance Framework	
1.3.03.05	Manage Privacy Management framework	
1.3.03.06	Facilitate local government pre and post election process	
1.3.03.07	Manage Anti-Fraud Management Framework	
1.3.03.08	Deliver an annual program of internal audits focusing on adding value and improving Council's operations	
1.3.04	Ensure Council's risk management process reflects industry best practice across all of Council's functions	
1.3.04.01	Implement a program for organisational risk awareness	
1.3.04.02	Review and update annual Risk Management Plan	
1.3.04.03	Maintain Workplace Health and Safety Management System and action items identified in audit	
1.3.04.04	Manage Corporate Business Continuity Plan and Disaster Management Framework	
1.3.04.05	Review and manage corporate insurances	
1.3.05	Provide a sustainable workforce which supports the current and future service delivery needs	
1.3.05.01	Communicate and implement actions from the Equal Employment Opportunity Management Plan	
1.3.05.02	Conduct the annual Employee Opinion Survey and evaluate and implement improvement initiatives	
1.3.05.03	Design, develop and implement staff learning and development initiatives	
1.3.05.04	Provide recruitment services to the organisation	
1.3.05.05	Review and monitor the implementation of the Workforce Plan	
1.3.05.06	Maintain Council's Traineeship and Apprenticeship Program	
1.3.05.07	Manage the Individual Performance and Development Plan process for all staff	
1.3.06	Deliver a professional level of customer service	
1.3.06.01	Deliver excellence in customer service throughout the organisation <i>The first call resolution has decreased slightly this quarter and this can be attributed to a high number of new staff currently in training within the Customer Service team. The 'Day in the life program' has progressed with the liaising of business areas having taken place. This will carry over to 2013/2014 due to the training of new staff. Web chat and Web call quote has been received and progression of this project will take place in the first quarter of 2013/2014. With the high number of new staff and training required, the Knowledge Base project was not able to be finalised and will carry over to the 2013/2014 year.</i>	
1.3.06.02	Assess and determine Section 68 Local Government Act 1993, plumbing and drainage applications and undertake inspections to ensure compliance with AS3500	
1.3.06.03	Assess construction certificate applications and undertake the role of Principal Certifying Authority	
1.3.06.04	Assess development applications within acceptable determination timeframes	
1.3.06.05	Authorise issue of Section 149 Planning Certificates	
1.3.06.06	Liaise with planners and external consultant to expedite delivery of heritage management inputs to assist Development Assessment processing	
1.3.06.07	Gather perceptions and satisfaction data and use it to improve service delivery to the community	
1.3.07	Ensure the long term financial sustainability of Council through effective and prudent financial management	
1.3.07.01	Record assets in a timely and accurate manner to ensure proper custodianship of Council's assets	
1.3.07.02	Prepare a quarterly report on Council's Budget position	

1.3.07.03	Ensure effective debt recovery processes are in place <i>Debt recovery is part of Council's ongoing operational responsibilities. Outstanding accounts have been reviewed and a process of follow up and legal action through Council's Debt Recovery Agent is ongoing. Emphasis has been placed on accounts that are over 12 months old with legal action being taken as appropriate . It is noted that outstanding debts are trending currently higher than Council's 6% target i.e approximately 7% how ever it anticipated that the current legal action program being undertaken will over time reduce the rate arrears outstanding closer to Council's 6% target.</i>	
1.3.07.04	Ensure financial statements are completed and lodged in accordance with statutory requirements	
1.3.07.05	Manage Council's investment portfolio in accordance with investment strategies and policies	
1.3.07.06	Pursue opportunities to apply for eligible grants from State and Federal Government that meet the grant criteria for those programs that can be delivered with current capacity	
1.3.07.07	Annually review and report to the community on the Long Term Financial Plan	
1.3.07.08	Undertake an annual review of Developer Contribution Plans and update as required	
1.3.07.09	Ensure statutory requirements are met for taxation and reporting purposes	
1.3.08	Develop and implement archive and storage strategy for organisation	
1.3.08.01	Digitise Records to mitigate the risk of loss, improve access to information and eliminate the need to retain original copies in archive facilities	

Progress Report - Implementation of the Combined Delivery Program and Operational Plan - 2012/2013

A Community with Health and Wellbeing

Code	Our Commitment	Status
2.1.01	Support accessible childcare services and programs	
2.1.01.01	Promote and provide Family Day Care and in-home care as a quality child care option for the community	
2.1.01.02	Support the provision of accessible child services	
2.2.01	Provide, maintain and promote sport, recreation and leisure programs for the community	
2.2.01.01	Deliver outcomes from the Recreation and Open Space Strategy	
2.2.01.02	Provide aquatic facilities and programming to the community	
2.2.01.03	Provide Sporting and Recreation Facilities Improvement Grants	
2.3.01	Provide and implement an inspection framework that supports public safety	
2.3.01.01	Carry out swimming pool inspections audit	
2.3.01.02	Ensure annual fire safety statements are submitted for applicable buildings in the Local Government Area	
2.3.01.03	Implement provisions of the Awnings Policy across the local government area <i>The Awnings Policy was suspended by a notice of motion submitted to the 19 November 2012 Council Meeting. The notice of motion requested that a Councillor Workshop be held on the policy. A Councillor workshop was held on 10 December 2012 , and an additional Councillor workshop held on 4 March 2013. Council has requested amendments to policy in the form of creation of risk matrix for all awnings within the Local Government Area plus additional administrative amendments. The Planning Directorate are currently amending the policy prior to undertaking stakeholder engagement and presenting a report to Council requesting endorsement of the amended policy for public exhibition.</i>	
2.3.02	Support crime prevention programs	
2.3.02.01	Implement Aboriginal Community Safety Project	
2.4.01	Implement Public Health and Safety Initiatives	
2.4.01.01	Deliver companion animal and livestock management services	
2.4.01.02	Deliver regulatory services	
2.4.01.03	Deliver public health programs	
2.4.01.04	Undertake assessment and approval of on-site sewage management systems	
2.4.01.05	Undertake health inspections to enforce legislative standards	
2.4.01.06	Maintain fire trails	
2.6.01	Build Community capacity through the provision of social and cultural services and programs	
2.6.01.01	Administer annual grants and contributions from Community Services Division	
2.6.01.02	Deliver Aboriginal Family Worker Program aimed at 0-5 years in relation to relationship, nutrition and care giving	
2.6.01.03	Deliver Home and Community Care (HACC) program	
2.6.01.04	Maintain partnership funding levels for community services	

2.6.01.05	Monitor performance of social and cultural services and programs delivered	
2.7.01	Encourage the community to participate in programs to enhance the environment	
2.7.01.01	Coordinate nationally recognised environmental events for the community	
2.7.01.02	Liaise with environmental groups in the implementation of projects	
Progress Report - Implementation of the Combined Delivery Program and Operational Plan - 2012/2013		
Viable and Connected Rural and Urban Communities		
Code	Our Commitment	Status
3.1.01	Assist all communities to be connected and viable	
3.1.01.01	Implement Rural Village Plans	
3.2.01	Plan, construct, maintain and manage Sports and Recreation Facilities	
3.2.01.01	Renew and maintain sports and recreational facilities	
3.2.01.02	Implement Lake Albert Management Plan	
3.2.01.03	Implement outcomes from the Wagga Bicycle Plan	
3.2.01.04	Upgrade cricket facilities citywide	
3.2.01.05	Construct new amenities building at Jubilee Park	
3.2.01.06	Conduct feasibility study to replace Bolton Park Indoor Stadium	
3.2.01.07	Implement Sportsgrounds Lighting Program	
3.2.01.08	Implement Equestrian Audit recommendations	
3.2.01.09	Finalise Robertson Oval upgrade	
3.2.02	Plan, construct, maintain and manage parks, gardens and open space	
3.2.02.01	Renew and maintain playgrounds and parks	
3.2.02.02	Implement Plan of Management Recommendations for natural reserves	
3.2.02.03	Replace Victory Memorial Gardens safety fencing and retaining walls around the lagoon	
3.2.02.04	Construct and renew Koorringal Neighbourhood Park	
3.2.03	Plan, construct, maintain and manage sealed roads	
3.2.03.01	Implement the Pavement Rehabilitation Program	
3.2.03.02	Implement the Reseal Program	
3.2.03.03	Maintain sealed roads <i>Managing the sealed road network posed many challenges during the 2012/13 financial year. Approximately \$2M of funding was reallocated from within Infrastructure budgets to address widespread pavement failures across the sealed road network. Council staff will continue the challenge of maintaining the sealed road network to a safe and useable condition into the 2013/14 financial year. Staff continue to experiment and trial new and improved maintenance methods in an attempt to combat the deteriorating road network.</i>	
3.2.03.04	Conduct Urban Asphalt Program <i>The asphalt component of the rehabilitation of Bomen Road was undertaken as part of the urban asphalt program. The remaining urban asphalt program was cancelled for 2012/13 as the budget was reallocated to the treatment of sealed road failures due to a deteriorating road network.</i>	
3.2.03.05	Replace kerb and gutter <i>No kerb and gutter replacement program was undertaken during 2012/13. Some small sections of kerb and gutter were replaced in sections of road where pavement rehabilitation works were undertaken. Budget was reallocated to the treatment of sealed road failures due to a deteriorating road network.</i>	
3.2.03.06	Maintain kerb and gutter	
3.2.03.07	Implement Bridges Replacement Program <i>No program was scheduled for the 2012/13 financial year.</i>	
3.2.03.08	Maintain roadside drainage	
3.2.03.09	Maintain bridges	
3.2.03.10	Maintain car parks	
3.2.03.11	Demolish Hampden Bridge <i>A Development Application is expected to be submitted by the contractor early in the first quarter of the 2013/14 financial year.</i>	
3.2.04	Plan, construct, maintain and manage unsealed roads	
3.2.04.01	Conduct gravel resheets	

3.2.04.02	Maintain unsealed roads	
3.2.05	Plan, construct, maintain and manage streetscapes	
3.2.05.01	Construct bus shelters	
3.2.05.02	Deliver roadside mowing program	
3.2.05.03	Develop infrastructure plans for central business district and Hospital precinct	
3.2.05.04	Implement Street Lighting Improvements program	
3.2.05.05	Maintain street trees to the Australian Standards	
3.2.05.06	Maintain bus shelters	
3.2.06	Plan, construct, maintain and manage pathways	
3.2.06.01	Improve footpaths <i>A reduced footpath replacement program was undertaken in 2012/13. Remaining budget was reallocated to the treatment of sealed road failures due to a deteriorating road network.</i>	
3.2.06.02	Renew and maintain footpaths	
3.2.06.03	Implement Cycleways Program (Shared Pathways)	
3.2.06.04	Implement Pedestrian Access and Mobility Program (PAMP)	
3.2.07	Plan, construct, maintain and manage sewer systems	
3.2.07.01	Implement renewal program for gravity sewer	
3.2.07.02	Implement sewer laterals rehabilitation program	
3.2.07.03	Implement sewer mains rehabilitation program	
3.2.07.04	Install sewer network extensions	
3.2.07.05	Maintain sewer assets	
3.2.07.06	Rehabilitate wells- sewer pump stations <i>No wells have been identified for rehabilitation during the 2012/13 financial year. No funding was provided for delivery of works. A program for the 2013/14 financial year has been established with works ready to commence.</i>	
3.2.07.07	Replace and renew sewer plant	
3.2.07.08	Replace manhole lids - sewer reticulation	
3.2.07.09	Upgrade sewer - pumping station pits <i>No budget was allocated for the replacement of these well lids during the 2012/13 financial year.</i>	
3.2.07.10	Upgrade sewer - rising mains	
3.2.07.11	Upgrade sewerage pump station control system	
3.2.07.12	Design and construct sewer pump station and rising main Estella/Gobbagombalin	
3.2.07.13	Design and construct sewer pump station and rising main Glenfield West	
3.2.07.14	Implement pressure sewer reticulation scheme - Mangoplah	
3.2.07.15	Design concept for sewer pump station storage - Flowerdale	
3.2.07.16	Design concept for sewer pump station - Bomen West	
3.2.07.17	Install sewage pumping station - Forsyth Street	
3.2.07.18	Install sewage pumping station - Glenfield East	
3.2.07.19	Install sewage pumping station - Sheppard Street <i>Project design is completed. Waste and Stormwater Services conducted final revision in June 2013. Project delivery program will commence in August 2013.</i>	
3.2.07.20	Install sewage treatment works - Mangoplah	
3.2.07.21	Install sewer pump station 91 - Estella/Gobbagombalin	
3.2.07.22	Renew Sewage Treatment Works - Forest Hill	
3.2.07.23	Install submersible sewer pump station Flowerdale	

3.2.08	Plan, construct, maintain and manage drainage systems	
3.2.08.01	Clean and maintain culverts	
3.2.08.02	Progressively upgrade flood pumps <i>Project wasn't completed as there was no allocated budget for the flood pumps.</i>	
3.2.08.03	Implement Stormwater Management Plan	
3.2.08.04	Install and maintain gross pollutant traps	
3.2.08.05	Maintain stormwater assets	
3.2.08.06	Renew and replace culverts	
3.2.08.07	Upgrade stormwater pit lids to lightweight lids	
3.2.09	Plan, construct, maintain and manage levees	
3.2.09.01	Upgrade the main city levee bank flood protection	
3.2.10	Ensure service delivery meets community acceptable standards	
3.2.10.01	Deliver Asset Management Planning	
3.2.11	Plan, construct, maintain and manage Cemetery	
3.2.11.01	Maintain and enhance cemeteries and crematorium across the Local Government Area	
3.2.12	Plan, construct, maintain and manage community buildings	
3.2.12.01	Manage leasing and licensing of Council owned or controlled real property <i>Actions have commenced on all lease and licence renewals due to date. Finalisation of some agreements are outstanding due to a variety of reasons outside of Council's control. All programmed rent reviews have been completed.</i>	
3.2.12.02	Construct new amenities building at Duke of Kent Oval	
3.2.12.03	Maintain and renew community amenities at sporting grounds	
3.2.12.04	Maintain and renew community halls infrastructure	
3.2.12.05	Maintain Council buildings	
3.2.12.06	Execute modifications to the workshop pit <i>There has been further modification to the design of the pit and the offer prices revised. The order will be placed in July with works to commence in September</i>	
3.2.12.07	Design animal shelter expansion	
3.5.01	Improve residents access to internet services	
3.5.01.01	Upgrade wireless system to enhance connectivity	
3.6.01	Liaise with stakeholders on traffic issues and improvements	
3.6.01.01	Implement unfunded Traffic Committee resolutions as adopted by Council	

Progress Report - Implementation of the Combined Delivery Program and Operational Plan - 2012/2013

A Rich and Vibrant Culture

Code	Our Commitment	Status
4.1.01	Deliver cultural services and planning to regional arts and local arts community	
4.1.01.01	Delivery of Council's annual schedule of celebratory weeks and days	
4.1.01.02	Engage the Aboriginal community by conducting Aboriginal celebrations	
4.1.01.03	Implement Public Art Plan as part of Public Art Policy	
4.1.01.04	Deliver community development projects and events for target groups	
4.1.01.05	Support Regional Arts New South Wales programs and services	
4.1.02	Deliver Theatre Services	
4.1.02.01	Deliver annual season of programs that enhances the artistic educational social recreational and cultural experiences of the community	
4.1.02.02	Maintain and renew Civic Theatre equipment	
4.1.03	Deliver Art Gallery Services	
4.1.03.01	Acquire pieces for the Australian Print Collection	
4.1.03.02	Acquire pieces for the National Art Glass Collection	

4.1.03.03	Manage the Art Gallery collection to national benchmark standards	
4.1.03.04	Ensure Art Gallery engagement and participation	
4.1.03.05	Deliver an annual exhibition schedule that enhances the artistic, educational, social, recreational and cultural experiences of the community	
4.1.03.06	Develop a significant, accessible and sustainable collection	
4.1.03.07	Maintain cultural infrastructure and technology to ensure that the Art Gallery remains viable and effective	
4.1.04	Deliver Museum Services	
4.1.04.01	Deliver a lively and diverse annual schedule of touring exhibitions to the residents of Wagga Wagga and their visitors	
4.1.04.02	Deliver the Regional Museum Outreach services and assist in the development of a network of sustainable museum's collections in the Riverina	
4.1.04.03	Manage the collections of the Museum of the Riverina to national standards framework	
4.1.04.04	Initiate, develop, promote and maintain museum education and public programs	
4.2.01	Implement Riverside Masterplan	
4.2.01.01	Facilitate the development and implementation of the Riverside Masterplan	
4.3.01	Deliver Library services	
4.3.01.01	Deliver and develop Library Outreach Service	
4.3.01.02	Deliver quality programs and services that promote community wide education and learning	
4.3.01.03	Develop and maintain a relevant and accessible collection that supports lifelong learning	
4.3.01.04	Deliver regional library services through Riverina Regional Library	
4.3.02	Ensure that opportunities and planning support a 'keeping place' for our heritage	
4.3.02.01	Ensure that opportunities are investigated for heritage funding to protect and enhance heritage values within the Local Government Area	
4.4.01	Facilitate identified Council events for the benefit of the wider community	
4.4.01.01	Develop and coordinate the delivery of identified Council events that increase participation across all demographics	
4.4.01.02	Provide advice to business units across Council in regards to event coordination, management and procedures	
4.4.01.03	Review opportunities to access additional grant funding to enhance existing events	
4.4.2	Provide opportunities for major events and community activities	
4.4.02.01	Design a community facility <i>Council staff, with the assistance of consultants finalised initial strategic advice and market sounding research on the development of a Major Community Facility (MCF) for Council consideration. Outputs from these stages of the project include a market needs analysis on commercial facilities, a preliminary vision, a business case framework, a master programme and a recommended governance structure. This advice was provided to the new Council in November 2012 (via a Councillor Workshop and dashboard). Due to Council's resolution not to proceed with the Riverside Major Community Facility noting that the Multi Purpose Stadium project will now be deemed as Council's Major Community facility.</i>	

Progress Report - Implementation of the Combined Delivery Program and Operational Plan - 2012/2013

A Prosperous, Diverse and Growing Economy

Code	Our Commitment	Status
5.1.01	Develop economic development strategies to market and promote the city of Wagga Wagga	
5.1.01.01	Implement retail programs in accordance with Retail Growth Strategy	
5.1.01.02	Investigate and support alternative energy technology opportunities, identification of commercial opportunities for renewable energy infrastructure to be located in Wagga Wagga	
5.1.01.03	Undertake research marketing and communication to benefit the business community <i>Website updates and general improvements continuously being implemented. The latest Economic Snapshot Mid 2013 was released in June 2013. Feedback from consumers of the Snapshot was that the proposed annual Economic Profile adds little additional value over a twice yearly production and update of the snapshot. Consequently the planned annual economic profile was not produced and instead two snapshots were produced.</i>	
5.1.02	Ensure Wagga Wagga Airport is a market leader in delivering regional air services	
5.1.02.01	Deliver Airport operations that are compliant with regulations	
5.2.01	Implement Bomen Strategic Masterplan	
5.2.01.01	Develop Bomen Business Park through implementing recommendations contained in the Bomen Strategic Master Plan	
5.2.01.02	Facilitate the development and implementation of the Bomen Industrial Ecology Strategy contained within the Bomen Strategic Master Plan <i>Council is currently considering the Riverina Intermodal Freight and Logistics (RIFL) Hub project. This may be considered as a component of this project in the future.</i>	
5.2.01.03	Implement Bomen Roads Project	
5.2.01.04	Create a Riverina Freight and Logistics Hub	
5.3.01	Develop and implement tourism activities and plans to attract visitors to Wagga Wagga	

5.3.01.01	Identify and promote new tourism product development	
5.3.01.02	Action recommendations from Events Strategy	
5.3.01.03	Action recommendations from Tourism Strategy	
5.3.01.04	Improve service delivery skills by way of providing professional development for staff and Tourism industry stakeholders	
5.3.01.05	Work in collaboration with State and Regional Partners to increase visitation to Wagga Wagga and the region	
5.3.02	Implement and develop strategies to attract and retain highly skilled new residents to Wagga Wagga	
5.3.02.01	Implement marketing of EVOCITIES brand locally	
5.4.01	Provide and deliver up to date information to Council stakeholders	
5.4.01.01	Continue to provide online alternatives for promoting and disseminating information for visitors and residents to meet the demand of the changing demographics of visitors	
5.4.01.02	Ensure accurate processing and timely distribution of incoming correspondence	
5.4.01.03	Maintain, store and retrieve Council's digital and physical corporate records	
5.4.02	Provide spatial data to enhance business solutions for both internal and external customers	
5.4.02.01	Review Council's Spatial Plan	
5.4.02.02	Ensure Council's geospatial systems enable a high quality provision of data, storage and archiving	
5.5.01	Ensure Livestock Marketing Centre is a market leader in providing livestock sales/services	
5.5.01.01	Deliver Livestock Marketing Centre operations in compliance with industry and stakeholder requirements <i>The National Saleyard Quality Assurance annual audit has been conducted by Aus Meat Australia, with a positive outcome. New members of the LMC User Group will be notified and invited to meet in the first quarter of 2013/2014.</i>	
5.5.01.02	Promote Livestock Marketing Centre as a regional business hub and key contributor to the rural economy	
5.5.01.03	Construct a new workshop building <i>Contract for the supply and construction of the proposed 12m X 12m x 5m workshop building has been signed. A Development Application and Construction Certificate Application have been lodged with Wagga Wagga City Council. Construction of the workshop will commence early in the 2013/2014 financial year.</i>	
5.5.01.04	Implement site access control system <i>The project has been re-scoped to allow for future B-Triple site access. The potential need for an alternate access route. The system will be installed in the 2013/2014 financial year.</i>	

Progress Report - Implementation of the Combined Delivery Program and Operational Plan - 2012/2013

A Sustainable Environment

Code	Our Commitment	Status
6.1.01	Protect, enhance and rehabilitate native vegetation and ecosystems to enhance biodiversity	
6.1.01.01	Protect and enhance habitats for endangered species	
6.1.02	Implement noxious weed control program	
6.1.02.01	Undertake awareness programs and activities for noxious weeds	
6.1.02.02	Undertake inspection program of private properties to ensure legislative compliance	
6.1.02.03	Undertake noxious weed control program on public lands	
6.3.01	Implement water quality monitoring program	
6.3.01.01	Monitor water quality of the Murrumbidgee River, Lake Albert and Wollundry Lagoon	
6.3.02	Implement water conservation programs	
6.3.02.01	Promote and encourage water efficiency practices and programs	
6.3.02.02	Monitor and review Council's water consumption	
6.4.01	Ensure plans for new release areas conserve areas of biodiversity and develop principles for their management	
6.4.01.01	Ensure Development Assessments enhance and maintain native vegetation	
6.4.2	Manage land use to minimise detrimental environmental impact	
6.4.02.01	Implement ecologically sustainable development principles and programs	
6.4.02.02	Comply with all statutory requirements for solid waste management and sewage treatment works	
6.4.02.03	Conduct sediment and erosion education to minimise incidence of non compliance	
6.4.02.04	Ensure environmental complaints/breaches are investigated	
6.4.02.05	Implement Council's Urban Salinity Management Plan	

6.4.02.06	Monitoring and management contaminated land sites	
6.5.02	Minimise waste to landfill through reduce, reuse and recycle strategies	
6.5.02.01	Continue to develop initiatives to reduce Council's waste	
6.5.02.02	Continue to implement community waste initiatives	
6.6.01	Promote and support projects that reduce greenhouse gas emissions	
6.6.01.01	Promote and implement alternate energy projects	
6.6.01.02	Implement strategies to reduce energy consumption	
6.6.01.03	Implement community education initiatives and projects to reduce greenhouse gas emissions	
6.6.02	Implement projects to reduce air pollution	
6.6.02.01	Enforce air quality legislation in the local government area	
6.6.02.02	Promote and implement air quality programs	
6.7.01	Develop, promote and implement environmental sustainability	
6.7.01.01	Promote and implement alternate energy projects	
6.7.01.02	Participate in regular partnership meetings and forums with key stakeholders	
Progress Report - Implementation of the Combined Delivery Program and Operational Plan - 2012/2013		
Our Education, Learning and Training Industry Makes the Difference		
Code	Our Commitment	Status
7.3.01	Encourage retention of graduates into local employment	
7.3.01.01	Meet with Charles Sturt University and TAFE to coordinate business workshops to encourage graduate placement in local enterprises	



MORE?
Glossary & Contact us

GLOSSARY

An alphabetical list of words relating to a specific subject, text, or dialect, with explanations; a brief dictionary.

Asset Management

The Process by which Council collects and maintains a comprehensive database of asset conditions and uses the information to prioritise works funding and to maintain existing assets at desired condition levels.

Capital Works

Projects undertaken to either renew, upgrade or construct assets owned by Wagga Wagga City Council.

Contributions Income

Contributions received by Council which can only be used for providing and improving public open space and provision/improvement of the drainage system.

Contributions Plan

Identifies and costs all the works/facilities and land acquisitions necessary to meet the needs of the incoming population and calculates what contribution payment is required from developers for each residential lot, villa, townhouse or apartment.

Councillor

A member of the community elected to represent the residents of Wagga Wagga as a member of the Council. Councillor's set strategic direction, monitor organisational performances and liaise with stakeholders.

Enterprise Agreement

Contract between employer and employees on working conditions and wages, based on agreed performance levels.

E-Team

Executive Team comprising the General Manager and Directors at Council.

Facilities Policy - Payment of Expenses and Provision of Facilities to Councillors

Entitlements made to the mayor and councillors to assist them in carrying out their duties as elected representatives.

Financial Year

The Financial year we are reporting on in this Annual Report is the period from 1 July 2012 - 30 June 2013.

Performance

The results of activities and progress in achieving the desired outcomes over a given period of time.

Risk Management

A discipline for developing appropriate procedures to reduce the possibility of adverse effects from future events.

LEP

Local Environment Plan shows the different development zones indicating where different types of development can occur within the LGA. The plan is a statutory document gazetted by the State Government.

GIPAA

Government Information Public Access Act.

CONTACT US

General enquiries? Requests? Feedback?

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Wagga Wagga
City Council