

General enquiries? Requests? Feedback?

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Annual Report 2011/12



Welcome

Welcome to our Annual Report

The Annual Report is a major point of accountability between Council and the community, outlining Council's performance against the annual schedule of services and projects adopted in Council's Operational Plan 2011/2012 as well as performance against Council's adopted four year Delivery Program.

The 2011/2012 Annual Report also provides highlights of specific programs and projects that have been delivered in the 2011/2012 financial year as well as some quick facts that you may not have known about Council.

For the first time since the implementation of the NSW Integrated Planning and Reporting framework, Council has also included an End of Term Report within the Annual Report. The End of Term Report captures the outcomes achieved in implementing the Community Strategic Plan as well as details of how these outcomes were achieved.

The Annual Report has been broken into eight main chapters including:

The Introduction

This includes information about Council's structure, financial position and the community profile data.

Section 1

A participatory democracy and decisive leadership

Contains information on the performance of areas such as finance, media and communications, corporate planning, workforce planning and customer service.

Section 2

A community with health and wellbeing

Contains information on the performance of public health and safety programs and services, recreational programs and community services.

Section 3

Viable and connected rural and urban communities

Contains information on the performance of maintaining Council's infrastructure and facilities including roads, footpaths, community buildings, parks and sportsgrounds.

Section 4

A rich and vibrant culture

Contains information on the performance of our cultural facilities such as the Art Gallery, Civic Theatre, Library and Museum as well as events and implementation of the Riverside Master Plan.

Section 5

A prosperous, diverse and growing economy

Contains information on the performance of economic development, Wagga Wagga Regional Airport and Livestock Marketing Centre and the implementation of the Bomen Strategic Master Plan.

Section 6

A sustainable environment

Contains information on the performance of management of the natural environment, waste management, the implementation of programs and projects promoting environmental sustainability.

Section 7

Our education, learning and training industry makes the difference

Contains information on the education, learning and training industry in Wagga Wagga.

Performance

Council's performance against the Delivery Program and Operational Plan is illustrated with the following symbols:



Completed/on track year, ending 30 June 2012



In progress/behind schedule, year ending 30 June 2012



Not completed, year ending 30 June 2012

What is a QR code?

So you may have heard that QR Codes are set to become the 'next big thing', but you're thinking, 'What is a QR Code?'. QR or Quick Response Codes are a two-dimensional barcode that can be read using smartphones that link directly to text, emails, websites, phone numbers and more.

What does a QR code look like?

Whilst a standard barcode stores up to 30 numbers, a QR Barcode can store up to a massive 7,089! It is this large amount of data that enables links to such things as videos, Facebook or Twitter pages or website pages.

scan me!



How do I use a QR code?

If you have a smartphone like an iPhone then there are a number of different barcode scanner applications that can read and decode data from a QR code. The majority of these are completely FREE, and all you have to do once you install one is to use your phone's camera to scan the barcode, which will then automatically load the encoded data for you.

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Reporting Framework

Integrated planning and reporting

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

Under NSW State legislation, Councils must prepare a number of plans which provide details on 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 framework ensures Councils illustrate their various plans together, to understand how they interact in planning for the future. The framework opens the way for Council and our community to have important discussions about funding priorities, service levels and shaping local identity and to plan in partnership for a more sustainable future.

As illustrated below, the plans are designed to flow so that the broader objectives in a high level plan are translated into specific targets, actions and measures.

Reporting framework

This Way Wagga Wagga Vision 2030 – Is the design for our future, exploring how we grow and develop.

"People should believe that they can participate and have access to all features of our community."

This plan includes a vision and values to shape behaviour and future direction within the Wagga Wagga community.

This Way Wagga Wagga Vision 2030 can only be implemented by the community working together to achieve the future.



Our vision:

A thriving, innovative connected community

"We are connected – to each other; town and country; to the region and to the world".

On the Murrumbidgee

"The Murrumbidgee supports the rich and prosperous life we enjoy here."

Rich in opportunity, choice, learning and environment

"We have all the services and facilities to reach our full potential through each stage of our lives."

Where paths cross, where people meet

"People come to learn, to work, to have fun and for well-being."

Our values shape the way we act toward one another and how we work together. Our values also guide our decision making when we are faced with choices.

Our values

Together Wagga Wagga will

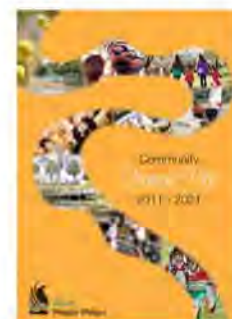
"This is all of us not just one or two groups, but the entire Wagga Wagga community."

Live and lead with courage, compassion and commitment

"We are no longer reluctant to change; we no longer wait and then react, but have courage, show commitment to what we are doing and remain compassionate to each other. We live like this. We lead like this. We are known for this."

Think and act with respect, beyond ourselves beyond today

"We respect our built and natural environment and each other. We continue to do all we can to understand and enjoy cultural differences. Our thinking and responses are for the longer term. We do for today, with tomorrow in mind."



Community Strategic Plan

The purpose of this plan is to identify the community's main priorities and aspirations for the future and to plan for achieving these goals. The development and consultation of the "This Way Wagga Wagga Vision" shaped our Community Strategic Plan.

The objectives are balanced across Social, Economic, Environment and Civic Leadership and will need to be addressed beyond the boundaries of our Council – the help of other partners and stakeholders contribute to the implementation of this plan.

The 10 year Community Strategic Plan reflects the Wagga Wagga community's long term priorities and aspirations and forms the foundation for all Council operations and subsequent plans.

The plan sets out the specific directions, strategies, targets and measures necessary for achieving the following outcomes:

- Participatory democracy and decisive leadership
- A community with health and wellbeing
- Viable and connected rural and urban communities
- A rich and vibrant culture
- A prosperous, diverse and growing economy
- A sustainable environment
- Our education, learning and training industry makes the difference

Resourcing plans

The resourcing plans consist of three components: the Workforce plan, Asset Management Plan and the Long-Term Financial Plan. Council's resource plans illustrate Council's capacity to deliver on objectives identified in the Community Strategic Plan informing the development of the Delivery Program.



The Workforce Plan aims to ensure Council's workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery in the future.



The Long-Term Financial Plan outlines the future finances of Council's operations taking into consideration key elements such as rate movements, service levels to our community, major infrastructure, assets replacement and renewals as well as borrowings and cash reserves.



The Asset Management Plan provides Council with a clear direction and goal for managing assets. Council maintains a network of physical infrastructure. This infrastructure provides a platform for economic and social development which strengthens the link between the community and the natural environment and creates a sense of place for the local community and its visitors.



Delivery Program

Council's Delivery Program is a statement of commitment to the community from each newly elected council and sets out a four year plan to respond to the community's long-term vision as stated in Council's 10 year Community Strategic Plan.

In preparing a Delivery Program Council considers the available resources and its capacity to deliver services and projects to the community.



Operational Plan

The Operational Plan is a sub-plan of the Delivery Program and sets out the projects, programs and activities to be undertaken in a 12 month period. The Operational Plan includes a detailed budget and financial snapshot.



Quarterly Reporting

Council produces a quarterly report outlining progress against the adopted Operational Plan, measuring the success of the implementation of Council's Delivery Program.



Annual Report 2010/11

The Annual Report outlines Council's achievements in implementing the Delivery Program and Operational Plan. The report also contains the audited financial statements. In the year of the ordinary election, the report will also include an outline of achievements in implementing the Community Strategic Plan in the production of an End of Term Report.

Our Mayor & General Manager

Welcome to Wagga Wagga City Council's Annual Report for 2011/12. The Annual Report is an important way for Council to provide feedback to the community about our performance for the year, major achievements and challenges and our financial status.

Council plans and budgets for the multitude of services and infrastructure required to support the community for the long-term, which is then reflected in our annual operational plans.

As we have seen over the past few years, the best laid plans can never completely factor in the far reaching economic, environmental and social impacts on our community that result from natural disasters. This was demonstrated again by the March 2012 flood, which came when we were still recovering from the damage sustained in 2010, and recovery works will continue to be a strong focus for coming years.

It is a testament to the resilience of Council staff and the organisation's financial position that we have been able to respond and commence recovery, while continuing to deliver as much 'business as usual' services and projects as possible.

Finance

Council's budget of just over \$120 million for 2011/12 was carefully allocated and balanced to deliver on the needs of the diverse and widespread community of Wagga Wagga.

Although there is a continual pressure to deliver more and more services, and spread our resources across an increasing number of areas, this does not come at the expense of supporting the core requirements of our community.

In 2011/12, over three quarters of Council's spend within the community was on the activities most would consider the essential and traditional Council responsibilities – construction and maintenance of roads, footpaths, parks, waste, sewerage services and the planning and delivery of new community infrastructure.

Council has delivered within the allocated budget for 2011/12 through prudent financial management, project management and the ability to review and respond to external challenges such as financial market pressures and natural disasters.

Regardless of the stable result for 2011/12, Council still faces significant challenges in the coming years to remain financially sustainable.

The Long-Term Financial Plan illustrates that, if Council continues to provide the current levels of service and infrastructure to the community, then it will be faced with continuous deficits for the next nine years based on currently projected income sources. This projection will significantly impact on how Council considers the delivery of projects and service into the future.

Works

For 2011/12 Council completed \$12.7M in repair works for the storm and flood damaged infrastructure asset network. As at 30 June 2012 Council still had approximately \$27M in total storm and flood repair works to be completed.

The flood repair works, together with the continuation where possible of the programmed road rehabilitation schedule, resulted in Council delivering a large road works program.

To put the size of the program and the impact of the flood in perspective, the quantity of gravel used by Council in 2011/12 was approximately four times the annual usage and resulted in resheeting approximately 160km of unsealed road.

In addition, a selection of high profile and high impact projects were delivered for the community:

- Wollundry Lagoon Desilting between Forsyth Street and Beckwith Street
- Tarcutta Main Street Upgrade
- A new Preschool in Murray Street
- Fitzmaurice Street Heritage Streetscape Restoration
- Boorooma Street/Avocet Drive Roundabout

Supporting the economy

Council plays an important role in supporting the growth and economic strength of the City of Wagga Wagga, both directly and indirectly. The 2011/12 financial year has been a significant year for Council investing in the development of key infrastructure which will underpin the long term and sustained economic growth of the City.

Such initiatives have included securing a \$14.5 million Federal grant to contribute to the building of the Riverina Intermodal Freight Hub, as per Council's Bomen Masterplan and the construction of the commercial precinct and terminal improvements at the Wagga Wagga Airport worth \$9 million.

Council anticipates approximately \$487 million of commercial and industrial investment will take place across the public and private sector over the next three years.

The following construction projects commenced within the Local Government Area and will contribute to continued positive growth and reflect the confidence in the local economy:

- Riverina Oils and BioEnergy site construction
- The Mill site redevelopment
- Masters Home Improvement development
- Stage 1 of the Wagga Wagga Base Hospital redevelopment

- Significant investment by Charles Sturt University, Riverina Institute TAFE NSW and Defence in existing infrastructure

Community engagement

Council adopted the Community Engagement Framework in 2012. With this new Framework, Council is looking to build on the contribution made by the Advisory Committees in the past year and ensure we can incorporate community feedback and ideas. Thank you to all the members of Committees who provided their time and expertise to shaping how Council operates.

In addition to the formal Committee structure, gaining feedback and input from the community takes place in a number of ways across Council's entire operations, ranging from direct contact with the residents on a project basis, placing documents on public exhibition for comment, and increasing our communication channels.

One example that is continuing to grow in success is the Mayoral Business Breakfast program, which provides a great networking opportunity for small groups of local business representatives to meet and openly discuss various topics and issues facing the Wagga Wagga business community. Information from these sessions is then used to inform future Council planning and policy making.

Community well-being

Council annually provides approximately \$800,000 in subsidies for the use of community buildings, allowing community groups access to meeting areas, amenities and facilities for a diverse range of community building activities from sport to music and interest groups.

In August 2011 Council formally opened the newest community facility, the Ngurra Youth Hub in Ashmont. Ngurra works to engage youth throughout the immediate surrounds and wider community and is now operational four days a week with a drop-in centre, TAFE course, guitar lessons and many other activities at little or no cost.

An example of Council partnering with other agencies to improve well-being in the community was the dental health project, which commenced in 2011. In partnership with Charles Sturt University, NSW Department of Family and Community Services, and funded by NSW Transport, this project has provided hundreds of children and their families with low or no cost dental care.

Opportunities for lifelong learning are provided by Council through various education programs such as environmental education in schools, health education in targeted community areas, building and development industry programs, traffic safety awareness activities and training early childhood carers.

In addition, support of programs within facilities such as Wagga City Library, Wagga Wagga Art Gallery, Wagga

Wagga Civic Theatre and the Museum of the Riverina continues to grow and be a valued community resource.

In closing, thank you to all the Councillors and staff for their commitment in 2011/12. We hope you find the Annual Report an informative and useful document.

Mayor
Councillor Kerry Pascoe

General Manager
Mr Phil Pinyon



Our City

Where is Wagga Wagga?

The Wagga Wagga Local Government Area (LGA) is situated at a junction of major transport routes midway between Sydney and Melbourne and includes both rural and urban areas as well as commercial, industrial and military areas. The LGA occupies an area of 4,866 square kilometres, made up of Wagga Wagga and the villages of Collingullie, Currawarna, Galore, Humula, Ladysmith, Mangoplah, Oura, Tarcutta, Uranquinty and surrounding farmland. Most of the population is located in the urban areas with the only residential areas north of the Murrumbidgee River being North Wagga Wagga, Estella, Boorooma and Cartwrights Hill. Rural land is used mainly for wheat-growing, canola crops, dairy farming, mixed farming and sheep grazing.



What is Wagga Wagga's history?

The original inhabitants and custodians of the Wagga Wagga area were the Wiradjuri Aboriginal people. European settlement dates from the early 1830s, when land was used for cattle stations. The township of Wagga Wagga was established in the 1840s. To find out more about Wagga Wagga's history go to http://www.waggawaggaaustralia.com.au/area_history.asp

Who lives in Wagga Wagga?

Over the years Wagga Wagga has grown to become one of the largest inland cities of regional Australia and has developed a unique combination of established industry, existing infrastructure and quality of life that will enable future growth and prosperity. With 61,509 residents and thriving business, sports and arts communities, Wagga Wagga offers a temperate climate, diverse calendar of events, rich cultural heritage and a wealth of fantastic attractions making it an ideal lifestyle destination for residents and visitors all-year-round.

What are Wagga Wagga's main features?

Major features of the City include the Murrumbidgee River, Charles Sturt University, TAFE NSW Riverina Institute, Kapooka Army Recruit Training Base, RAAF Base Wagga (Forest Hill), Wagga Wagga City Council Civic Centre, Wagga Wagga Art Gallery, The National Art Glass Gallery, Museum of the Riverina, Wagga Wagga Botanic Gardens, Oasis Aquatic Centre, Lake Albert, Livingstone National Park, Willans Hill Reserve and various vineyards and wineries.

What makes up the Wagga Wagga community?

Wagga holds an abundance of festivals and events including the Wagga Wagga Jazz and Blues Festival, the Gold Cup Festival and the Wagga Wagga Food and Wine Festival.

The city has a number of contemporary galleries and museums including the National Art Glass Collection and the Museum of the Riverina.

The education and training sector provides both services and employment opportunities to many people in the area. There are three universities represented, a regional Institute of TAFE, a community college, nine high schools, and many primary schools, preschools and child care services.

Due to its significant Aboriginal population, Wagga Wagga is also the location for several key Aboriginal organisations, and specific government agencies.

Wagga Wagga has a diverse employment base including strengths in services, defence, manufacturing, construction, food services, the transport industry and agriculture.

All three arms of the Defence force have a presence in the local area, with the RAAF and Army as large employers.

Wagga Wagga is an important health centre servicing the southern region of NSW. There is a major regional hospital and a private hospital operating in the city. In addition, a small private specialist hospital, many specialist medical services, general practice centres, two Medical Imaging services, many dental health and dental health specialist services are available. Charles Sturt University trains allied medical health professionals, pharmacists, psychologists, nuclear medicine professionals, nurses and has most recently established a Dental School. The University of NSW has a campus of the Rural Clinical School operating from the city and Wagga Wagga is the home of the Riverina Division of General Practice.

Population Highlights

	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%

Source: <http://profile.id.com.au/wagga-wagga/highlights>

Our Councillors

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.

The role of Councillors is set out under sections 8 and 232 of the Local Government Act 1993 (the Act) – section 8 specifically refers to 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 sections 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.

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

For information on Councillor entitlements visit http://www.wagga.nsw.gov.au/__data/assets/pdf_file/0013/2218/Payment-of-Expenses-and-Provision-of-Facilities-to-Councillors-POL-025.pdf

Mayoral and Councillor Expenses 2011/2012	
Councillor Fees	\$173,749.86
Mayoral Fees	\$36,472.60
Councillor Allowances	\$0.00
Councillor Education	\$0.00
Councillor Telephone Costs and Fax	\$3,968.80
Councillor IT Costs	\$11,485.76
Councillor Travelling Cost, New South Wales	\$12,256.40
Councillor Travelling Cost, Interstate	\$1,997.43
Overseas visits	\$2,116.00
Total	\$242,046.85



Councillor
Donna Argus

Deputy Mayor
Yvonne Braid

Councillor
Alan Brown

Councillor
Wayne Geale



Councillor
Garry Hiscock

Councillor
Rod Kendall

Mayor
Kerry Pascoe

Councillor
Clint Uden

Councillor
Lindsay Vidler

Our Committee Structure

To enable community consultation, Council adopted a committee structure in late 2008, after the 2008 Local Government general elections. The Committee structure is designed to:

- Provide a more effective governance structure for elected Councillors and staff
- Enhance public confidence in the civic leadership of the city
- Provide a more comprehensive mechanism for community engagement
- Provide a robust structure that facilitates good decision making
- Optimise the available time and resources of community members, elected representatives and staff

Council's committee structure consists of both Standing and Advisory Committees, user groups and representatives.

Council has five Standing Committees which are aligned to each Directorate of Council. These committees are established under section 355 of the Local Government Act 1993. Membership of these committees consists of four Councillors and the Mayor with two additional Councillors as alternate members. Remaining Councillors may attend each Standing Committee meeting and are able to contribute to the debate; however, they are not entitled to vote on matters before it. The recommendations made by each Standing Committee are put to the next ordinary Council meeting for consideration.

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

- 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

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 and Risk Committee

The Audit and Risk Committee is an advisory committee to 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 it and Council.

Other representation

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

- Australia Day Committee
- Australian Road Transport and Heritage Centre Committee
- Bushfire Management Committee
- Eastern Riverina Noxious Weeds Advisory Group
- Floodplain Management Authority
- Local Traffic Committee
- Murray Darling Association
- North South Rail Corridor
- Public Libraries NSW – Country
- Riverina Conservatorium Board of Management
- Riverina Regional Library
- Riverina Water
- Rural Fire Service Zone Agreement Management Committee
- Wagga Wagga Tidy Towns
- Sister City Committee

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

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

Meeting attendance

Councillor Argus

10/12	Ordinary Council
2/2	Extraordinary Council
6/9	Environmental and Community Standing Committee
4/9	Commercial and Economic Standing Committee (Alternate Member)
9/11	Planning Standing Committee
6/19	Councillor Workshops

Councillor Braid

11/12	Ordinary Council
2/2	Extraordinary Council
8/9	Environmental and Community Standing Committee
10/11	Corporate Governance Standing Committee
7/9	Infrastructure Planning Standing Committee
15/19	Councillor Workshops

Councillor Brown

11/12	Ordinary Council
2/2	Extraordinary Council
11/11	Planning Standing Committee (Alternate Member)
11/11	Corporate Governance Standing Committee
10/10	Infrastructure Planning Standing Committees
9/19	Councillor Workshops

Councillor Geale

12/12	Ordinary Council
1/2	Extraordinary Council
8/9	Environmental and Community Standing Committee
9/9	Commercial and Economic Standing Committee
10/11	Corporate Governance Standing Committee (Alternate Member)
9/19	Councillor Workshops

Councillor Goodlass

6/12	Ordinary Council
1/2	Extraordinary Council
6/9	Environmental and Community Standing Committee
6/11	Planning Standing Committee
4/10	Infrastructure Planning Standing Committee
7/19	Councillor Workshops

Councillor Ray Goodlass resigned on 27 February 2012.

Councillor Hiscock

12/12	Ordinary Council
2/2	Extraordinary Council
8/9	Environmental and Community Standing Committee
8/9	Commercial and Economic Standing Committee
10/11	Corporate Governance Standing Committee
16/19	Councillor Workshops

Councillor Kendall

12/12	Ordinary Council
2/2	Extraordinary Council
8/9	Commercial and Economic Standing Committee
10/11	Planning Standing Committee
7/10	Infrastructure Planning Standing Committee (Alternate Member)
10/19	Councillor Workshops

Councillor Pascoe

11/12	Ordinary Council
1/2	Extraordinary Council
9/9	Environmental and Community Standing Committee
9/9	Commercial and Economic Standing Committee
10/11	Planning Standing Committee
10/11	Corporate Governance Standing Committee
7/10	Infrastructure Planning Standing Committee
17/19	Councillor Workshops

Councillor Uden

12/12	Ordinary Council
2/2	Extraordinary Council
6/9	Environmental and Community Standing Committee (Alternate Member)
9/11	Planning Standing Committee
9/11	Corporate Governance Standing Committee
8/9	Infrastructure Planning Standing Committee
11/19	Councillor Workshops

Councillor Vidler

11/12	Ordinary Council
2/2	Extraordinary Council
8/9	Environmental and Community Standing Committee
8/9	Commercial and Economic Standing Committee
9/11	Planning Standing Committee
8/10	Infrastructure Planning Standing Committee
11/19	Councillor Workshops

Councillor Wales

9/12	Ordinary Council
1/2	Extraordinary Council
3/9	Commercial and Economic Standing Committee (Alternate Member)
7/11	Planning Standing Committee
6/11	Corporate Governance Standing Committee
4/19	Councillor Workshops

Councillor Kevin Wales resigned on 26 March 2012.

Our Organisational Structure

Wagga Wagga City Council consists of five Directorates, all of which are responsible for the implementation of the Delivery Program:



**General Manager
Phil Pinyon**

General Manager

- City Brand
- Community Engagement
- Community Newsletter
- Council Website
- Event Management
- Graphic Design
- Internal Audit
- Marketing and Advertising
- Media Releases/Enquiries
- Photography
- Social Media



**Director
Craig Richardson**

Corporate Services

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



**Director
Peter Adams**

**Commercial and Economic
Development**

- Bomen Business Park Development
- Economic Development
- Evocities Initiative
- Livestock Marketing Centre
- Maintain Council buildings
- Property Management
- Riverside Master Plan
- Tourism
- Wagga Wagga Regional Airport



**Director
Janice Summerhayes**

**Environment and Community
Services**

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



**Director
Heinz Kauche**

Infrastructure Services

- 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



**Director
Andrew Crakanthorp**

Planning

- Annual Fire Safety Statements
- Awnings Policy
- Building Applications
- Construction Certificate
- Development Applications
- Developer Contributions
- Local Environmental Plan
- Subdivision Management
- Plumbing and Drainage
- Section 149 Planning Certificates
- Spatial Plan
- Strategic Town Planning
- Swimming Pool Inspections

Snapshot of Events

Regular Events

2nd Saturday of every month
Farmers Market

2nd Saturday of every month
Art on the Levee

1st Saturday of the month
Downside Bushdance

1st & 3rd Sundays of the month
Willans Hill Miniature Railway

Every Sunday
Sunday Markets

Other
Tarcutta Markets
Muddi Boutique Markets

Be Inspired Markets
Markets by the Lake

3rd
Reserve Forces
Day Parade and
Service



3rd - 10th
Wagga Wagga
Naidoc Week
Celebrations

5th - 7th
Craftalive
12th - 20th
Kidney Car Rally

19th - 20th
Merino 2020
Conference



21st
Wagga Wagga Trail
Marathon²

9th - 11th
MG Car Club
Gathering of the
Faithful

9th - 11th
Wagga Wagga
Jazz and Blues
Festival



11th
Lake to Lagoon
Fun Run¹

9th - 11th
Wagga Wagga Art
Prize

16th - 18th
Winter Swimming
Association of
Australia

1st
Wagga Picnic
Races

1st - 3rd
Riverina
Open Tennis
Championships

**41st NSW Paper
Tiger State
Championships**

4th - 5th
Oceania 2011
Orienteering
Championships

6th
Little Big Day Out

8th - 9th
Wagga Wagga
Salvation Army
125th Anniversary

11th - 15th
Wagga Wagga
Veterans Week of
Golf

15th - 16th
Wagga and District
Scale Model Club
27th Annual Show



4th - 5th
Children's Medical
Research Institute
Christmas Fair

5th - 6th
Annual Miniature
Railway Invitation
Run



December
A Very Wagga
Christmas
Celebrations



2nd
Christmas Twilight
by the Lagoon

11th
Inter Church Carols

8th - 14th
Sounds of Summer
Concert Series



14th - 21st
International
Millinery Forum¹

26th
Australia Day
Celebrations



4th - 5th
Wagga Classic
Charity Fishing
Competition

15th - 22nd
Australian
Veterinary
Conference

18th
NRL Trial Game –
Bulldogs vs Raiders

20th - 26th
Charles Sturt
University
Orientation Week

2nd
Twilight By the
Lagoon Fireworks
Finale

3rd
Wagga Wagga
Holiday and Travel
Show
Wagga Pro Rodeo
Flix in the Stix

3rd - 10th
Wagga Wagga
Week of Golf
Incorporating the
Country Energy
Wagga Wagga
Pro-Am

10th - 11th
MTB Wagga 6
Hour Enduro

10th
An Evening with
the Scholars of St
Mary's Cathedral

23rd
Wagga Wagga Big
Business Breakfast

7th
Wagga Metal
Mulisha Freestyle
Motorcross Flood
Relief Show

4th
Katie Noonan
with the Riverina
Chamber Orchestra



12th - 20th
re:generate Youth
Festival

15th
Gold Cup Prelude
Day

21st
El Caballo Blanco

25th
Anzac Day Services

3rd
XXXX Gold Town
Plate Day



4th
Jam Media Wagga
Wagga Gold Cup¹

5th
Wagga Harness
Racing Club –
Carnival of Cups

11th - 13th
Wagga Wagga
High School
Centenary

12th - 13th
Wagga and District
Kart Racing Club –
State Cup Round

8th
Kapooka Public
School Celebrating
50 Years



15th - 17th
Australian Formula
Powerboat Grand
Prix³

16th - 17th
Wagga Wagga
Open Cycle Classic

July

4th - 8th
10th Australasian
Piano Pedagogy
Conference

17th
Wagga Wagga
Swap Meet

Aug

27th - 28th
National
Sporting Clay
Championships

27th - 28th
Annual Camellia
Show

28th - 24 Sep
City of Wagga
Wagga Eisteddfod

Sep

17th - 22nd
2011 NSW Bowls
Open

23rd
Attila Sautov
and the Mueller
International
Chamber Orchestra

24th - 25th
Spring Orchid
Show

26th - 29th
Riverina Junior
Tennis Open

29th - 30th
Wagga Wagga
Show

30th - 3rd Oct
Uranquinty Folk
Festival

Oct

22nd - 23rd
Country ACT Ski
Racing

29th - 30th
Annual Garden
and Outdoor
Festival

29th
Australian Truck
Drivers Memorial
Exhibition



October
Kapooka Open
Day

Nov



5th - 6th
Annual Wagga
Wagga Model
Railway and Hobby
Exhibition

26th - 27th
Tri Wagga Triathlon
Festival

Dec

12th - 14th
Charles Sturt
University
Graduations

14th
Wagga Wagga
Christmas
Spectacular



17th
Wagga's Greatest
Athlete¹

Jan

26th
Australia Day
Races

26th
RAAF Apprentice
Reunion

22nd - 28th
NAPSA Congress

Feb

24th - 26th
Heli Heatwave

25th
Eric Bogle in
Concert



26th
Wagga Wagga
Gumi Race

March

24th - 1st April
National Trap
Championships

24th & 25th
Sydney Travelling
Film Festival
4th Annual Wagga
Wagga Show n
Shine

30th - 1st April
Wagga Homexpo
Lifestyle and
Outdoor Adventure
Show
Charles Sturt
University
Graduations
31st
Wagga Wagga
Food and Wine
Festival

April



27th - 29th
World War II and
Military Scale
Competition

28th
2012 Wagga
Wagga City
Dancesport
Championships

29th
Chariots for Charity

May

18th - 20th
Wagga Wagga
Country Music Club
Inc – Weekend of
Country Music

12th - 13th
Barry Carne
Interstate Ski
Challenge

21st - 27th
City of Wagga
Wagga Dance
Eisteddfod

20th & 26th
National Skeet
Championships

26th
St Michael's and
Mt Erin School
Reunion

June

9th - 11th
Wagga Wagga
Veteran and
Vintage Motor Club
Annual June Rally

10th
Wagga Wagga
Greyhound Gold
Cup

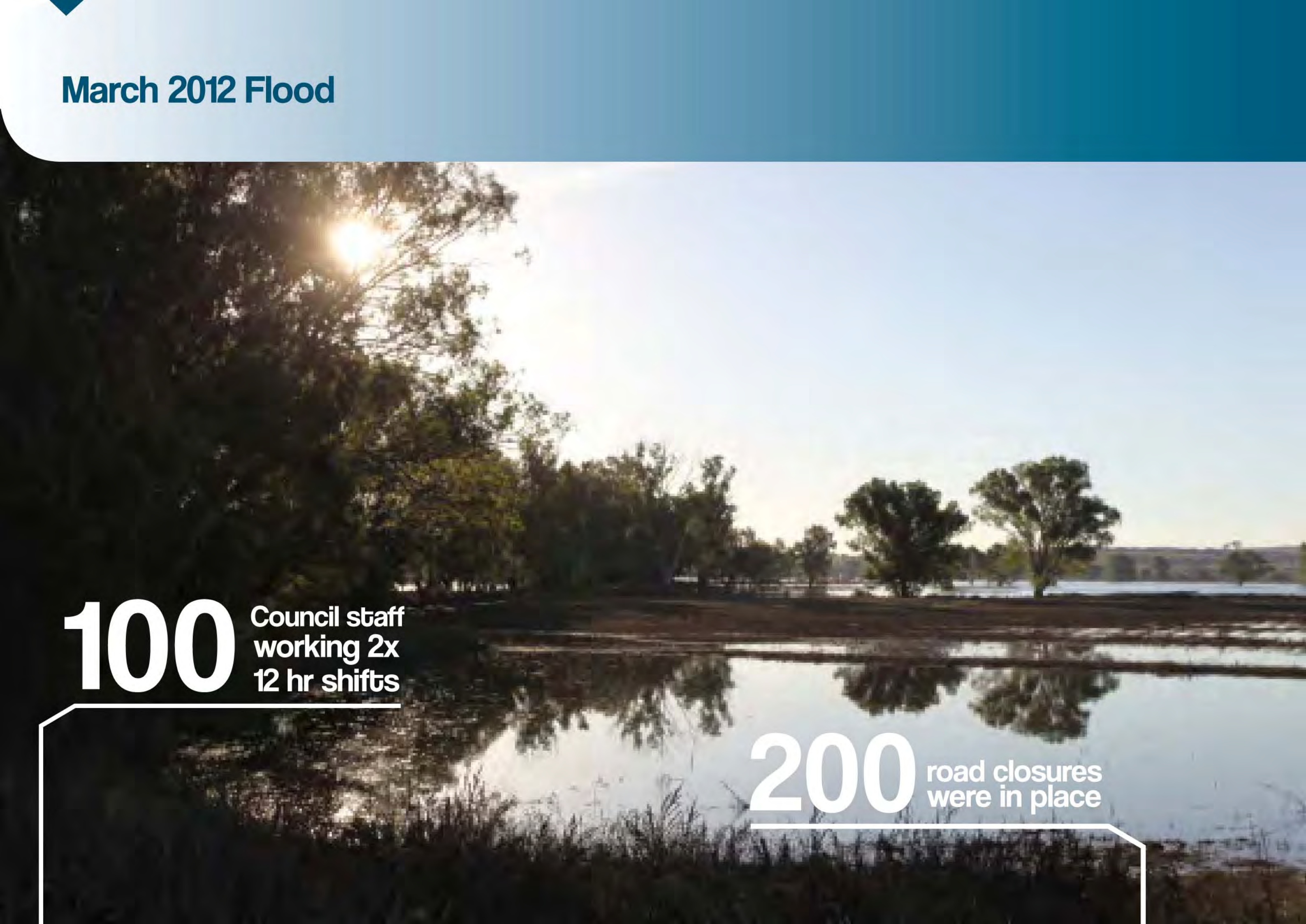
24th
Reserve Forces
Day March

¹ Photograph courtesy of The Daily Advertiser

² Photograph courtesy of Action 2 Image

³ Photograph courtesy of www.nashyspix.com

March 2012 Flood



100 Council staff
working 2x
12 hr shifts

200 road closures
were in place

March 2012 Flood

For Wagga Wagga City Council, a flood means a lot more than just managing a lot of water.

Staff are protecting public infrastructure, in addition to the community that they serve and reside in, and we have a unique story to tell as a result.

Wagga Wagga, because of its location on a large sweeping bend of the Murrumbidgee River, is a community vulnerable to riverine flooding and, in the past few years, Council has been in a series of flood preparation, response and recovery modes.

During March 2012
1/3 of our
annual average
rainfall fell in 5 days



In March 2012, Wagga Wagga received over one third of our annual average rainfall in five days, exceeding the capacity of the city's stormwater system and resulting in extensive localised flooding throughout the Local Government Area.

The localised flooding was followed by the biggest riverine flood seen in Wagga Wagga since 1974.

For over two weeks Wagga Wagga battled the immediate threat and impact of floodwaters. Over six months later, Council like many others within our community, is still rebuilding.

Preparation steps

For Wagga Wagga City Council, valuable preparation for flooding occurs during years of dry weather. For example, the flood modelling undertaken by Council over the last few years, and during some of the driest years in history, proved to be extremely valuable in predicting the extent of flooding.

This modelling was not only used by Council to prepare and mobilise resources, but was extensively utilised by the SES as the combating agency for the event.

Council's operational preparations for the 2012 flood started a week prior to any rain falling, following predictions for high rainfall in Wagga and throughout the greater catchment area.

The early preparations were to give stormwater systems the best chance of standing up to the predicted rainfall and provide the capacity needed to afford the best protection possible to the community as the river rose.

This preparation work was on top of longer term works already underway to remove over 1000 truckloads of sediment from the Wollundry Lagoon, the largest stormwater detention basin in the Central Business District.

The benefits of both short and long-term preparation activities were immediately evident in the Civic Precinct. During 2010 flooding, the Wollundry Lagoon exceeded its capacity and breached its banks, resulting in flood damage to our Civic Centre, Art Gallery and Library.

In 2012, the Civic Centre, Art Gallery and Library remained dry.

Preparation and mobilisation of resources and equipment proved crucial, even in an environment of river flooding, when we have some level of notice.

Part of Council's pre-flood preparations included liaising with partners such as Riverina Water, earth moving contractors, quarry operators and traffic control service providers in securing their assistance for our response to the event. Their support and state of readiness was critical to the response.

As the storm event progressed Council transitioned from normal day to day operations to 24-hour emergency response activating our flood operations plan. This included:

- Activation of our 24-hour operations centre at the works depot
- Sourcing additional staff to answer phones, log calls, track jobs and map road closures
- Securing staff and equipment to be ready to roll in case of a breach in our flood protection infrastructure and to respond to localised flooding
- Tasking staff to 24-hour surveillance which included patrolling the levee banks and flood protection infrastructure and the provision of flood mapping and modelling as the event progressed

Responding to the flood

Throughout the event there were in excess of 100 Council staff working 2 X 12 hour shifts.

It was absolutely amazing how well Council staff responded to the flood event, and the offers of help Council received from the community, business, industry and other Council areas seemed limitless.

Phone calls made all hours of the night were always answered and equipment, people and materials that were requested appeared without question or hesitation.

Council staff worked frantically to manage localised flooding to hold back the flow of water and protect community infrastructure and property.

Council worked together with the combating agencies to coordinate a wide response effort



Council worked together with the combating agency SES and other emergency services, NSW Rural Fire Service, Department of Defence, NSW Fire and Rescue to coordinate a wide response effort.

Evacuation orders were issued by the SES for the Central Business District, North Wagga, East Wagga, Gumly Gumly and Oura, resulting in over 8,000 persons evacuated for between 24 hours and 6 days.

During the course of the flooding, over 200 road closures were in place, including the closure of the Sturt Highway, which effectively cut access to Wagga Wagga to the east and west, and the Olympic Way was under water in many parts to the north and south.

Immediate recovery

The transition from response to recovery was protracted due to the differing stages of flood inundation throughout the Local Government Area.

Council staff continued to work a 24-hour roster to clear the roads and public spaces, removing debris and recovering the sewer and stormwater systems.

The Rural Fire Service, Army and NSW Fire and Rescue all worked alongside Council in assisting residents to undertake the heartbreaking task of cleaning out their flooded properties.

During the clean-up Council mobilised loaders, backhoes, bobcats and tippers that worked alongside a similar amount of equipment provided by the Army in collecting and disposing of over 1,500 tonnes of flood affected furniture and debris.

Damage

For emergency works related to preparations, response and recovery Council incurred around \$3M in expenses.

The North Wagga Levee was overtopped, and significantly damaged, with the estimated cost to return to pre-flood condition of over \$500k.

Damage to roads, bridges, culverts and other civil infrastructure is in excess of \$30M. But, heartbreakingly, this is on top of the damage incurred during the 2010 flood events of which a significant amount of repair works was still outstanding.

Recovering

The overtopping of the levee protecting the community of North Wagga was and continues to be very distressing for the residents.

The recovery of North Wagga is well underway but by no means complete. Many residents are still not back in their homes. It will take several years for the village to fully recover and the events of March 2012 will be remembered for decades to come.

Part of the challenge of rebuilding includes building resilience into our infrastructure to try and better protect it against further flood damage, and finding the funding to do so.

Another aspect is Council's ongoing campaign to secure funding for the upgrade of the Main City and North Wagga Wagga levees, estimated to cost in excess of \$18million.

As Council continues in its role as service and infrastructure provider for the community of Wagga Wagga, Council's capacity to continue to deliver programmed services while rebuilding essential public infrastructure damaged by floodwaters will be an ongoing pressure for years to come.

Financial Summary 2011/2012

This report provides analysis of Council's 2011/12 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. These 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.

Under the 1993 NSW Local Government Act, Council is required to produce an audited set of Financial Statements.

Key reports included are:

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

Financial overview

Council's financial position as at 30 June 2012 remains relatively unchanged compared to the previous financial year. The financial statements show a net operating result of \$11.6M surplus (after capital grants and contributions). In March 2012 Wagga Wagga once again sustained heavy flooding across the Local Government Area (LGA) which resulted in a total claim of \$33.5M from the Roads and Maritime Services (RMS - formerly the RTA) and the Department of Public Works (DPW) for damage incurred to Council's infrastructure and recreational assets.

For 2011/12, Council completed \$12.7M in repair works for the entire storm and flood-damaged infrastructure asset network. These reinstatement works have been funded by the RMS and have contributed to the significant increase in both operating grants and materials and contracts for this year's financial statements. As at 30 June 2012, Council still had approximately \$27M in total storm and flood repair works to be completed.

Council's unrestricted current ratio of 2.52:1 shows a relatively strong liquidity position for 2011/12. It has fallen in comparison to last year mainly due to an increase in current liabilities for capital expenditure payables, employee leave entitlements and asset remediation requirements. The ratio for 2011/12 is still above the Division of Local Government (DLG) benchmark of 1.5:1 and above the 2.26:1 average for NSW Group 4 Councils of which Wagga Wagga is one.

Council identified new external borrowings in the 2011/12 operational plan of \$14.9M for a variety of capital projects which were drawn down in late June 2012. As a result, the debt service ratio for the year remained relatively static as Council did not incur any additional repayments for 2011/12, since the first quarterly instalment was due in September

2012. Whilst borrowing levels are still quite conservative, Council's current Long-Term Financial Plan (LTFP) specifies a number of proposed capital projects that are funded by external borrowings. Given that the debt service ratio over the term of the LTFP reaches the current DLG benchmark for debt servicing of less than 10% there is no inclination to increase borrowings beyond those currently proposed by the LTFP.

Internal (restricted) reserves levels increased during the financial year. As of 30 June 2012 Council held \$43.3M in internal reserves, an increase of \$3.3M on the previous year. Much of the increase is attributed to the better than expected performance of Council's investment portfolio for the year and other identified savings in both operational and capital projects throughout the year. Internal reserves have been restricted in their use by resolution or policy of Council and allow Council the capacity and flexibility to respond to future funding demands that may yet to be identified.

The main project to receive a substantial increase in reserve funding was the Hampden Bridge Demolition. The cost for the demolition of the bridge is still to be fully quantified. At this stage \$1.2M has been set aside in reserve in order to cover part of the costs. Council may need to consider other funding sources to cover the full cost of demolition once a contract has been awarded.

A final review of the 2011/12 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 a \$143K deficit which has decreased Council's unrestricted working funds from \$4.4M to \$4.3M. The working funds and budgeted result would have been significantly improved if Council had not resolved to place additional funds into the Hampden Bridge Demolition reserve.

Regardless of the stable result for 2011/12, Council still faces significant challenges in oncoming years to remain financial sustainable. The Long-Term Financial Plan illustrates that, if Council continues to provide the current levels of service and infrastructure to the community than it will be faced with continuous deficits for the next 9 years.

SUMMARY

2012 Key Results

Operating surplus of \$11.6M

Grants and Contributions

▲ \$31.5M, mainly due to claims for March 2012 floods

Other Expenses

▲ \$13.1M for reinstatement costs of infrastructure assets damaged in March 2012 floods

New Infrastructure, Property, Plant and Equipment of \$46.7M

Total assets

▲ 6.1% to \$1,418M

Unrestricted current ratio

▼ from 3.18:1 to 2.52:1 due to an increase in current liabilities for payables and employee leave entitlements

▲ Increase ▼ Decrease

Assets

Summary

Total Assets

▲ 6.1% to \$1,418M

Infrastructure, Property, Plant & Equipment

▲ 6.15% to \$1,304M

Net Assets

▲ 5.16% to \$1,326M

Asset \$ per head of population is \$22,549

Cash Position

An analysis of Council's cash holdings at 30 June 2012 substantiates the strong result for the year with interest received on investments \$1.1M higher than originally budgeted. This positive result for Council's portfolio can mainly be attributed to the better than expected performance of Council's medium to longer term investments. These investments were generally taken up when interest rates were higher than the current market rates and as a result have maintained steady income streams for Council's portfolio.

Council, as at 30 June 2012, held 15.1% 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 a slight increase on the previous year due to an increase in the cashflow requirements as a result of reinstatement works for storm

and flood damaged assets as well as a significant 2011/12 capital works program.

Council engages the services of an independent investment advisor for advice in relation to its portfolio.

Reserves

Council operates a number of internally and externally restricted reserves. External restrictions relate to those funds held for 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 utilised for their intended purpose or end use.

External restrictions decreased for 2011/2012 by \$2.26M. This relates to a decrease in restrictions held for Sewerage Services.

Council continues to maintain a wide variety of internal reserves as detailed in Note 6c. These reserves have been established by Council resolution, and include provisions for major future projects such as Robertson Oval Upgrade, Industrial Land Development, Infrastructure Replacement, Tarcutta Street Gasworks Remediation, Hampden Bridge Demolition as well as Employee Leave Entitlements. The main intent of internal reserves is to ensure that Council has the ability to utilise these funds at a future date when and as required.

Unrestricted Current Ratio

The Unrestricted Current Ratio for 2011/12 was 2.52:1. The ratio decreased from the 2010/11 ratio of 3.18:1. However, it still shows a relatively strong liquidity position. The decrease in the ratio for this year can be attributed to an increase in current liabilities for capital expenditure payables and employee leave entitlements. The reserves which received significant increases this year were the Hampden Bridge Demolition and Infrastructure Replacement reserves.

Receivables

Receivables for 2011/2012 totalled \$18.38M, an increase of 13.5% on the previous year. This was a result of an increase in Government grants and subsidies of \$1M and net GST receivable of \$1.3M. There was also continuing storm/flood damage repair works undertaken for which Council will receive reimbursement from the State and Federal governments in 2012/13 via the Natural Disaster funding program.

The Rates and Annual Charges Outstanding Ratio of 5.99% has remained steady for 2011/12 as per Council's performance benchmark of less than 6%. Council's debt recovery team continue to utilise a variety of debt recovery strategies to ensure that this ratio is maintained throughout the financial year.

Financial Summary 2011/2012

Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased for the year by 6.6% to \$1,304M. 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 (\$1.5M for construction of Boorooma Street and Avocet Roundabout, \$1.4M Tumbarumba Road upgrade and \$1.3M Tarcutta Main Street upgrade); Sewerage Network (\$57.7M for revaluations and \$1.5M Flowerdale Pump Station upgrade); and Other Assets (\$3.7M for Robertson Oval upgrade, \$0.5M for the Boat Ramp and \$0.5M for Apex Park and Skate Park upgrades). A summary of IPPE transactions for 2011/2012 are shown on the following page.

Liabilities

Summary

Total liabilities

▲ 24.0% to \$92.5M

Payables

▲ 31.0% to \$15.7M

Borrowings

▲ 30.1% to \$51.9M

Provisions

▲ 9.6% to \$24.9M

Borrowings

Total borrowings for Council now stand at \$51.9M an increase of \$12.0M from 2010/11. Council has a significant borrowing program projected for future years which aims to address required upgrades to infrastructure and provide additional community facilities which will be used by current and future generations.

Provisions

Council's provision for Employee Leave Entitlements (i.e. annual leave and long service leave) has increased by \$0.504M (17.3%) for 2011/2012. This is mainly due to retention of existing staff and recent years' increases in the number of employees.

The liability to remediate the former gasworks site on Tarcutta Street was initially recognised in the Financial Statements for 2008/09. Council has allocated \$5.7M in internal reserves for 2011/12 to fund the project and intends to commence remediation of the site in 2012/13. As a result of further cost analysis the provision for the Tarcutta Street Gasworks site was increased by \$1.2M during the year.

Business activity reporting

Business activity reporting illustrates the results for Council's various business activities in accordance with 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.

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

Sewerage services

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 sewage was transported through Wagga's sewerage network.

Livestock Marketing Centre

The Wagga Wagga Livestock Marketing Centre is the premier livestock market in Australia. Established in 1979, it has since led the way in the selling of livestock for over 20 years. The centre operates year round, with regular weekly cattle and sheep sales, and other special sales during the year. Income is derived from various sources including vendor and selling agents' fees, yard and other rentals and truck-wash user fees. Any surplus from financial activity is transferred to the Livestock Marketing Centre Reserve to be utilised for future capital improvements.

Airport

Wagga Wagga Airport was recognised by the Australian Airports Association as the 'Regional Airport of the Year 2010' in their annual awards for aviation excellence. Wagga Wagga City Council, as the airport operator, had completed a number of projects and implemented a number of initiatives during the year resulting in this prestigious outcome. The projects included the completion of a major upgrade of the asphalt pavements including the runway and the installation of an Instrument Landing System (ILS). An ILS is quite unique for a regional airport and significantly enhances the City's ability to realise its vision to be a centre for aviation education and training. The ILS complements existing pilot and technician training whilst also improving access to the City when reduced visibility from rain and low cloud would otherwise prevent landings.

The Airport site is owned by the Commonwealth Government and operated by Council under a long-term lease. The future development of the airport is documented in the Wagga Wagga Airport Master Plan which was adopted by Council in 2010 with a planning horizon of 20 years. Income for the airport is derived from regular

passenger transport charges, landing fees, tenant rentals and concessions. Any surplus from financial activity is transferred to the Airport Reserve to be utilised for future capital improvements.

Income



- Rates & Annual Charges (\$50,035,000)
- User Charges & Fees (\$18,310,000)
- Investment Revenues (\$5,604,000)
- Other Revenues (\$3,176,000)
- Grants & Contributions - Operating (\$31,548,000)
- Grants & Contributions - Capital (\$13,288,000)

Summary

Total income

▼ 23.34% to \$121.5M

The significant decrease in total income from operations for 2011/12 compared to 2010/11 is due primarily to prior year reversal of roads revaluation and impairment losses of \$46.6M in 2010/11. If these reversals were to be ignored in the make-up of total income (as a one-off) then Council's overall income would have increased by \$9.5M over 2010/11. Much of this increase for 2011/12 can be attributed to the capital grant income that Council received from the RTA/RMS for damage incurred to Council roads assets in the storm and flood events of October and December 2010 and March 2012.

Rates & Annual Charges

The increase in property numbers from 25,826 in 2010/11 to 26,132 in 2011/12 together with the final year of the Ministerial approved rate increase of 4.18% added \$2.9M to operating revenue. Rates Outstanding, a key industry indicator, remained steady at 5.99% within Council's target for rate arrears of 6% or lower. The NSW average across all Councils in 2010 was 6.2% (2011 data is yet to be released by the Department of Local Government).

User Charges and Fees

Revenue from user charges and fees increased by 11.0% over the 2010/11 financial year. Increases in volume-based revenues for sewerage and waste management services have been the main contributing factors to this result. Livestock Marketing Centre revenue from user charges and fees increased by 12.0%.

Interest & Investment Revenues

Council's return on investments fell by approximately 13% compared to 2010/11 which was forecast as a result of softening interest rates and the implementation of the new cap under the Financial Claims Scheme (to replace the \$1m Government Guarantee) of \$250K.

Other Revenues

Other Revenues fell by \$46.4M during 2011/12 due mainly to revaluation and impairment adjustments (\$46.6M) for the roads class of assets recognised in 2010/11. Revenue for traffic infringement notices accounted for much of the \$197K increase in fine revenue for 2011/12. Insurance recoveries also increased by \$270K due mainly to flood damage to the Civic Centre in March 2012.

Grants & Contributions

Grants & Contributions have increased overall by \$5.74M (14.5%) during 2011/12 which was primarily due to Natural Disaster Grant funding for ongoing storm damage repairs to roads damaged in three different flood and storm events in 2011 and the March 2012 flood event. The Federal Government also paid in advance the Revenue Sharing Grant of \$5.1M.

Private works section 67

Resolutions made under section 67 concerning work carried out on private land. There were no resolutions made under section 67 concerning work carried out on private land during 2011/12.

Financial Summary 2011/2012

Expenses

Financial Expenditure	
During 2011/12, Council delivered the following services for every \$100 that was spent:	
Category	\$ for every \$100
Capital and Priority Projects	\$35.10
Roads, Footpaths and Bridges	\$14.33
Sewerage	\$13.34
Recreation and Culture	\$8.16
Waste	\$5.52
Planning and Building Control	\$3.25
Environment	\$3.05
Community Services	\$2.83
Economic Development	\$2.28
Community Halls, Galleries and Museums	\$2.14
Livestock Marketing Centre	\$2.09
Airport	\$1.76
Libraries	\$1.57
Health	\$1.49
Public Order and Safety	\$1.44
Drainage	\$0.97
Governance	\$0.68
Total:	\$100

Summary

Total expenses

▲ 6.3% to \$109.9M

Other expenses

▲ 13.7% to \$21.9M

The main increase in other expenses related to the reinstatement of Infrastructure Assets with an increase of \$2.8M over the 2010/11 figures. The reinstatement costs relate to repairs carried out on road infrastructure as a result of the flood and storm events of 2010/11 and 2011/12. Electricity and heating costs increased by 15.0% over 2010/11 to \$2.0M.

Employee Benefits & On-Costs

Total employee costs increased by \$2.5M, a 7.8% increase for 2011/12. The key factor contributing to this increase was the award increase in July 2011 of 2.15%. Council's Employee Leave Entitlements costs increased by \$950K and, with higher staff retention, worker compensation insurance costs increased by 13.8% to \$1.2M.

Materials & Contracts

Council entered into a number of contracts for the 2011/12 financial year. These arrangements included contracts for services such as Boorooma /Avocet roundabout construction and Fitzmaurice Street upgrade. The total costs to Council for materials and contracts of \$30M was 4.5% higher than in 2011/12. Operating costs for Council's sewerage treatment plants rose by \$1.3M as the upgraded plants at Narrung Street and Koorngal came into full operation in which a higher level of treatment is undertaken. Costs related to the Tarcutta Street Remediation Project, increased by \$499K in 2011/12 as the project proceeds to implementation stage.

Depreciation & Amortisation

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 detailed in Note 1 of the Financial Statements. In 2011/12 Council reviewed the condition of its infrastructure assets in order to accurately reflect the depreciation expense for these assets.

Impairment

In March 2012 extensive sections of Council's network of roads were affected by severe flooding. As a result of this event, Council has made application for Natural Disaster Relief compensation for the amounts of \$31.5M. As per the accounting standards (AASB136), Council has had to recognise impairment costs of \$4.2M to reflect the damage caused to its road assets from the March 2012 event. During the 2011/12 financial year \$12.7M of reinstatement works to roads assets was performed.

Other Expenses

The detailed notes to the Financial Statements provide information on Other Expenses. These include an increase in provisions for the remediation of the former gas works site in Tarcutta Street.

Senior Staff Expenses

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

General Manager – \$286,714.25

Directors – \$974,967.69

Financial Overview

	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06
Total Income from Continuing Operations	121,532,000	158,540,000	99,877,000	89,326,000	88,893,000	85,184,000	77,681,000
Total Expenses from Continuing Operations	109,891,000	103,290,000	88,368,000	129,041,000	75,783,000	72,077,000	59,473,000
Net Operating Result for Year	11,641,000	55,250,000	11,509,000	(39,715,000)	13,110,000	13,107,000	18,208,000
Net Operating Result before Capital Grants and Contributions	(1,647,000)	44,144,000	(3,470,000)	(52,217,000)	(2,247,000)	3,396,000	4,603,000
Current Assets	70,241,000	67,292,000	59,999,000	49,183,000	76,551,000	77,582,000	74,224,000
Non-Current Assets	1,348,209,000	1,264,799,000	1,168,634,000	1,113,354,000	778,527,000	498,515,000	397,109,000
Current Liabilities	35,673,000	28,611,000	21,308,000	20,207,000	20,567,000	16,154,000	15,026,000
Non-Current Liabilities	56,902,000	46,032,000	51,745,000	43,712,000	5,786,000	3,838,000	4,809,000
Total Equity	1,325,875,000	1,257,448,000	1,155,580,000	1,103,045,000	828,725,000	556,105,000	451,498,000
Rates Outstanding	5.99%	5.91%	6.27%	6.22%	6.45%	5.45%	5.65%
Unrestricted Current Ratio	2.52:1	3.18:1	4.33:1	3.82:1	4.37:1	4.99:1	4.56:1
Debt Service Ratio	4.08%	4.49%	4.02%	2.83%	0.05%	0.05%	0.06%
Asset Renewal	82.70%	93.56%	99.03%	257.94%	132.15%	-	-

Financial Summary 2011/2012

Section 356 Donations

Beneficiary	Purpose	Amount
Ashmont Preschool	Sustainable Environmental Grant	2,000.00
Australian Road Transport Heritage Centre	Neighbourhood/Rural Village Grant	3,000.00
Country Hope	Community Development Grant	3,000.00
Crow Crow Productions	Arts and Cultural Grant	5,608.00
Currawarna Recreation Reserve Committee	Neighbourhood/Rural Village Grant	2,000.00
Dan Atkinson Memorial Golf Day	Community Development Grant	2,000.00
Eastern Riverina Arts Program (ERAP)	Arts and Cultural Grant	1,550.00
Estella Progress Association	Neighbourhood/Rural Village Grant	2,000.00
Filipino Cultural Dance Troop	Community Development Grant	1,000.00
Goodstart Childcare	Sustainable Environmental Grant	800.00
Health & Wellbeing Initiative	Community Development Grant	3,000.00
Ifinc Incorporated	Arts and Cultural Grant	3,000.00
Jim Nicholls	Developing Personal Excellence Grant	500.00
Koorringal Casual Childcare	Family Day Care Subsidy	9,090.90
Lakeside Art Groups	Arts and Cultural Grant	3,000.00
Lakeside Art Groups	Community Development Grant	3,000.00
Legacy House	Arts and Cultural Grant	472.73
Mens Shed Wagga Wagga	Community Development Grant	1,500.00
Multicultural Council of Wagga Wagga	Community Development Grant	2,964.50
Multicultural Council of Wagga Wagga	Arts and Cultural Grant	2,900.00
Nadine Milgate	Developing Personal Excellence Grant	476.00
Older Men New Ideas	Community Development Grant	570.00
Parenting Book Club	Community Development Grant	4,000.00
Possums Playground	Family Day Care Subsidy	9,090.91
Relationships Australia	Annual Sponsorship	2,500.00
Riverina Christian Radio	Arts and Cultural Grant	1,678.00
Riverina Community College	Arts and Cultural Grant	5,180.00
Riverina Community College	Community Development Grant	1,425.00
Riverina Conservatorium of Music	Annual Sponsorship	8,727.27
Riverina Institute of TAFE	TAFE Scholarship	5,000.00
Riverina Summer School for Strings	Annual Sponsorship	2,500.00
Rotary Club - South Wagga	Community Development Grant	2,000.00
Rotary District 9700	Arts and Cultural Grant	1,068.00
Save the Children Australia	Neighbourhood/Rural Village Grant	900.00
Shaw Street Children's Centre	Family Day Care Subsidy	10,000.00

Sing Australia Wagga Wagga	Arts and Cultural Grant	2,607.00
Tarcutta Country Womens Association	Neighbourhood/Rural Village Grant	2,500.00
Tarcutta Progress Association	Neighbourhood/Rural Village Grant	3,000.00
The Leisure Company	Arts and Cultural Grant	1,765.00
The Promise Centre	Community Development Grant	1,500.00
Tumba Rail	Rates Donation	940.31

Mayoral Donations

Beneficiary	Purpose	Amount
Assistance Dogs Donation	Mayoral Discretionary Fund	100.00
Make Poverty History Charity Bike Ride Fundraiser Donation	Mayoral Discretionary Fund	100.00
Vision Australia Donation	Mayoral Discretionary Fund	100.00
Biggest Morning Tea Donation	Mayoral Discretionary Fund	100.00

1

Participatory Democracy and Decisive Leadership

- 1.1 Encourage our community to be engaged, involved and informed about decisions impacting them
- 1.2 Develop Wagga Wagga as a regional leader with a strong identity
- 1.3 Lead the community with responsible, sustainable, effective, efficient and customer-focused organisations

53,963

calls
received
by call
centre

74.4%

satisfaction
with how
their inquiry
was handled

450

twitter
followers

1.1 Encourage our community to be engaged, involved and informed about decisions impacting them

Confidence in elected Council

Councillors over their term have participated in numerous activities to engage with the community including the trial 'Councillors Lounge' at the Marketplace, community consultation regarding Council's Operational Plan, Delivery Program and resourcing strategies, and community consultation sessions at Forest Hill, Mangoplah, Uranquinty, Galore, San Isidore/Kapooka and Tarcutta.

The Community Survey undertaken identified that there was 56% satisfaction with the opportunities to engage with Councillors. Of those surveyed 14.9% had had interactions with Councillors over the previous 12 months with 3 in every 5 rating their experience 4-5 out of 5.

The Community Survey also identified 56.8% confidence in the elected Council to make good decisions on behalf of the community at the time the survey was undertaken.

An engaged community

Council adopted a revised Community Engagement Strategy in 2012 which identifies the types of communication the community can expect to receive from Council as well as outlining how the community can be involved in decision making.

The community survey results showed that there was 56% satisfaction with consultation that had occurred with the community and the same level of satisfaction with opportunities to engage with Councillors, 54% satisfaction with Council's responsiveness to the community's needs, 64% satisfaction with access to information on Council services and 60% satisfaction with access to Council documents and information.

With the vision of improving community access to public information, Council has upgraded its online services to include development application tracking, online payments, lodgement of online certificates and viewing of online mapping.

Prior to the 2012 flood event Council opened a twitter account to distribute information for a community going through natural disaster. This continues to provide a reliable and effective resource with over 550 tweets and over 450 followers.

550 tweets



Wagga City Council @wagga_nsw
Thank you to RFS, Defence, NSW Fire and Rescue for their continued efforts... The City of Wagga Wagga thanks you!!
Excerpt



Wagga City Council @wagga_nsw
Murrumbidgee River is at 7.58m @ 12:00am via BOM
Excerpt



Wagga City Council @wagga_nsw
CAUTION - "Lake Albert" is flooding over Lake Albert Road
Excerpt



Wagga City Council @wagga_nsw
CAUTION - Water over road at Lockhart Road, Coolamon Road, Ashford Road and Greenard Road
Excerpt

www.wagga.nsw.gov.au/online-services



Delivery on projects

Last financial year Council adopted 428 services and projects to deliver in the 2011/2012 financial year. The end of year performance report indicates 80.6% have been delivered with 10.5% behind schedule and 8.9% not progressing.

During the 2011/2012 financial year Council adopted a program and budget with significant additional funding allocated to infrastructure maintenance and renewal, recreation and open spaces and economic priorities within the Local Government Area. The adopted 2012/2013 operational plan and budget maintains these increased funding levels for these areas.

The 2011/2012 adopted budget was \$134,435,729 with \$50,653,974 in capital and an operational budget of \$83,781,755. Some of the major projects in the capital budget for this period included the new roundabout at the Boorooma Street and Avocet Drive intersection, the \$1.2M remediation works of the Wollundry lagoon, the Henwood Park Skate Facility and addition to the Bolton Park Skate Park, construction of the Collins Park picnic area, lighting at the South Wagga Tennis Courts, construction of the Glenfield Road roundabout, the upgrade of Robertson Oval and the resurfacing of the senior rugby league fields at the Equex Centre.

Partnerships within the community have also produced projects such as the walking track rest furniture created by the Wagga Men's Shed and the Junee Correctional Centre. The furniture was installed in December 2011 around the Wollundry Lagoon, Wiradjuri Walking track including Willans Hill, Pomingalarna Reserve, Murrumbidgee River and Lake Albert.

Effective advisory committees

Advisory committees have been developed to provide advice on different issues from elected members of the community and, in accordance with the Community Engagement Strategy, these committees are used for greater involvement on issues that affect our community.

Council has endorsed the creation of the below Advisory Committees to provide advice to the relevant Council standing committees:

Arts Advisory Committee

The membership of the committee, as per the Council resolution, must consist of a minimum of 1 representative each from the Friends of the Wagga Wagga City Library, the Friends of the Wagga Wagga Art Gallery, the Wagga Wagga & District Historical Society, the Wagga City Library, Performing Arts (SOACT) and a further seven community representatives.

Business Advisory Committee

The membership of the committee consists of a maximum of 15 business and community representatives.

Environmental Advisory Committee

The membership of this committee consists of a maximum of 10 community representatives.

Planning Advisory Committee

The membership of this committee consists of 12 development industry stakeholders.

Multicultural Advisory Committee

Membership for this committee consists of a maximum of 10 community representatives.

Recreation and Sports Advisory Committee

Membership for this committee consists of a maximum of 10 community representative.

Youth Advisory Committee

The membership of the committee may contain up to 10 community representatives including 2 representatives under the age of 25 and another 2 under the age of 18.

Seniors' Advisory Committee

The Seniors' Centre Management Committee acts in the capacity of this committee.

Indigenous Advisory Committee

The Marra Marra Consultative Committee is the advisory structure for this committee.

1.2 Develop Wagga Wagga as a regional leader with a strong identity

Strong recognition of the City brand

Council introduced the new City branding in August 2011. The City brand is based around a foundation of "A hundred little things" designed to highlight and celebrate the small things that make a big difference for locals, visitors or businesses in Wagga Wagga.

Council continues to use events such as the launch of the Bus Stop poetry competition and Wagga WaggaFest as vehicles for the promotion of the City Brand.

Council has encouraged businesses to use the City brand with a mail campaign being delivered to over 500 local businesses. Businesses who have embraced the City branding include Fitzpatricks Real Estate, Teys, Crowley's Hot Sauce, Hurst Homes, Charles Sturt University, Wagga Wagga Business Chamber, Pure Cheek Natural Handmade and Studio Australia.

Strong relationships with State and Federal Governments

In the 2011/2012 financial year Council has received over \$29 million in State and Federal grant funding supporting local projects and investing in the city's future.

Federal Minister for Regional Development Simon Crean has visited Wagga Wagga four times since becoming Minister for Regional Development. His recent visit announced funding of the Bomen Intermodal Freight and Logistics hub, strengthening the relationship between Council and the Federal Government whose previous partnerships have included the delivery of the commercial precinct at the Wagga Wagga Airport, the National Broadband Network roll-out within the City, Council's energy-saving lighting program and the investment into the Wagga Wagga Base Hospital.

1.3 Lead the community with responsible, sustainable, effective, efficient and customer-focused organisations

Responsible financial management and project management

Council's Long-Term Financial Plan is designed as a high-level summary document that outlines the future finances of Council's operations taking into consideration key components such as rate movements, service levels to our community, major infrastructure asset replacement and renewals, as well as borrowings and cash reserves. The plan is a decision making tool and addresses resources that impact on Council's ability to fund its services and capital works, whilst living within its means and ensuring financial sustainability. A copy of Council's current Long-Term Financial Plan can be viewed using the following link:

http://www.wagga.nsw.gov.au/_data/assets/pdf_file/0004/14782/Long-Term-Financial-Plan.pdf



In this document Council uses key financial sustainability indicators to monitor its financial position. These indicators provide a clear indication that Council will need to take corrective action prior to the adoption of the 2013/2014 budget. Council's calculations include a working fund balance of \$4.25 million which is higher than the desired target of \$4 million and an unrestricted current ratio of 3.18:1 (showing \$3.18 of liability to every \$1 of assets). These indicators were calculated as of the 30 June 2011.

To ensure efficient, effective and responsible project management, Council introduced a Program Management Office to foster a collaborative approach to the delivery of projects across Council, increase the focus of preliminary planning for projects to ensure that all projects are properly resourced and costed during the initiation phase, and provide project management consulting and mentoring.

High level of customer satisfaction

Participants in community survey were asked if they had contact with Wagga Wagga City Council staff over the past 12 months with 46.7% of people indicating that they had. Of these people 74.4% indicated they were satisfied with the way their enquiry was handled. The community survey also asked participants to rate their overall satisfaction with Council's performance scoring 63% satisfaction overall.

Out of the 35 services identified in the Community Survey, 6 services and facilities performed extremely well relative to importance including community sporting grounds and facilities, garbage collection, having options for educational and vocational courses, presentation of parks and gardens, protection of the natural environment, and sewerage services.

The survey also identified areas for improvement to lift the community's satisfaction including the maintenance of sealed roads, supporting and encouraging local industry and jobs, maintenance of unsealed roads, management of drainage and local flooding, maintenance of footpaths, car parking in the central business district and promotion of the area to attract visitors.

Council's call centre received over

53,963 calls

with a 70% first call resolution

Our people

Council continues to work on five key focus areas identified in the People and Culture Strategy, these being:

- Strategic Partnerships
- Safe, Healthy and Productive Workforce
- Workforce Planning
- Leadership and Development
- Innovation and Continuous Improvement

Strategic partnerships

Council's People and Culture Division continued to work with the various areas of Council to develop relationships, assist with building relationships and getting the best out of staff to meet the organisation's operational needs.

The current People and Culture Strategy is being reviewed and will be released later in 2012 with some minor amendments. This strategy will continue to provide strategic direction and focus for the People and Culture team.

Safe, healthy and productive workforce

Over the past year Council has done considerable work in relation to preparing for the new Work, Health and Safety Legislation which came into effect 1 January 2012.

Council's Occupational Health and Safety Policy was reviewed to reflect the new legislation and is now known as the Work Health and Safety Policy. The Work Health and Safety Procedures were also reviewed following consultation with relevant stakeholders and will be subject to an ongoing review in line with the new National Codes of Practice which are being released.

Significant awareness training took place with all staff to prepare them for the new legislation and specific sessions were held with Council Officers to outline their responsibilities.

Council's contractors have also been engaged through this process with the Contractor Safety handbook being reviewed and training provided to contractors on their responsibilities and how we can work effectively together.

Health and Well-being

Council continued to offer a range of health and well-being initiatives to Council staff, including:

- Global Corporate Challenge
- Gym and swim memberships payment scheme
- Bicycle user group
- Blood Bank challenge
- Health sessions
- Flu vaccinations
- Flexible hours

Employee Assistance Program

Council's employee assistance program continues to be offered to Council staff.

The Program provides a confidential counselling service to all staff and their immediate families.

CASE STUDY



The Global Corporate Challenge

Founded in 2003, the Global Corporate Challenge (GCC) is entering its tenth year as the world's leading and largest corporate health initiative of its kind. Over 950,000 people across 3,400 organisations in 105 countries have benefited from the GCC and each year, more and more make the GCC a cornerstone of their commitment to workplace health and well-being.

In 2012 Wagga Wagga City Council entered 6 teams with 7 members each. The challenge ran for 16 weeks (112 days). As an organisation our participants walked a total of 63,700,092 steps and covered a distance of 40,768 kilometres. That is the same distance as walking from Wagga Wagga to Perth and back again 5 times, or more than the circumference of the earth!

Of the 42 participants in this year's challenge, an impressive 78% are considered to be in the magic "active" or "highly active" range which means those participants were walking over 10,000 steps a day.

Above: "Counting Crows" team Karen Morgan, Lisa Jeffree, Lisa Frow, Corby the Crow (Tanya Jackson), Megan Cooper, Liz Huntly and Therese Hosie.

Workforce planning

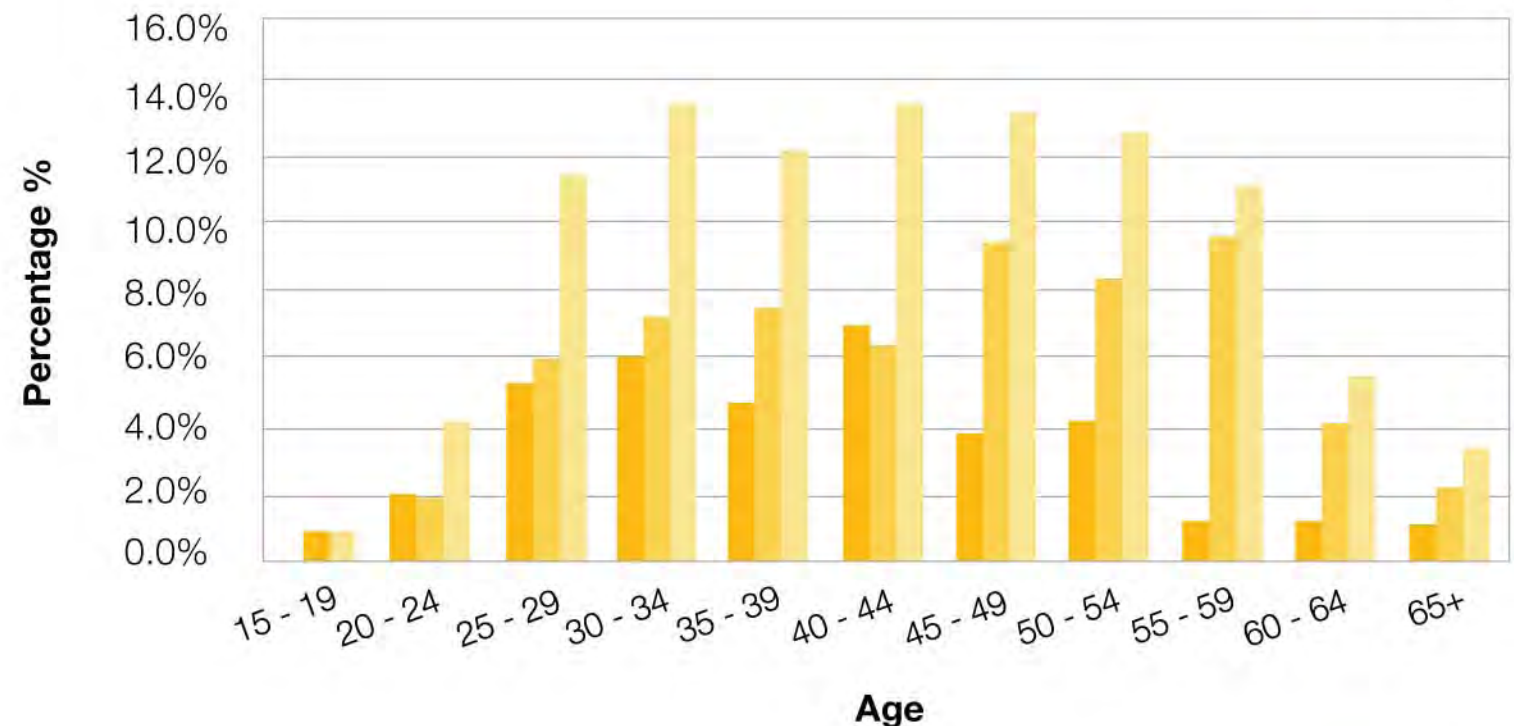
Council's current workforce plan is scheduled to be reviewed in late 2012 with internal consultation taking place at this time.

The key aims of the new plan will be to:

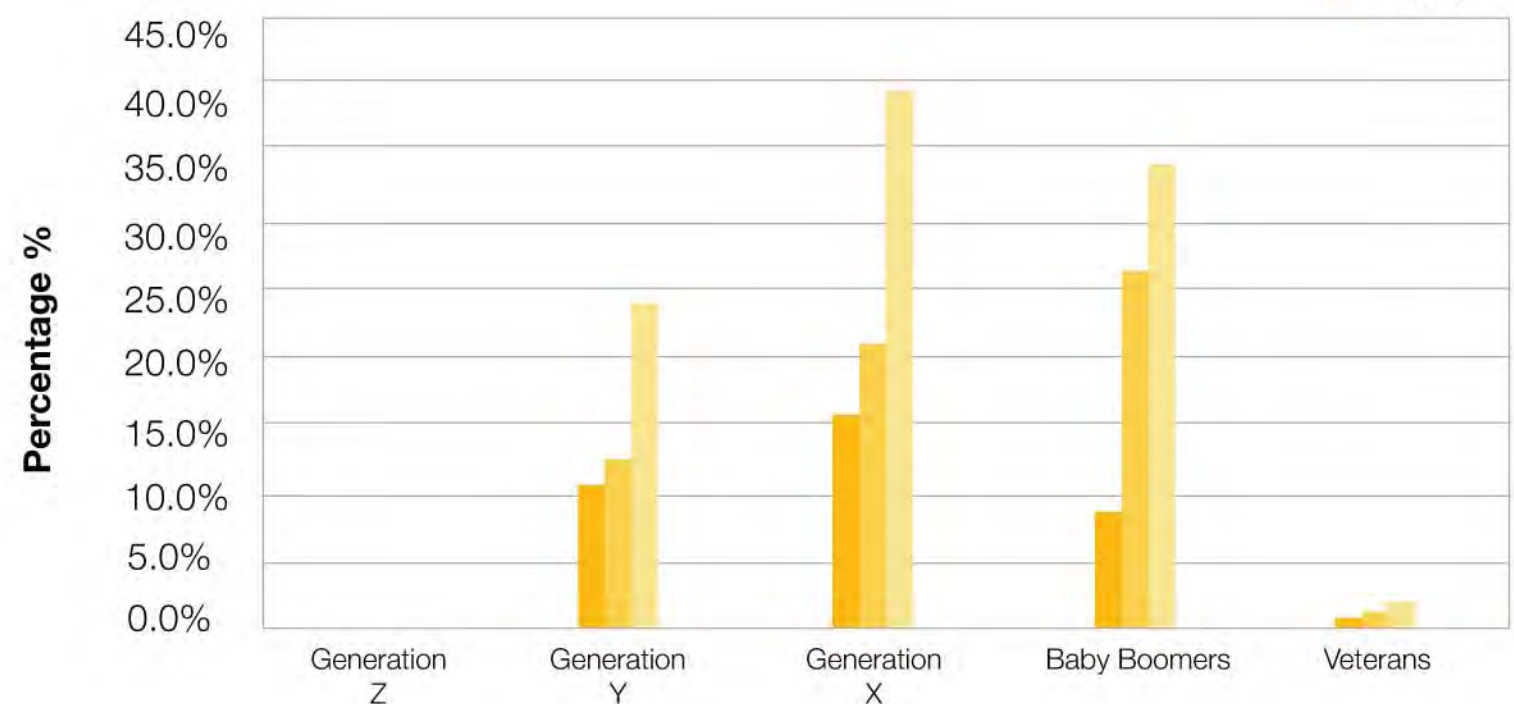
- Identify human resources required to achieve Organisational Goals
- Align with the Operational and Delivery Plans
- Identify strategies for attracting, developing and retaining Skilled Employees
- Meet relevant Legislative requirements; such as Equity and Diversity, Work Health & Safety and Equal Employment Opportunities.

The Workforce Planning process provides Council with the opportunity to review our current demographics and distribution of the workforce.

Permanent workforce distribution by age



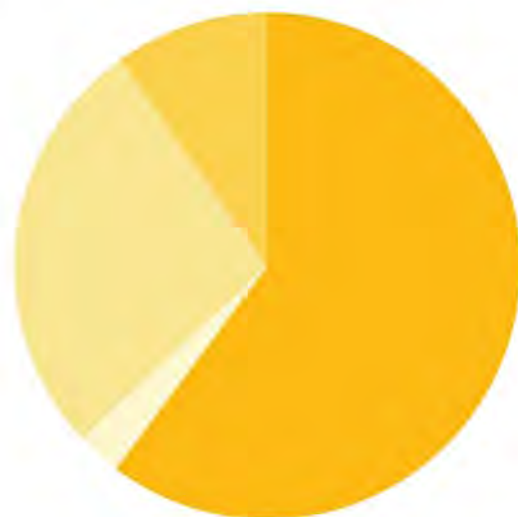
Permanent workforce generation distribution



	2007	2008	2009	2010	2011	2012
Full-time equivalent staff as at 30 June	436.62	436.62	445.98	457.87	467.42	471
	2007	2008	2009	2010	2011	2012
Staff turnover as at 30 June (%)	17.7	10.8	9.8	6.1	10.3	10.8

The graph included below shows the composition of our workforce at Council, which assist with our future workforce planning:

Permanent Workforce Pattern



- Male Full Time Employees (60.7%)
- Female Part Time Employees (9.8%)
- Female Full Time Employees (27.2%)
- Male Part Time Employees (2.3%)

Leadership and development

Local Government Managers Association Challenge

With the success of the LGMA team in 2011, Council entered two teams in the Local Government Managers Association Challenge for 2012. The Challenge focuses on learning, addressing real industry themes and creating opportunities to improve leadership skills. One of the teams was successful in coming 3rd in the State.

Staff Training - Code of Conduct

Council provided Code of Conduct training sessions for all staff, complying with legislative requirements. These sessions were conducted to ensure staff are aware of their obligations for themselves and to the public.

Women as Leaders (WAL) Program 2011

In 2011, 15 women participated in the WAL program. The program's objective is to support and develop the leadership potential of women in the workforce. The experience for participants is very individual, resulting in opportunities being pursued and embraced.

Education Assistance

Wagga Wagga City Council supports and encourages the development of its staff and is committed to ensuring that they have every opportunity to enhance their professional knowledge and expertise. In 2011 there were 35 staff undertaking tertiary education courses.

Managers Association Local Government Challenge 2012



Above: One of the two LGMA Challenge Teams for 2012 was from left counter clockwise: Lisa Frow, Karly Pieper, Christine Priest, Louise Heydon, Naomi Stuart, Meredith Hester and Shane Giltrap.

Innovation and continuous improvement

CASE STUDY



Continuous improvement

Look, Listen, Do it Better was adopted as Council's approach to promoting innovation and continuous improvement. The model was developed by Council staff to best suit Council's needs and has taken lessons from the various models we have used over the years.

The Look, Listen, Do it Better model enables staff to identify ideas and opportunities for improvement and then allows a team of Council staff to use a planned approach to work through the problem and develop a sustainable solution.

Equal Employment Opportunity Management Plan

Council's focus continued to be on maintaining current EEO programs as outlined in the Equal Employment Opportunity Management Plan. The membership of the EEO contact officers was reviewed over the past year. These officers are supported with guidance and training by the People and Culture Division and meet on a quarterly basis.

The current Equal Employment Opportunity Action Plan items are being reviewed in late 2012, as part of the legislative requirements that will be included in the review of the Workforce Plan.

35 employees are studying through education assistance
120 courses were held in 2011/12
60 new employees were welcomed to Council in 2011/12



Our procurement

The Procurement section of Council is responsible for Council's fleet management, purchasing and contracts functions. Some of the highlights for Council's procurement services for the 2011/2012 financial year include;

- Purchase of plant and vehicles including four new graders of a price and quality that represented excellent value for money
- Processing of 33 major contracts and 24 major quotations, a significant increase on previous years
- Participation in a significant review of the legislation guiding procurement in NSW Councils along with five other major councils
- Reduction of Council's greenhouse emissions by way of Hybrid trucks, a B20 blend of biodiesel and an expansion of the solar power system in Council's Alan Turner Depot

CASE STUDY



Reduction of greenhouse gas emissions through sustainable procurement practices

Automotive fuel is a major expense for Council and is a significant contributor to Council's greenhouse emissions. While vehicle and plant manufacturers invest in technology improvements to reduce the consumption of fossil fuels by their machinery, Council responds by purchasing equipment and vehicles that utilise these technologies.

Examples of this are the purchase of two Hino brand hybrid trucks that feature a diesel engine in combination with an electric motor in their drive train. The trucks are claimed to reduce fuel consumption in stop/start driving and the allocation of the vehicles is to this type of role.

Taking advantage of fuel technology development is another avenue of improvement. The use of a B20 blend of biodiesel was expanded from four trucks to the agricultural tractors that are used to maintain Council's parks infrastructure. A B20 fuel contains 20% renewable fuel with lower carbon emissions. Given an annual consumption of 46,000 Litres the use of B20 is an initiative that gives Council leadership in this area.

Contracts Awarded 2011/2012

Contract No.	Title	Contractor Appointed	Type of Contract	Amount of Contract
15/2011	Sprayed Bituminous Surfacing	Roads and Maritime Service	Schedule of Rates	Estimated \$1,739,768.00
36/2011	Boat Ramp, Carparking and Roads Civil Works Wiradjuri Reserve	Ladex Construction Group Pty Ltd	Lump Sum	\$533,165.48
37/2011	Supply of Street Sweeper	Rosmech Sales and Service Pty Ltd	Lump Sum	\$307,700.80
2012/001	Wollundry Lagoon Desilting	D&L McCallum Pty Ltd	Lump Sum	\$1,870,770.00
2012/002	Transfer Cover Station, Gregadoo Waste Management Centre	Brayton Constructions Pty Ltd	Lump Sum	\$335,000.00
2012/004	Design and Construct Tarcutta Main Street Upgrade	Excell Gray Bruni Pty Ltd	Lump Sum	\$1,245,609.20
2012/005	Airport Carparking Management System	RTS Constructions Australia Pty Ltd	Lump Sum	\$135,495.00
2012/006	Construction of Precinct 2A Commercial and Light Aircraft Facilities Wagga Wagga Airport	Civil Team Engineering Pty Ltd	Lump Sum	\$7,672,362.75
2012/007	Construct KU Koala Pre-School	Ladex Construction Group Pty Ltd	Lump Sum	\$855,437.00
2012/008	Harris Park Amenities Upgrade	DG Harper Pty Ltd	Lump Sum	\$140,943.00
2012/009	Lake Albert Shared Walkways Repair	Ladex Construction Group Pty Ltd	Lump Sum	\$110,896.00
2012/010	Boorooma Street/Avocet Drive Roundabout Construction	Excell Gray Bruni Pty Ltd	Lump Sum	\$1,137,205.52
2012/012	Robertson Oval Amenities Upgrade	Cumnock Constructions Sustainability Pty Ltd	Lump Sum	\$230,435.66
2012/013	Former Gasworks Remediation	Enviropacific Services Pty Ltd	Lump Sum	\$7,081,237.25
2012/014	Boorooma Street/Farrer Road Roundabout and Road Resurfacing CSU Entrance	Ladex Construction Group Pty Ltd	Lump Sum	\$1,192,978.60
2012/015	Rehabilitation of Sewer Gravity Mains - Sturt, Elizabeth, Cypress and Eastlake	Insituform Pacific Pty Ltd	Lump Sum	\$195,700.15
2012/016	Sewer Mains Rehabilitation - Koorngal and Forest Hill	Keough's Plant Pty Ltd	Lump Sum	\$899,415.00
2012/017	Bolton Park Stormwater Augmentation and Reconstruction	Excell Gray Bruni Pty Ltd	Lump Sum	\$583,880.00
2012/018	Office Addition, Alan Turner Depot	Kayle Constructions Pty Ltd	Lump Sum	\$272,453.50
2012/019	Design and Construction Fitzmaurice Street Beautification Stage II	Excell Gray Bruni Pty Ltd	Lump Sum	\$1,414,600.00

Continued next page

2012/022	Construction of Tennis Courts and Associated, Lighting Jim Elphick Tennis Centre	Court Craft (Aust) Pty Ltd	Lump Sum	\$881,353.00
2012/023	Gurwood Street Footpath and Drainage Reconstruction	Excell Gray Bruni Pty Ltd	Lump Sum	\$361,310.40
2012/024	Supply of Passenger Screening Services, Wagga Wagga Airport	MSS Security Pty Ltd	Schedule of Rates	Estimated over 5 year contract period \$4,119,556.00
2012/025	Flood Study - Tarcutta, Ladysmith and Uranquinty	Lyall and Associates Consulting Water Engineers	Lump Sum	\$107,590.00
2012/026	Supply and Lay Densely Graded Asphalt	Fulton Hogan Pty Ltd	Schedule of Rates	Estimated \$1,225,267.00
2012/028	Robertson Oval and Bolton Park Sportsfield Lighting Upgrade	Watters Electrical (Aust) Pty Ltd	Lump Sum	\$2,778,567.00
2012/031	Supply of One Prime Mover Truck (Library Truck)	Hartwigs Trucks Pty Ltd	Lump Sum	\$212,000.00
2012/032	Wagga Wagga Airport Terminal Security Upgrade	Burton Constructions Pty Ltd	Lump Sum	\$329,890.00
2012/034	Robertson Oval Toilet Upgrade	Coachwood Constructions	Lump Sum	\$116,270.00
2012/035	Supply of Swimwear and Accessories	Speedo Australia Pty Ltd	Schedule of Rates	Estimated \$50,000.00
2012/037	Wiradjuri Amenities Upgrade	DG Harper Pty Ltd	Lump Sum	\$111,617.00
2012/040	Design and Construct Carabost Bridge - Shockerroo Creek	Ladex Construction Group Pty Ltd	Lump Sum	\$1,015,976.00
2012/046	Supply of Mobile Library Trailer	Total Ag Solutions Pty Ltd	Lump Sum	\$610,225.00
2012/047	Urana Street Parking Bays and Pedestrian Refuge	Excell Gray Bruni Pty Ltd	Lump Sum	\$408,996.50

Good governance

Good governance means that the structures, activities and operations of the Council are conducted in accordance with the principles of legal compliance, probity, transparency and accountability.

One of the operations of Council's Governance section is the management of open access to information. Council must review its programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Council's proactive release program involved Council's Information Access Officer conducting interviews with relevant areas of Council. These interviews led to the creation of a document that lists information that Council currently holds that was felt would be of interest to the general public. The document incorporates Council's Mandatory Release information, along with the documents identified by the Information Access Officer during the interview process. The listing is currently published on Council's website and contains over 250 documents covering both the Mandatory Release documents and those that Council feels would be of interest to the public generally. The document also instructs people on how to gain access to the information on Council's website, or who to contact in cases where the information is not currently available on the website.

Under the Government Information (Public Access) Act 2009 (GIPA Act), Council received and assessed 10 formal applications for information. For the same period, Council received in excess of 950 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 2011/2012 financial year include:

- Developed and implemented a model Crisis Management and Business Continuity Framework
- Rolled out Risk Management training rolled out to staff
- Conducted refresher Code of Conduct training for more than 600 staff
- Over 1,000 applications for access to Council Information
- Received notification for over 200 insurance incidents
- Built over 250 business papers
- Submitted over 400 advertisements in local papers

Public interest disclosures

The 2011/2012 financial year saw a major review of Council's Protected Public Interest Disclosures framework as a result of legislative changes under the Public Interest Disclosures Act 1994 (PID Act).

The PID Act has the purpose of ensuring that public officials who wish to make disclosures under the legislation receive protection from reprisals, and that the matters raised in the disclosures are properly investigated. The Act aims to encourage and facilitate the disclosure - in the public interest - of corrupt conduct, maladministration, serious and

substantial waste in the public sector and/or contravention of the Government Information Public Access Act (GIPA Act).

Council is responsible for implementing internal reporting procedures for receiving, assessing and dealing with protected disclosures and reporting annually on the incidence and management of protected disclosures within Council and providing a copy of this report to the NSW Ombudsman. Council received nil disclosures for the period 1 January 2012 to 30 June 2013.

Challenges

Compliance with the Government Information (Public Access) Act creates an ongoing challenge for Council in the processing of applications received. Over the past 12 months Council has received in excess of 1000 applications of which more than 55% were for conveyancing or commercial interests. The significant number of applications received has required a review of the GIPA Officer position and a change from a part-time to full-time position. The increase in the number of requests can be attributable to heightened community awareness and commercial knowledge of the legislation.

Council publishes open access information which you can find at www.wagga.nsw.gov.au

The following publications constitute open access information:

- Agency Information Guide
- Policy documents
- Disclosure log of formal access applications
- Register of contracts worth more than \$150,000
- Additional open access information

Amounts incurred by Council in relation to legal proceedings

Land & Environment Court - DA10/0171 - 112 Gap Road, Downside RD Council vs Wagga Hotmix Pty Ltd LEC Proceedings No 40306 of 2010	\$204.00	Finalised
Land & Environment Court - DA10/0253, 1527 Sturt Highway, Borambola, Council vs John McMahon, LEC Proceedings 10882 of 2011	\$26,314.99	Finalised
Land & Environment Court - LEC Proceedings - Shanco Pty Ltd Matter No 20120603	\$17,772.24	Finalised
Land & Environment Court - Class 1 Appeal - Colman vs WWCC - Matter No : 20120777	\$18,004.50	Finalised
Land & Environment Court - Class 1 Proceedings for Gilfillan vs WWCC	\$17,978.90	Finalised

Our Performance against the Delivery Program Participatory Democracy and Decisive Leadership

Our Commitment	Status
DP1.01 Actively engage with the community to ensure open communication	
Promote opportunities to build relationships with Planning stakeholder groups	
Best fit communication and engagement plans are developed and actioned in conjunction with responsible business owner	
The organisation is open and responsive to media enquiries and provides a range of information for dissemination	
Coordinate community engagement activities across Council	
Coordination and facilitation of programmed village consultations	
Implement Village Plans	
Manage the Multicultural, Aboriginal, Youth, Seniors and Arts Advisory Committees	
Provide communications advisory across the organisation to formulate 'best fit' communication and engagement plans and action	
Review Community Engagement Strategy in line with Council terms	
Annual review of Delivery Program and Operational Plan	
Review performance on Community Strategic Plan prior to Local Government election	
Printed communication from Council is distributed across the entire Local Government Area on a regular basis - <i>Focus this financial year has been on generating more online community information through the website and social media given high printing and distribution costs.</i>	
Define new four-year Delivery Program to align with newly elected Council - <i>Corporate Planning will be reviewing Council's current strategies and management plans, capturing the outcomes of these documents and using them to help the new Council to define a new Delivery Plan. The review of these plans will happen prior to the development of the new Delivery Program in early 2013.</i>	
DP1.03 Gather Perceptions and satisfaction data and use to improve service delivery to the community	
Conduct annual service perceptions surveys - <i>The 2012 perception surveys are scheduled for August/September due to availability of external consultant.</i>	
Conduct quarterly service request based perceptions surveys	
Strategy 1.2 Develop Wagga Wagga as a regional leader with a strong identity	
DP1.04 Promote a positive image of Council in both the local community and the broader region	
Act as custodians of the City Brand to ensure widespread community acceptance and appropriate use	
Coordinate photography needs and cataloguing as per branding guidelines and publishing requirements	

Develop and implement City Entrance statements in line with City Brand - <i>Allocation of funding of the City Entrance Project has been reduced from \$920,000 to \$244,000 with further plans for concepts to be designed.</i>	
Host 2011 NSW Open Lawn Bowls event	
Implement City Image Strategy - <i>Allocation of funding of the City Entrance Project has been reduced from \$920,000 to \$244,000 with further plans for concepts to be designed.</i>	
Promote Wagga Wagga and the Region using new City Brand	
Roll out community registration system for widespread use of City Brand	
Promote Wagga Wagga and the Region using new City Brand	
Roll out community registration system for widespread use of City Brand	
Strategy 1.3 Lead the community with responsible, sustainable, effective, efficient and customer focussed organisations	
DP1.05 Develop and implement an archive and storage strategy	
Develop archive and storage strategy for organisation	
DP1.06 Take advantage of new and emerging technology to improve services	
Decommission Old Systems	
Implement increased video, live chat, blogging, podcast and social media networks as per community demand and Council program requirements.	
Manage Council website for continual structure/content improvement; work with business units for organisational and cultural change to present website content as succinctly and accurately as possible.	
Maintain and renew corporate IT infrastructure	
Provide regular information and events to stakeholders on the local and regional economy	
Use advertising methods and make placements within a strategic framework that reflects our community's existing and emerging information gathering techniques and preferences	
Conduct review of IT security measures	
Implement a new software solution to meet the needs of the new Enforcement Manual	
Investigate digital signature software solutions	
Implement a software solution to meet the needs of the new Awnings Policy	

Implement a system to streamline the application process for section 138 applications - <i>This project has been restarted due to changing requirements in the related Awnings Policy Project. The element of the 138 system related to Awnings has been completed, and the element of the 138 system related to all other road work permits is now being configured.</i>	
Redesign the employee index in ECM to enable the easy storage and retrieval of employee-related records	
Identify mobile computing requirements for the organisation and develop a strategy to meet the needs	
Implement a new animal impound software solution to meet the expectations of the organisation	
Implement Disaster Recovery solutions to meet the expectations of the organisation	
Review and upgrade email exchange servers	
Install new Point of Sale System for Oasis	
DP1.07 Actively implement and promote Council's best practice governance policies and procedures	
Deliver contract services	
Facilitate corporate support services	
Facilitate Council meeting processes	
Facilitate quarterly reporting on Delivery Program and Operational Plan achievements through Corporate Reporting Process	
Facilitate support services to Councillors	
Government Information (Public Access) Act - Annual reporting for Open Access to Information	
Government Information (Public Access) Act - Completion of Formal and Informal Information Requests	
Government Information (Public Access) Act - Maintain Publication Guide	
Manage Fraud Management Framework - <i>Review of Council's Fraud Management Framework has commenced. This is being reviewed in line with Council's Good Governance Framework.</i>	
Review & Manage Good Governance Framework - <i>Review of the Good Governance Framework has progressed well; however, the finalisation of the framework is dependent upon the release of the new Model Code of Conduct from the Division of Local Government. This is expected in July/August 2012 and once that occurs the framework will be completed.</i>	
Review and implement the Privacy Management framework	

Provide training, support and advice in regards to Council's records management requirements	
Facilitate Local Government elections	
Provide Corporate Governance support services	
Facilitate a legislatively compliant Open Access to Information	
Facilitate Good Governance mechanisms	
DP1.08 Ensure Council's risk management process reflects industry best practice across all of Council's functions	
Develop and implement a change management program for organisational risk awareness	
Improve and develop the project management methodology	
Maintain Occupational Health and Safety (OHS) Management System and Action OHS Audit Items	
Manage Corporate Business Continuity Plan including overview of the Disaster Recovery Plans for critical units	
Monitor, review and manage Corporate Insurances	
Review and update annual Risk Management Plan	
Implement contractor management project - <i>Initial training was held for contractors and also for staff managing contractors at Council. Further work is to be completed on supporting documentation and finalisation of the Contractor Safety Handbook. Additional training will be held for contractors in July 2012. Significant work is still required to progress this large project.</i>	
Conduct asbestos management review	
Conduct consultation review in light of new legislation; election of WHS representatives	
Conduct manual handling review - <i>This project was postponed due to staff vacancies and the need to focus attention on the introduction of the new Work Health and Safety Legislation which came into effect 1 January 2012. This will commence once the new Work Health and Safety representatives are elected and able to assist with this review.</i>	
Conduct height safety review - <i>This project was postponed due to staff resourcing and the need to focus attention on the introduction of the new Work Health and Safety Legislation which came into effect 1 January 2012. This will commence once the new Work Health and Safety representatives are elected and able to assist with this review.</i>	
Conduct noise management review and hearing assessments - <i>A significant number of employees identified have attended hearing assessments in December 2011. For those unable to attend additional sessions are being organised for later in 2012. Our system for maintaining this data is now in Human Resources Information Management System for better monitoring and review in the future. Further work is to be completed on high risk work areas in 2012/13.</i>	

Conduct risk management review	
DP1.09 Provide a sustainable workforce which supports the current and future service delivery needs	
Communicate and implement the 2011/12 actions from the EEO Management Plan	
Conduct 2011 Employee Opinion Survey and evaluate and implement improvement initiatives	
Conduct Human Resources benchmarking	
Design, Develop and Implement Staff Learning & Development Initiatives	
Develop Aboriginal Employment Plan	
Maintain Council's Traineeship and Apprenticeship Program	
Review and monitor the Implementation of the Workforce Plan	
Implement Drug & Alcohol Policy	
Update, implement and manage the Individual Performance and Development Plan Process for all staff	
Upgrade Online Recruitment	
Promote and implement the new Corporate Values	
Promote and Implement Council's Continuous Improvement Model and Business Improvement Tools	
Provide timely and cost effective recruitment Services to Wagga City Council	
Management of Workplace Relations, and provision of timely advice in relation to Workplace Relations	
Review and report recommendations for Council's Job Evaluation System - <i>Information has been sourced from a number of job evaluation system providers. Due to budget constraints and quotes provided the provision of a new job evaluation system will not be progressing.</i>	
DP1.10 Deliver a professional level of customer service	
Assess Construction Certificate Applications and undertake the role of Principal Certifying Authority in a professional and timely manner	

Assess Development Applications within acceptable determination timeframes (70% of all development applications are determined within a 40-day timeframe)	
Authorise issue of section 149 certificates and ensure that they are received by applicants within one week of receipt by Council	
Deliver Excellence in Customer Service throughout the organisation	
Development and review of Planning Directorate Work Process Manual. Collate register of all internal Planning Directorate processes and procedures and record within development manual	
Engage internal and external resources to ensure undrawn sewer diagrams for Wagga Wagga Local Government Area are drawn. These diagrams will be linked to relevant operating systems which will ensure quality and timely advice is provided upon request - <i>Council currently holds on record over 2000 undrawn sewerage services diagrams for conversion to digital record. Conversion of undrawn diagrams allows a digital copy to be linked to internal databases and mapping systems. Current completion at 70% after 100% allocated time expended.</i>	
Implement Customer Service Improvement Action Plan	
Implement initiatives of Connecting Strategy	
Liaise with Planners and External Consultant to expedite delivery of Heritage management inputs to assist development application processing	
Maintain Council building assets	
Report on Customer Service Centre performance on a monthly basis	
Deliver Fleet Management Services	
Deliver Stores Services	
Deliver Workshop Services	
Assess and determine 70% of all Section 68 Local Government Act 1993, Plumbing and Drainage (Internal) applications within 7 days and undertake inspections to ensure compliance with AS3500 in a professional and timely manner	
Provide high quality information technology and communications helpdesk support to Council staff and the elected bodies	
Construct Storage Shed at Alan Turner Depot	
DP1.11 Ensure the long term financial sustainability of Council through effective and prudent financial management	
Budget Review (Cost) statements are completed for review within 3 working days of end of month	

Ensure effective debt recovery processes are in place	
Ensure Financial Statements are completed and lodged in accordance with statutory requirements.	
Manage General Purpose Revenue (ie investments) in accordance with investment strategies and policies	
Pursue opportunities to apply for eligible grants from State and Federal Government that meet the grant criteria and for those programs that can be delivered with current capacity	
The Long-Term Financial Plan is reviewed annually and reported to the community	
Undertake an annual review of Developer Contribution Plans and update as required	
Contribute to the financial credibility of Council by ensuring timely and accurate processing of: payments to employees; payment of invoices to suppliers and contractors; accounts receivable; and quarterly rates notices.	
DP1.12 Implement sustainable procurement practices	
Deliver Purchasing Services	
Replace Plant and Equipment	

2 A Community with Health and Well-being

- 2.1 Ensure health and support services address the needs of all sectors in the community
- 2.2 Promote fun, exercise and fitness as a way of life in Wagga Wagga
- 2.3 Implement programs to help people feel safe at home and in public spaces
- 2.4 Keep our community spaces clean and healthy
- 2.5 Provide a variety of housing options
- 2.6 Ensure that a range of services, facilities and programs is available for people of all ages and abilities to enjoy
- 2.7 Promote environmentally sustainable principles for healthy living

89 playgrounds

6 off leash dog areas

22 sporting reserves

84% satisfaction for garbage collection



2.1 Ensure health and support services address the needs of all sectors in the community

Services and programs are relevant, responsive and integrated

The community survey indicated 78% satisfaction with residents' access to health services addressing their needs. Although Council does not take a direct role in facilitating health services in Wagga Wagga, Council has and will continue to advocate for innovative programs, effective health service infrastructure and improved services for specific target groups as identified in Council's Social Plan 2009/2013 including:

- Wagga Wagga Base Hospital redevelopment
- An accessible health precinct
- Development in Community Health Infrastructure

Wagga Wagga Base Hospital redevelopment



mental health & acute hospital

Since 2010 Council has funded a scholarship through the University of NSW School of Rural Health. The scholarship is for the amount of \$5,000, for a resident of the Wagga Wagga Local Government Area to study to become a general practitioner as part of the University of NSW School of Rural Health program. The scholarship for 2011 was awarded to Zoe Stephenson who is in her final three years of study for a medical career and has undertaken her practical placement at the Wagga Wagga Base Hospital. Zoe has expressed a special interest in Indigenous Health and has made a presentation to Council's Corporate Governance Standing Committee on the important aspects of Indigenous Health relevant to the region.

2.2 Promote fun, exercise and fitness as a way of life in Wagga Wagga

A community with health and well-being

The community survey indicated that there was a 70% satisfaction level with the variety of leisure and recreation options available. Participants were also asked to rate their level of satisfaction with parks and recreational areas, reserves and open spaces scoring a satisfaction level of 76%. Council's sporting grounds and their facilities as well as the Oasis Aquatic Centre scored a slightly lower satisfaction score of 70%.

With 22 sporting reserves, two skate parks, 89 playgrounds, 115 parks, 23 reserves and six off leash dog areas in the Local Government Area, Council offers a multitude of community recreational spaces to improve health and well-being for all ages. This is supported by Council's annual program of maintaining facilities, upgrading sporting facilities and improving walkways and cycle ways throughout the City.

Recent projects such as the resurfacing of the Senior Rugby League fields at the Equex Centre, the construction of the Henwood Park Skate Park and major improvements to Robertson Oval are just some of the improvements that Council has made to recreational facilities over the past financial year.

70%
satisfaction level
with the variety
of leisure and recreation available



2.3 Implement programs to help people feel safe at home and in public spaces

Improved perceptions of community safety

The community survey indicated that the level of agreement when people were asked if they felt safe in public places was 68%.

In improving safety in our community, Council recognises that the City's built environment can affect the perception of safety and security and has influence on opportunities for crime. As part of the Development Control Plan 2010, safety and security are taken into account in the development application assessment process. The assessment principles known as Crime Prevention through Environmental Design are tools used to assess natural surveillance availability, access control, activity levels and appearance of public spaces.

Council also runs a number of programs educating the community on safety and responsibilities such as responsible use of alcohol, driver safety programs and substance abuse programs. One program implemented in December 2012 was the "Party Right... remember the night" campaign which was targeted at drinking responsibly. This program, delivered with community partners including the NSW Attorney-General and Justice Department, NSW Police Force, Community Drug Action Team and the Good Sports organisation, was an educational program providing people with tips on planning their night out as well as planning transport options. The campaign was a success with over 5000 people using the Quick Response (QR) code attached to posters and coasters to access the "Party Right...remember the night" website.

5000 used the QR code



2.4 Keep our community spaces clean and healthy

Appropriate waste management options

The community survey results indicated a high level of satisfaction with waste management within the City with an overall satisfaction level of 88% for sewerage services, 84% for garbage collection, and 72% satisfaction for Council's landfill operation.

The waste management options available to the community are growing with recover, reuse and recycle methods front of mind in minimising the amount of waste sent to landfill. Gregadoo Waste Management Centre offers a wide range of facilities for the recycling of E-Waste including mobile phones and computers, engine oil, motor vehicle batteries, empty gas bottles and mattresses to name a few. Council has also introduced recycling bins in Baylis Street for further recycling opportunities for the community.

Council has introduced
8 recycling bin stations

in Baylis Street for further recycling opportunities for the community



High presentation of public facilities and parks

According to the community survey there was a 76% satisfaction level with the presentation of parks and gardens within the Local Government Area. Respondents scored the presentation of our public facilities lower with a satisfaction level of 50.6%.

In the 2011/2012 financial year Council allocated over \$1.4M to the planning, construction, maintenance and management of parks, gardens and open spaces with projects such as a new playgrounds at Apex Park and Lloyd, replacement of the Bridge over the model railway at the Botanic Gardens, upgrade of the cenotaph on Anzac Avenue and replacement

of the Victory Memorial Gardens safety fencing and retaining walls being completed as well as the annual programmed maintenance of parks and open spaces across the Local Government Area.

2.5 Provide a variety of housing options

A wide range of options are available for the community across the life cycle

In order to provide the City with more affordable housing options, Council submitted an application after the announcement of the Building Better Regional Cities program. This acknowledged the need to support the creation of infrastructure in growing regional centres as a measure to improve housing affordability. Council has been approved \$6,288,000 in funding for an Affordable Land Project, subject to further verification and negotiation before entering into a funding agreement.

The 2011 Census data shows that the median rental price in Wagga Wagga was \$220 per week. This is significantly less than the state average of \$300 per week and the Australian average of \$285 per week. The median monthly mortgage repayment is also significantly less than the State and Federal averages with Wagga Wagga's median monthly mortgage repayment being \$1,549, the New South Wales average \$1,993 and the Australian average \$1,800. When this is measured against a percentage of household income, only 7.7% of people identified that their mortgage repayments were more than 30% of their household income. This was nearly 3% under the State comparison and 2.2% under the Australian comparison.



Above: Citizenship Ceremony Deputy Mayor Yvonne Braid conducts a Citizenship ceremony in the Council meeting room.

2.6 Ensure that a range of services, facilities and programs is available for people of all ages and abilities to enjoy

Community harmony and celebration of diversity

Council supports people from culturally diverse backgrounds through a variety of projects, programs and partnerships such as the celebration of Harmony Day in March each year and works with key organisations to hold events such as Refugee Week, Naidoc Week and our Multicultural Festival as well as conducting regular Citizenship Ceremonies.

As a commitment to community harmony and celebration of diversity, Council signed a declaration for Wagga Wagga to become a Refugee Welcome Zone. The declaration acknowledges the presence of refugees and asylum seekers in our community and celebrates the positive contribution and achievements they have made and continue to make within the local area.

CASE STUDY



Ashmont Community Centre

In August 2011 Council officially opened the Ashmont Community Centre "Ngurra". The Centre was funded with the support of the Australian Government through the Indigenous Coordination Centre and Regional Local Community Infrastructure Program. The building provides a meeting room, recreational spaces, access to services and a vital community gathering place.

Above: Ashmont Community Centre Opening and Official naming, Ngurra Centre.

Opportunities to connect across the life cycle

Participants in the community survey were asked if they felt a part of their community with 93% (8 out of 9) people agreeing. This statement highlights the strong connectedness within the community.

Council believes that opportunities for connecting across the lifecycle will remain high with ongoing maintenance and improvements to facilities such as the Seniors Community Centre, village based infrastructure, parks and open spaces and recreational facilities throughout the Local Government Area.

2.7 Promote environmentally sustainable principles for healthy living

Environmental sustainability

According to the community survey there was a satisfaction level of 64% for the environmental programs and education available from Council with 66% satisfaction with Council's leadership and promotion of environmental sustainability.

Council leads the community with its focus on environmental sustainability with the installation of solar panels at the Livestock Marketing Centre and the Alan Turner Depot. Council has also received grant funding of \$375,000 for the installation of a co-generation system at the Oasis Aquatic Centre.

For further information on improvements and programs on environmental sustainability please refer to section six of this report.

Community has access to community gardens

The Demonstration gardens located in Shaw Street, were established in 2001 on an old brick pit owned by Council. The gardens are managed by a volunteer committee who work towards further educating the community on the environment. The garden includes a large teaching area, seedling and propagation nursery, pizza oven and barbeque area, fish pond, poultry houses, wheelchair accessible gardens, orchard and planned aviary, dry tolerant gardens, compost bins, worm farms, herb garden and therapeutics spaces mainly created with recycled or reclaimed materials. The gardens offer a range of activities through its partnerships; workshops, programs and open days offer the community opportunities to develop of a wide range of skills such as paving, landscape design, organic gardening, furniture making, tiling and pizza making.

In March 2012 Council approved a development application for the construction of a community garden in Ashmont Avenue. This site will be constructed by the Men's Shed, Wagga Wagga later in 2012.

Council also acknowledges the work throughout the community that provides access to community gardens such as the Collingullie Public School Stephanie Alexander Kitchen Garden and Erin Earth in Kildare Street who share their gardens and knowledge with the public.

Collingullie Public School Stephanie Alexander Kitchen Garden



Celebrating community harmony and diversity

Council has been a hive of activity with the delivery of events and projects including NAIDOC week, Sorry Day, Youth Forums, Seniors Week and many more. During 2011/2012 Council also supported a number of Non-Government Agencies to run events like International Women's Day, Refugee Week and the annual Disability Advocacy Network Dance to celebrate the International Day of people with Disabilities.

In July 2011 Council's NAIDOC family fun day was bigger and better than ever with over 1200 people attending from all over the region. Aboriginal Elders and community members also presented an incredible variety of cuisine including Kangaroo Stew, Johnny Cakes and Witchetty Grubs.

CASE STUDY



Dance Away Violence project

is an innovative and community driven project, led by young people for young people. The project is a Council led program in partnership with Police and NSW Housing. The project aims to engage young people to discuss and address the issue of domestic violence, to understand what it is, how to identify it and how to get help. The key message is Dance Away Violence – put your energy into something else. The project has been running for 12 months with bi-monthly events attracting a hundred youth. These events have many facets; as well as being fun, the events have strong messages of anti-violence.

One young person attending the program reported that the program had changed her life and that she is now standing up to violence within her community.

Wagga Wagga Regional Family Day Care

Wagga Wagga Regional Family Day Care provides services to over 340 families with 460 children in care per week with 77 registered educators including six in home educators. The service delivered core training over the year to educators, ensuring the newly commencing National Standards and Child Care Regulations were met and receive highly recommended accreditation. This year Wagga Wagga Regional Family Day Care has embraced the implementation of the National Quality Framework to ensure high quality education and care outcomes for children.

CASE STUDY



Educator of the Year

Maureen Curry is an Educator with Wagga Wagga Regional Family Day Care. Maureen has been educating and caring for children since 1983 and was successful in winning the FDCA Educator of the Year Award for Wagga Wagga. She was nominated by families using her service. This award recognises her dedication to providing quality education and care to children and also acknowledges the unique relationship between Maureen and the children in her care.

Maureen has cared for one family for over 17 years! Maureen's daughter Krista now has her own families and has been educating and caring for children since 2008. Krista has thrived on the experience and knowledge her mother has been able to share about the childcare industry. They are mentoring each other through the implementation of the National Quality Framework and the continual change and challenges this industry brings.

Companion animals management

Council maintains three full-time Animal Management Rangers contributing to the control and management of companion animals in the a Local Government Area. The Rangers' continued focus is:

- Roaming and straying dogs
- Animal noise complaints
- Dogs in schools and food preparation areas
- Nuisance dogs
- Reducing incidents of dog attack
- Trapping feral cats
- Livestock related issues

It is the role of Rangers located at the Glenfield Road Animal Shelter to micro-chip and register companion animals, offer advice and information regarding companion animal management and, most rewardingly, reuniting lost dogs with their owners. One of the high priorities for staff at the animal shelter is rehoming impounded or surrendered animals with staff liaising with rescue groups to ensure a positive result is achieved.

Animal Management Rangers also provide an on call service to respond to incidents of dog attacks or livestock roaming on roads.

did you know

The Glenfield Road Animal Shelter is open to the public Monday to Saturday from 1pm to 4.15pm



Companion Animal Management Plan

The Companion Animal Management Plan 2008-2012 is currently under review. This document outlines the objectives to be achieved and maintained over a 4-year period.

Mission Statement: 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.

Objectives 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 the environment
- Reduce the numbers of unwanted companion animals being abandoned and increase the rehoming rate of abandoned companion animals
- Involve key community stakeholders in the animal management process to promote community ownership and ensure the successful implementation of the Companion Animal Management Plan

Data collection for impounded animals

This activity report details the number of animals presented at the Glenfield Road Animal Shelter and how those animals were released. The report was forwarded to the Division of Local Government (DLG) on 10 August 2012.

This report details the number of companion animals managed by Council Rangers during the reporting period. The report covers 2,074 companion animals received by the Glenfield Road Animal Shelter during the 2011/2012 financial year.

Lodgement of dog attack information

It is mandatory for 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 3 dogs dangerous during the 2011/2012 financial period. In the Wagga Wagga Local Government Area 9 declared dangerous dogs are maintained.

No restricted dog breeds are known in this Local Government Area.

Community education programs

Rangers have undertaken the following community education during 2011/2012:

- 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 which includes tips on Companion Animal Management. *See case study page 57.*
- Distribution of local DLG 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
- Rangers attending schools, offering advice and displays on companion animals
- Active participation in families initiative for newcomers to Wagga Wagga
- Participation in Little Big Day Out

Promote and assist the de-sexing of dogs and cats

Council retains a policy to de-sex all companion animals re-housed from the Glenfield Road Animal Shelter with a view to reduce unwanted litters and to maintain the current low rate of euthanasia. Members of the community are encouraged through brochures, media promotion, and advice from staff to have their cats and dogs de-sexed.

A service agreement with Charles Sturt University Veterinary Science program, contributes to the cost effective de-sexing of all animals re-housed from the animals who go to rescue groups.

In the 2011/2012 financial year, the Glenfield Road Animal Shelter experienced a decrease of nearly 15% in euthanasia rates in comparison to the previous year. Council's significant reduction in the animal shelter euthanasia rate in recent years comes from implementing the following strategies:

- Advertising the cost advantages of adopting an animal from the Glenfield Road Animal Shelter
- Publicising animals to be rehoused through "Pet of the Week" in the local newspaper
- Animal displays on Council's website
- Animal displays on Rescue Rex
- Rehousing from various rescue organisations

The Animal Shelter also contributes to the website www.Rescuere.com. This website allows for pictures and information of animals available for re homing to be displayed. This is an essential tool in reducing animal euthanasia at the Shelter.

Off leash areas

Wagga Wagga has six designated off leash dog areas:

- A fenced dog run area located at Narrung Street on the southern boundary of the Wiradjuri Golf Centre driving range

Wagga Wagga has 6 off leash dog areas

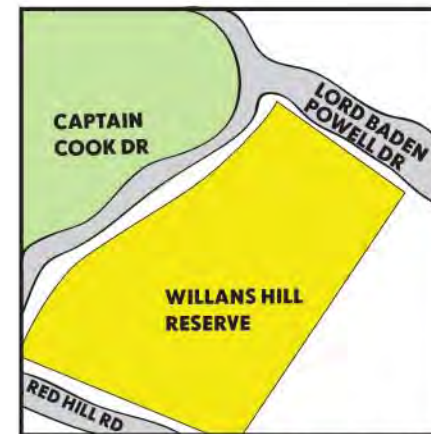


- Eastern side of Wilks Park, North Wagga Wagga, the south of Parken Pregon Lagoon, east of Hampden Avenue and north of Central Island Road
- The Boat Club Reserve, Lake Albert, between Plumpton Road and The Boat Club Carpark on the southern side of Nelson Road
- Willans Hill - the area east of Captain 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 - the area at the intersection of Cypress Street & Kurrajong Avenue adjoining the western side of Wagga Wagga RAAF base

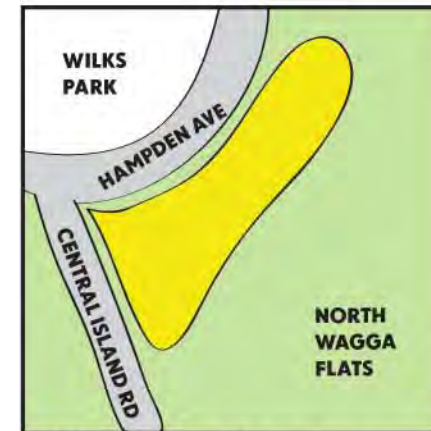
These areas are sign-posted and promoted through brochures, media and staff advice. Further investigation into another off leash area to service the CBD and Estella areas will be undertaken in 2012/13.

Companion Animal Cost Summary

Salaries	\$186,000
Salary On-costs	\$34,940
Vehicle Operation	\$26,060
Office Expenses	\$3,743
Other Expenses	\$11,584
Maintenance and repairs	\$28,575
Dog Expenses	\$29,504
Cat Expenses	\$6,430
Stock Management	\$215



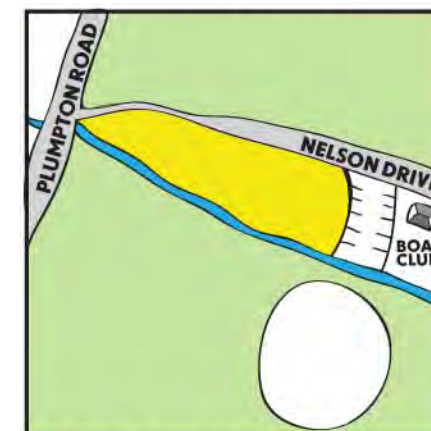
WILLANS HILL RESERVE



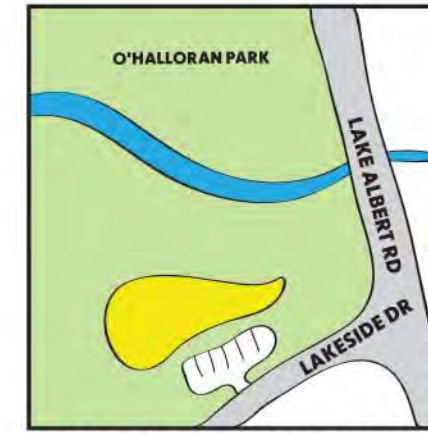
WILKS PARK AREA



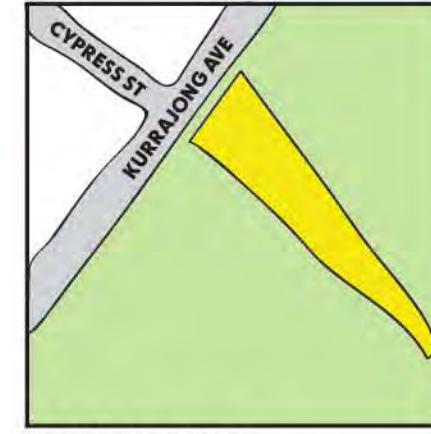
NARRUNG STREET



BOAT CLUB AREA



**O'HALLORAN PARK
AGILITY TRACK**



FOREST HILL

CASE STUDY



August Pet of the Week

This week's pet of the week is Carla, an 18-month old Female Kelpie X Border Collie. Carla is a loving and affectionate dog. She is an active dog, loves to play and run around. Carla would therefore be suitable for an active family or couple who would be able to give her daily exercise. She can be adopted for \$289.55 which includes vaccinations, de-sexing, de-worming, micro-chip, lifetime registration and a vet check. You can meet Carla and her friends at Glenfield Road Animal Shelter, Monday - Saturday, 1pm to 4.15pm. For further information you can contact the friendly animal management rangers on 6932 9051.

Tip of the week

As a responsible dog owner you are required to ensure your dog is under effective control (of an adult) whilst in a public place, ie on a leash or restrained within your property. Failure to do so may result in a penalty of \$220. Council Rangers are trying to minimise dog attacks and this will assist greatly as your dog will be under control at all times.

Our Performance against the Delivery Program
A community with health & well-being

Our Commitment	Status
DP2.01 Co-ordinate Family Day Care Services	
Ensure the provision of quality childcare to children and families	
Promote and market family day care and in home care as unique child care options for the community	
DP2.02 Implement Alcohol Management Strategy	
Implement Attorney General's Safer Bars Project	
DP2.03 Implement Street Lighting Strategy	
DP2.04 Implement Traffic Management Strategy	
DP2.05 Implement Public Health and Safety Initiatives	
Deliver Companion Animal and Livestock Management services	
Deliver Impounding Abandoned Articles services	
Deliver Litter/Dumped Rubbish Enforcement services	
Deliver Parking Enforcement services	
Develop Awnings over Road Reserve policy and inspection regime	
Ensure food premises meet required legislative standards	
Implement food hygiene educational programs	
Implement public health educational programs	
Implement public health immunisation program	
Maintain Fire Trails	
Manage alfresco dining and display of goods in the Council area	
Undertake assessment and approval of on site sewage management systems	
Undertake health inspections for cooling towers, commercial pools, funeral directors, skin penetration, and hairdressers to ensure they meet required legislative standards	
Undertake structural audit of all awnings over public roadways within the Local Government Area	
Deliver the Attorney Generals Safer Bars Project as part of the Alcohol Management Strategy	

Upgrade Docker Street pedestrian rail crossing - *Guardrails have been fabricated and powder coated, tactile pavers procured and work has commenced on site. It is expected that work will be completed early in the first quarter of the 2012/13 financial year*



DP2.06 Provide, maintain and promote sport, recreation and leisure programs for the community	
Acquire land for Lineal Park development	
Secure sports and recreation events for Wagga Wagga	
Conduct recreation workshops	
Deliver recreation programming from the Recreation and Open Space Strategy	
Provide aquatic facilities and programming to the community	
Provide dryland activities and programming to the community	
Provide Sporting and Recreation Facilities Improvement Grants	
DP2.07 Build community capacity through the provision of social and cultural services and programs	
Administer annual grants and contributions from the Community Services Division	
Deliver Aboriginal Family Worker Program aimed at 0-5 years in connection with relationship, nutrition and care giving	
Deliver Aboriginal Home and Community Care program in accordance with ADHC RBA framework	
Deliver housing communities program, Housing NSW regeneration plan	
Facilitate inclusive and accessible consultations for Council activities that effectively engage all sections of the community	
Maintain partnership funding levels for community services through representation on peak bodies	
Regular evaluation and development to ensure a premium service is delivered	
Source, apply and acquit strategic funding applications	
DP2.08 Provide, maintain and promote community facilities, halls and Council properties	
Complete 'Strategic Property Review of Community Land'	
Implement Strategic Property Review recommendations	

3 Viable and Connected Rural and Urban Communities

- 3.1 Assist all communities, rural and urban to have a soul
- 3.2 Improve and maintain local community facilities
- 3.3 Foster a strong spirit of volunteering
- 3.4 Provide innovative service delivery to isolated areas
- 3.5 Facilitate equal access for residents to community and government services and facilities
- 3.6 Provide appropriate transport options to enable movement within and outside the community

21% of the population volunteer

58% were satisfied with transport options available

32% increase in the use of council facilities



3.1 Assist all communities, rural and urban to have a soul

Sense of belonging, connected, unique identity

Council's Community Survey showed that participants felt proud to be residents of their local community with more than 80% of participants agreeing with this statement. More than 88% of participants felt they were able to get help from friends, family and neighbours when they needed it and more than 70% of applicants feel a part of their community.

This community outcome links very strongly with the community outcome "Opportunities to connect across the life cycle" featured under strategy 2.6 which highlights the need for community spaces for community members to connect across the life cycle.

3.2 Improve and maintain local community facilities

Renewal and maintenance of community facilities

The community survey identified 68% of people were satisfied with Council managed community buildings. In the 2011/2012 financial year Council scheduled and completed works for some of our community facilities including replacement of the roof on the Oberne Hall, works on the septic tank at the Oura Hall and upgrade of toilet facilities at the Euberta Hall.

Connected communities

For further information on connected communities, please refer to section 2.6 and 3.1 of this report.

Increased usage

Wagga Wagga City Council monitors usage of its community halls and centres, sportsgrounds and parks through Council's booking system. Figures show a 32% increase in the usage of Council facilities. Parks have the largest increase in usage with a 35% growth and bookings for Apex Park doubling; there was also a 12% increase in the usage of sportsgrounds and an 8% increase in the usage of community halls.



3.3 Foster a strong spirit of volunteering

Community feel they are involved in their own destiny

The 2011 Census data highlights the fostering of a strong spirit of volunteering with 21% of the population volunteering through an organisation or group in the last 12 months. This is over 4% higher than the State volunteering rate.

National Tree Day July 2011 demonstrated the community's volunteering spirit with 66 community volunteers planting 1500 seedlings at the 'Hildasid' property, Gregadoo Road, owned by Kurrajong Waratah.

3.4 Provide innovative service delivery to isolated areas

Improve quality of life

The community survey identified 83% of people agreed to the statement "I am happy with my standard of living", with 5.9% of people disagreeing with this statement.

Wagga Wagga is one of the fastest growing regional cities in New South Wales, having experienced an average annual population growth of 1.4% per annum since 2006

Wagga Wagga's historical population trends are testimony to the strength of the local economy, which has been able to support strong population growth with sufficient employment opportunities and job growth over the past 10 years. Wagga Wagga is expected to continue to grow steadily at an average annual rate of 1.1% per annum.

Increased access to services

The rollout of the National Broadband Network is scheduled to begin in Wagga Wagga in June 2013. The National Broadband Network is a new fibre optic connection that will give users access to world class high speed broadband, enabling residents to enjoy the many benefits of such connectivity. These include remote access to health professionals without the cost of travel and accommodation, educational opportunities, access to more information and entertainment services such as IPTV (television from internet providers, not just broadcasters) and increase of trade for small businesses.

3.5 Facilitate equal access for residents to community and government services and facilities

Equal opportunity for access

Council supports the principles of social justice and the values of access and equity – "a fair go for all". Social justice and access and equity provisions are considered in the delivery of all services and programs delivered by Council with target groups being identified in Council's current social plan.

The launch of the South-West Zone Digital Library project in April 2012 provides 300,000 residents, served by 47 branch libraries across 31 Councils, access to e-books and e-audio books direct to their own devices. This collaborative project allows libraries to introduce a significant collection of digital items that would not be achievable on an individual level.

In May 2012 Council purchased the services of Squiz, a web content management provider to ensure that Council's website was compliant with the Australian Government Information Management Office (AGIMO) Web Content Accessibility Guidelines. Squiz provide an audit of Council's website to ensure web accessibility for people with disabilities by reviewing elements such as colour contrast, relationship of different components of the website and navigation capability.

Squiz ensures Council's website complies with accessibility guidelines



Council has introduced public access wireless connectivity at the Visitor Information Centre, Wagga Wagga Civic Theatre and the Wagga Wagga Civic Centre, providing people access to free internet connection. Plans for the future include expanding on the current wireless service at the Oasis Aquatic Centre.

Council has introduced **FREE wifi** at the Visitor Information Centre, Civic Theatre and the Civic Centre



3.6 Provide appropriate transport options to enable movement within and outside the community

People can move throughout the Local Government Area

In accordance with data obtained from the community survey there was a 58% satisfaction level with the transport options available, making it easy to move around the area.

The 2011 Census data showed more than 54% of dwellings in the Wagga Wagga Local Government Area had two or more vehicles and over 34% of dwellings had a single registered vehicle leaving only 7% of households with no registered vehicles.

The 2011/2012 Pedestrian Access and Mobility Program was completed with the constructed works enhancing the footpaths network to provide safe and accessible pedestrian access around the City. Works for this project included the construction of a cycleway from Farrer Road to Boorooma Street and construction of a shared pathway along Travers Street adjacent to the Murrumbidgee Turf Club linking an existing path.

Facilitating equal access

Council is committed to ensuring that everyone in our community is given fair and equitable access to Council services and facilities. Council has continued to provide services and support through playgroups and education forums to many people in our social housing estates. A number of playgroups now run every week with a focus on supporting Indigenous families and bringing much needed services into these community areas. In June 2012 Council announced a partnership program with Save the Children Australia funding playgroup sessions in community based venues over the 2012/2013 financial period.

In 2011 Council commenced a dental health project in partnership with Charles Sturt University and NSW Department of Family and Community Services, funded by NSW Transport. This project has continued throughout the financial year and provided hundreds of children and their families with low or no cost dental care. The impact of this program has ensured many children and people with poor oral health have received the necessary treatment required. Improved oral health is associated with an overall improvement in speech and general health and well-being. This program has been a huge success and has also seen a significant decline in the waiting list at Wagga Base Hospital.

August 2011 saw Wagga Wagga City Council formally open the Ngurra Youth Hub in Ashmont, a centre that works to engage youth throughout the immediate surrounds and wider community. This centre is now operational 4 days a week with a drop-in centre, TAFE courses, guitar lessons and many other activities at little or no cost.

Home and Community Care (HACC) is a program supporting the frail aged, younger people with disabilities and their carers living in the community. In 2012 Council took back three local government areas (Young, Harden and Boorowa) due to boundary changes made by the State Government. Council's HACC officers now work closely with service providers across 31 local government areas of Riverina/Murray, assisting with planning, training and information flow.

Providing opportunities to connect

Due to the tireless efforts of our Seniors Management Committee there has been a significant increase in the usage of the Seniors Community Centre facilities with reports of additional 80-100 users per month. There have been reports by new users that the support and activities run from the Seniors Centre have increased their sense of well-being and decreased isolation and depression.

Our Sealed Roads

Council currently manages in excess of 1,100 kilometres of sealed roads. An extended dry period, followed by repeated water inundation has resulted in widespread accelerated degradation of the road network over the past 12 months, with significant seal and road-base failures experienced.

When a sealed road has been damaged and water has penetrated the road base or underlying natural ground material, it causes significant issues. New surface is unable to be constructed across waterlogged foundations. Council has had to remove some sections of seal from damaged roads across the Local Government Area to allow the road base to dry out, before undertaking rehabilitation works. The remediation of these roads is expensive, costing upwards of \$150,000 per kilometre.

Sections of roadway have been maintained in an unsealed condition under appropriate traffic control, including speed limit reductions and hazard warning signage where necessary. In some cases it has taken several months for the road base to dry out following the removal of the seal.

Until such time as the pavement (road base) has dried sufficiently, completion of further remedial works and the application of new seal cannot be undertaken.

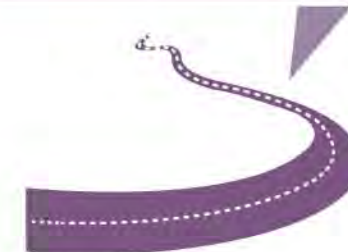
For the 2011/12 financial year Council filled approximately 30,000 potholes, resealed approximately 20.9 kilometres of roads and rehabilitated a further 8.6 kilometres.

Our infrastructure and assets

During the 2011/2012 financial year Council delivered more than \$10 million in new capital infrastructure including:

- Construction of the Boorooma Street/Farrer Road roundabout
- Construction of the Tarcutta Village Sydney Street improvements
- Completion of the emergency levee protection works
- Introduction of Assetic software for asset management
- Completion of the road network valuation
- Revaluation of the sewer network
- Completion of the main City and North Wagga Wagga levee upgrade study
- Capturing the condition of 1,100 storm water pits and 18 kilometres of pipe
- The Fitzmaurice Street upgrade

did you know
During 2011/2012 Council consumed 160,000m³ of gravel = resheeting of 160kms of unsealed road. This was 4 times the annual average



During the past year Council consumed 160,000m³ of gravel, largely utilised in the flood recovery of unsealed roads. To put this in perspective, this quantity of material resheets approximately 160km of unsealed road and is approximately 4 times the annual average usage.

Two major achievements during the 2011/2012 financial year include:

- The rehabilitation of a 1km section of Redhill Road immediately to the west of Glenfield Road
- The rehabilitation of a 1.1km section of Bomen Road immediately to the east of the Olympic Highway

Both of these locations were in very poor condition for a number of years, and were the subject of many complaints. The rehabilitation of Bomen Road resulted in significant improvements in road geometry and a more appropriate surface for the heavy vehicle turning movements common on this section of road.

1km of Redhill Road was rehabilitated



Assets Acquired by Council during 2011/2012

700m of footpath
1.8km of shared path
1.4km of kerb + gutter
9.8km of line marking
2 bus shelters
1 roundabout

To learn more about Council's Management of Assets go to <http://www.wagga.nsw.gov.au/city-of-wagga-wagga/engineering-services/asset-management-introduction>



Our stormwater system

When it rains, stormwater is collected from roofs, driveways, paved and landscaped areas and flows over land or through pipes and drains to the public stormwater system, and then into our waterways.

Land owners are normally responsible for the management of stormwater that falls on their own land or runs across their land.

Once this water is discharged off private land it generally becomes the responsibility of the public stormwater system. Council manages this system on behalf of the entire community.

The stormwater system generally consists of;

- Roads; including gully pits, footpaths and Council owned easements
- Major open drainage channels connected to creeks, waterways and other water bodies
- Piped drainage and pits that flow into larger networks with increasing pipe sizes and capacity, before connecting to a number of local creeks, waterways and other water bodies
- Creeks and water bodies themselves
- Devices to improve water quality such as gross pollutant traps, trash racks and cages, sediment basins, retarding and detention basins and wetlands

The primary objective of our stormwater system is to assist in protecting private property and infrastructure from localised flooding and to improve the quality of the stormwater that is discharged into our local waterways, creeks and water bodies.

Council implemented the s496a Stormwater Levy in the 2010/11 financial year to help provide additional funding for urgent maintenance and improvement works to better manage the stormwater system. The funds raised by the levy are used to undertake works to;

- Reduce local flooding due to blockages in the piped drainage system,
- Ensure the banks of open drainage channels do not collapse in large storms
- Reduce erosion of creeks
- Collect litter washed down stormwater drains

Maintenance works undertaken on the stormwater system during the 2011/2012 financial year included:

- Inspections and maintenance of the stormwater flood pumps and flood gates and the upgrade of some electrical boards and cabinets
- Piped drainage inspections utilising CCTV
- Cleaning and jetting of pipe drainage systems
- Inspection and cleaning of gross pollutant traps and other devices to improve water quality

- Inspection and maintenance of the open channel drains

Major improvement works undertaken on the stormwater system during the 2011/12 financial year, include:

- Upgrading of flood gates along the main city levee and the North Wagga levee
- Over 4 kilometres of open drains and channels were rehabilitated and cleaned out
- Rehabilitation of the Glenfield open drain at Dobney Avenue and near Jacks Avenue
- Rehabilitation of the open drain at the rear of the homemaker centre, north of Hammond Avenue,
- Drainage works in Taber Street, Uranquinty including the reconstruction of the open drain and the construction of a new section of kerb and channel,
- Removal and disposal of 45,000 cubic metres of sediment from the Wollundry Lagoon
- Completion of the Bolton Park Stormwater Augmentation Project which included the replacement of over 250m of 1500mm diameter stormwater pipeline and the construction of a flood surge structure. The project also consisted of the installation of two Gross Pollutant Traps on a 1050mm and 1500mm pipeline.

**45,000
cubic metres
of sediment was removed
from the Wollundry Lagoon**



Our Performance against the Delivery Program Viable and Connected Rural & Urban Communities

Our Commitment	Status
DP3.01 Plan, construct, maintain and manage sports and recreation facilities	
Conduct feasibility study to replace Bolton Park Indoor Stadium	✓
Deliver sportsgrounds maintenance program	✓
Implement sportsground renovations	✓
Maintain all recreation assets to an acceptable standard	✓
Unstructured recreational facilities	✓
Upgrade sporting fields playing surfaces	✓
Implement Lake Albert Management Plan	✓
Upgrade Cricket Facilities Citywide	✓
Implement Sportsgrounds Lighting Program	✓
Develop a Sporting Facility Strategy (Soccer Development)	✓
Apply bitumen seal to carpark at Netball Centre	✓
Design new amenities building at Jubilee Park	✓
Implement Equestrian Audit recommendations	✓
Implement outcomes from the Wagga Wagga Bicycle Plan	✓
Implement Recreational Assets Capital Works Plan	✓
Provide Bicycle Warning signage and Destination Maps on rural roads	✓
Replace Electrical substation at Jubilee Park - <i>This project involves the upgrade of the electrical substation that supplies Jubilee Park. This project has been carried over to the 2012/13 financial year due to delays in the design of the substation upgrade</i>	✗
Replace Oasis automatic pool cleaner	✓
Oasis additional shade for 50m pool	✓
DP3.02 Plan, construct, maintain and manage parks, gardens and open spaces	
Implement Plan of Management recommendations for Natural Reserves	✓
Botanic Gardens, Victory Memorial Gardens and Central Business District parks and streetscapes are maintained to a high standard	✓

Cut grass in parks and open space across the Local Government Area in accordance with established service levels	
Finalise and implement Playground Strategy - <i>The draft document has been finalised and is currently being reviewed. This document will be presented to the new Council in late 2012.</i>	
Implement Parks Maintenance Program to existing service levels across Parks and Open Space in the Local Government Area	
Maintain Botanic Gardens and Zoo	
Maintain parks and gardens throughout the Local Government Area	
Maintain urban and village Playgrounds to Australian Standards	
Renew and maintain playground equipment	
Replace and upgrade Irrigation and Bores	
Renew and maintain structural landscaping in parks and open space (pathways, fencing, kerb and gutter)	
Lloyd New Playground Local Open Space Works - <i>This project has been deferred as the land allocated for the development of the playground has not been dedicated to Council from the developers.</i>	
Renew parks facilities Village and Rural areas	
Replace bridge over Model Railway at Botanic Gardens	
Construct new Regional Playground at Apex Park	
Replace Victory Memorial Gardens safety fencing and retaining walls around the Wollundry Lagoon	
Implement recommendations from the Recreation and Open Space Strategy 2005 - 2015	
Maintain and renew Signage at parks, sportsground and reserves in compliance with insurance requirements	
Renew and maintain parks furniture	
Develop Botanic Gardens and Zoo site management plan	
DP3.03 Plan, construct, maintain and manage sealed roads	
Conduct Glenfield Road Corridor Study - <i>This project will be executed in 2012/13 with a review of the designs, preparation of cost estimates for each intersection treatment and road section upgrade based upon schedules of quantities and community/stakeholder consultation.</i>	
Maintain roadside drainage and grade shoulders	
Maintain sealed roads	
Control roadside vegetation	
Westbrook Road Safety Improvements - <i>Works have been delayed due to wet weather and flooding late February and early March 2012. Preliminary works and drainage works recommenced during May. Pavement construction has been deferred until spring when better weather conditions should prevail.</i>	

Lane construction 86 Hammond Avenue	
Construct road infrastructure Boorooma Street/Farrer Road Intersection	
Rehabilitate North Parade - <i>Council has re-prioritised its rehabilitation works and this project is now for the rehabilitation of Higgins Avenue. A design for Higgins Avenue has been completed, including the need to relocate power lines and reconfigure water mains.</i>	
Implement Bridges Replacement Program	
Implement unfunded Traffic Committee resolutions as adopted by Council	
Construct vehicle parking bay in McCoullough Drive, Tolland Heights	
Pavement Rehabilitation Program	
Reseals Program - <i>The 2011/12 reseal program was affected by a number of different issues. Extensive preparation works associated with the proposed program, wet weather, the reallocation of resources to flood response and recovery works, loss of ambient and road surface temperature have prevented the completion of the 2011/2012 program.</i>	
Replace seal on road to Pomingalarna Reserve	
Conduct Urban Asphalt Program - <i>A contractor was appointed at the February Council meeting. Weather, however, it has been unfavourable and loss of ambient and road surface temperature has prevented the completion of the program. Contractor availability has been limited due to other commitments and reduced available working time attributable to weather.</i>	
Replace kerb and gutter	
DP3.04 Plan, construct, maintain and manage unsealed roads	
Gravel Resheet Program	
DP3.05 Plan, construct, maintain and manage streetscapes	
Deliver Roadside Mowing Program	
Develop infrastructure plans for CBD and hospital precinct - <i>A substantial amount of investigation and analysis of these issues has now been completed as input to the Spatial Plan review and will be discussed across infrastructure, at the upcoming Spatial Plan Project Team Meeting.</i>	
Refurbish landscape at Tarcutta Street Underpass	
Replace street trees in line with condition and life expectancy	
Undertake detailed City Centre transport, parking, landscape and Council Sites Development Study - <i>A substantial amount of investigation and analysis of these issues has now been completed as input to the Spatial Plan review and will be discussed on a cross directorate basis, at the upcoming Spatial Plan Project Team Meeting</i>	
Undertake detailed Hospital Precinct Urban Design, Parking and Movement Study	
Construct bus shelters	
Implement Street Lighting Improvements Program to support Roads and Traffic Facilities	

Lloyd entry treatments, open space works	
Maintain street trees to the Australian Standard	
Upgrade Tarcutta Village main street (Sydney Drive)	
DP3.06 Plan, construct, maintain and manage pathways	
Improved footpaths	
Implement cycleways	
Implement Pedestrian Access and Mobility Program (PAMP)	
DP 3.07 Plan, construct, maintain and manage sewer systems	
Implement Sewer Laterals Rehabilitation Program	
Implement Sewer Mains Rehabilitation Program	
Maintain sewer assets	
Implement renewal program for gravity sewer	
Replacement and renewal of sewer plant	
Install sewer network extensions	
Upgrade sewer rising mains	
Upgrade sewer pumping station pits	
Replace sewer manhole lids	
Rehabilitate wells at sewer pump stations	
Install Sewage Pumping Station, Forsyth St SPS02	
Renew Sewage Treatment Works, Forest Hill	
Install variable speed drives at sewer pump stations	
Install sewage Pumping Station, Sheppard Street, SPS01	
Install Sewage Pumping Station, Hammond Avenue, SPS15	
Renew Sewage Treatment Works, Tarcutta	
Renew Sewage Treatment Works, Uranquinty	
Humula pressure Reticulation Scheme	

Implement pressure sewer reticulation scheme, San Isidore	
Upgrade sewerage pump station control system	
Design and construct Sewer Scheme - Oura. <i>This project was subject to a review of the existing pressure sewer systems. This project will be deferred until the completion of the Mangoplah sewer scheme.</i>	
Eliminate sewer joint connections	
DP3.08 Plan, construct, maintain and manage drainage systems	
Conduct Eastern Industrial Area Drainage Study - <i>A hydraulic analysis of the immediate and surrounding area is required to determine the extent of this project. It is intended to bundle up several hydraulic analysis projects together and let the work early in the fourth quarter of this 2011/12 financial year. Designs commenced in the fourth quarter of 2011/12, with their delivery expected to be completed within the 2012/13 financial year.</i>	
Conduct Botanic Gardens Hydrological Study	
Implement Stormwater Management Plan	
Maintain stormwater assets	
Progressively upgrade pumps	
Improve Stormwater drainage Kincaid Street End to Flowerdale pumping station Wagga West Developer Servicing Plan Area - <i>A hydraulic analysis of the immediate and surrounding area is required to determine the extent of this project. It is intended to bundle up several hydraulic analysis projects together and let the work in the fourth quarter of this 2011/12 financial year.</i>	
Construct culvert crossing at Boiling Down Creek - <i>Designs for a new crossing at the entrance of the Gregadoo Waste Management Centre are nearing finalisation. Construction will be undertaken in the 2012/2013 financial year.</i>	
Implement Stormwater Drainage Improvements, Jubilee Oval to Red Hill Road Wagga West Developer Servicing Plan Area - <i>A hydraulic analysis of the immediate and surrounding area is required to determine the extent of this project. It is intended to bundle up several hydraulic analysis projects together and let the work early in the fourth quarter of this 2011/12 financial year. Designs commenced in the fourth quarter of 2011/12, with their delivery expected to be completed within the 2012/13 financial year.</i>	
Implement Stormwater Drainage New Estella western and southern subdivision piped drainage Pine Gully Rd /Old Narrandera Rd to Olympic Highway - <i>Project has been deferred to the 2012/13 financial year.</i>	
Implement Stormwater Drainage Ridgeline (Bourkelands Urban East boundary) Wagga East Developer Servicing Plan Area	
Remediate Wollundry Lagoon	
Implement Drainage Talbot Place Surcharge - <i>Project has been cancelled. Council officers identified that the project as scoped would not correct the problem initially identified and other remedial works adjacent to the site on Plumpton road will achieve a better outcome</i>	
Implement Stormwater drainage Sturt Highway, Gumly Gumly	
Implement Stormwater drainage, Taber Street, Uranquinty	
Upgrade of Stormwater pit lids to lightweight lids	

Implement Crooked Creek Diversion - <i>A hydraulic analysis of the immediate and surrounding area is required to determine the extent of this project. Delivery is expected to be completed within the 2012/13 financial year.</i>	
Remediate stormwater infrastructure Central City culverts, Murray Street - <i>A hydraulic analysis of the catchment area is underway. It is expected that the delivery of construction drawings will be completed this financial year, with delivery of the project in the 2012/13 financial year.</i>	
Conduct Village Overland Flow Flood Study	
Renew and replace culverts	
Upgrade Stringybark Creek Diversion Culvert - <i>Due to the March 2012 storm event and the damage caused to the location, this work has been deferred to the 2012/13 summer period.</i>	
Duplicate Stormwater Drainage 1050 Copland Street to proposed pumping station Wagga East Developer Servicing Plan area - <i>Delivery of this project is expected to be completed within the 2012/13 financial year.</i>	
Install and maintain gross pollutant traps	
DP3.09 Plan, construct, maintain and manage levees	
Upgrade the Main City Levee Bank for Central Business District Flood Protection	
DP3.10 Ensure service delivery meets community acceptable standards	
Deliver asset management planning	
Deliver capital works projects	
Manage traffic related community issues	
Maintain unsealed roads	
Maintain kerb and gutter	
Maintain footpaths	
Maintain bridges	
Maintain carparks	
Maintain Central Business District	
Maintain lines and signs	
Undertake street cleaning	
Storm Damage Recovery Works March 2010	
Flood Recovery Works October 2010	
Flood Recovery Works December 2010	
DP3.11 Plan, construct, maintain and manage cemetery	

Develop Master Plan for Stage 2 at Wagga Wagga Lawn Cemetery	
Maintain and enhance the crematorium and cemeteries across the Local Government Area	
Develop Natural Burials area at Wagga Wagga Lawn Cemetery	
DP3.12 Plan, construct, maintain and manage community buildings	
Conduct leasing and licensing of Council owned or controlled real property	
Maintain Council buildings	
Replace carpet, Wollundry Cottage - <i>Quotations were sought to refurbish the Wollundry Cottage including carpet replacement. A decision was made not to progress at this stage due to cost.</i>	
Install air-conditioning, North Wagga Hall	
Install fire detection system in Willans Hill Museum	
Lloyd Community Facility design	
Maintain and renew community halls infrastructure	
Maintain and renew community amenities at sporting grounds	
Replace Carpet, Civic Centre - <i>Project is on hold pending the resolution of some logistical arrangements. The expected completion date is 31 December 2012.</i>	

4

A Rich and Vibrant Culture

- | | |
|-----|---|
| 4.1 | Promote and facilitate a thriving regional arts community |
| 4.2 | Develop the river as Wagga Wagga's cultural heart |
| 4.3 | Facilitate the development of Wagga Wagga as a major cultural centre and develop a 'keeping place' for our heritage |
| 4.4 | Develop Wagga Wagga as a centre for entertainment, retail, dining, recreation and leisure, catering for all ages |

Wagga City Library welcomed
192,266 visitors

4,000 people
attended Little Big Day Out

The Civic Theatre welcomed
82,000 guests

4.1 Promote and facilitate a thriving regional arts community

Recognised high profile arts community

The Wagga Wagga Art Gallery works collaboratively with partners to raise the profile of arts in the Wagga Wagga community. Such partnerships include the ABC Open Riverina summer school providing opportunities for teenagers to be introduced to the world of digital film-making; Department of Education and Training In-service Printmaking Program for primary teachers to learn print techniques to introduce into their classroom environments and the Women of Wagga Weaving (WoWW) community project, supported by Council, aimed at reviving the art of weaving techniques and supporting intergenerational transfer of knowledge.

In 2010 the Wagga Wagga Art Gallery partnered with curator, Louise Hamby, and the Gapuwiyak Community to create the touring exhibition 'Women with Clever Hands: Gapuwiyak Miyalkurruwurr Gong Djambatjmala'. The exhibition features fibre work by women artists from the Gapuwiyak in northeast Arnhem Land. The exhibition is touring nationally until 2013, visiting the Flinders University Art Museum in Adelaide, the Melbourne Museum, Tamworth Regional Gallery and Craft ACT in Canberra.

The National Art Glass Gallery also raises the profile of art in the Wagga Wagga community and abroad with the annual National Student Art Glass Prize which was initially launched by the Wagga Wagga Art Gallery in 2010. The event was launched to encourage and recognise the work of young Australian glass artists and is now in its third year of doing so.



National Student Art Glass Prize Submission
Marcaela Faithfull 2012

Opportunities for a diverse range of cultural expression

Council promotes participation in a diverse range of cultural expressions and in a number of different forms including sponsorship of cultural organisations;

working collaboratively with community partners in the development of cultural programs including events such as re:generate, NAIDOC Week and Harmony Day; implementation of Council's Public Art Plan across the City; and the sourcing and supporting of grants to assist other organisations to deliver cultural and art initiatives.

Council's facilities added to the variety of participation in cultural activities with an array of exhibitions, productions and public programs.

Visitor numbers

Civic Theatre 82,000
attending 118 performances

Art Gallery 31,000
32 exhibitions & 69 public programs

Museum 37,781
participating in 48 public programs
& attending 19 exhibitions

Library 192,266
offered 264 programs & 30 exhibitions

In April 2012 the Sister City delegation were invited to participate in an international cultural exchange with Chinese city Kunming. This provided sponsorship of an Aboriginal dance group to participate in the International Cultural Festival of Kunming.

4.2 Develop the river as Wagga Wagga's cultural heart

A vibrant, healthy and active riverside precinct

Participants in the community survey were asked if they regularly use the river and its surrounds. Just over 30% of participants agreed to this statement.

The Riverside Wagga Wagga Strategic Master Plan is a visionary project reinforcing the relationship between the iconic Murrumbidgee River and the City of Wagga Wagga by bringing an array of recreational, cultural, commercial and residential developments, underpinned by sustainable principles, to fully showcase its potential and enhance the quality of living for citizens and visitors alike. The Riverside project is a partnership project between Wagga Wagga City Council and the Land and Property Management Authority.

Initiatives undertaken to develop the river precinct have included projects such as the construction of a boat ramp at Wiradjuri reserve, the renovation of toilet facilities at Wilks Park and Wiradjuri Reserve; including the installation of disabled toilets; revegetation of Wiradjuri reserve; and the installation of self-contained vehicle facilities at Wilks Park. These are encouraging the community to use the river precinct for cultural and recreational activities.

Plans to further develop the river precinct include the development of a major community facility and renovations of the Wagga Wagga Beach facilities including the establishment of a disabled toilet and new recreational spaces along the river.

4.3 Facilitate the development of Wagga Wagga as a major cultural centre and develop a 'keeping place' for our heritage

A community that values its heritage

Council has enhanced the value of heritage in Wagga Wagga with the implementation of land use planning and assessment development under heritage and conservation controls, the implementation of an annual heritage grants scheme and the delivery of exhibitions and performances through Council's cultural facilities.

Wagga Wagga's Local Environmental Plan 2010 (under Schedule 5 - Environmental Heritage) currently has 310 sites listed within the Local Government Area including sites such as the The Shanty at Alfredtown, the Bomen Stationmaster's residence, Collingullie School and the Riverine Club - just to name a few.

Council was recently commended by the NSW Environment and Heritage Department for proactive work in protecting Aboriginal heritage with the recent declaration and celebration of the Bomen Axe quarry as an Aboriginal Place in May 2012.

'Tracking the Dragon - A history of the Chinese in the Riverina' is a research project initiative of the Museum of the Riverina funded by Wagga Wagga City Council, Arts NSW and the NSW Migration Heritage Centre. 'Tracking the Dragon' explores the history of Chinese migration and settlement in the Riverina and features a range of significant objects and photographs in relation to work, leisure, family life, religion and race relations of Chinese Australians in our region. The Museum of the Riverina has organised a public lecture tour highlighting the findings of the project throughout July and August 2012.

Wagga Wagga recognised as a major cultural centre

The City of Wagga Wagga boasts an array of activities and facilities which allows a rich culture to grow and thrive. The City has made considerable investment into cultural infrastructure and is home to the National Art Glass Collection, The Museum of the Riverina, the Wagga Wagga Art Gallery, the City Library and the Civic Theatre. Council publishes a quarterly cultural guide outlining just some of the the cultural highlights for the community to experience at these facilities.

The community survey identified that there was 74% agreement with the statement "Wagga Wagga is recognised as a major regional cultural centre" with 68% satisfaction with the ability to participate in arts and culture related activities.

4.4 Develop Wagga Wagga as a centre for entertainment, retail, dining, recreation and leisure, catering for all ages

Vibrant and healthy business, leisure and entertainment precinct

The 2012 community survey revealed there was 76% agreement with the statement "Wagga Wagga has a good variety of retail options", 70% agreement to "Wagga Wagga has a variety of leisure and recreation options" with a slightly lower agreement level of (66%) with the statement "Wagga Wagga has a variety of entertainment options".

The upgrade of Fitzmaurice Street commenced in May 2012 with the creation of raised centre islands, landscaping and planting of plane trees and installation of heritage style lighting, creating a vibrant and attractive retail centre with a strong heritage connection.

Council supports an annual calendar of events supporting recreation and leisure across the life cycle in Wagga Wagga. Such events include Little Big Day Out (approximately 4,000 people attended), re:generate Youth Festival (approximately 3,000 people attending), Twilight by the Lagoon (over the series approximately 3,000 people attended), as well as the ongoing support of a calendar of programs, exhibitions and performances presented by the Wagga Wagga Art Gallery, the National Art Glass Gallery, the Museum of the Riverina and the Wagga Wagga Civic Theatre.

Also supported was the development of leisure and entertainment activities through the annual grant process with distributions of over \$16,000 to thirteen recipients in the category of Tourism Event Attraction and Marketing for the 2011/2012 financial year. Projects funded in this category included the Lakeside Art group's Markets by the Lake, the Wagga Wagga Country Club week of Golf, the Riverina Millinery Association's International Millinery Forum and the Barry Carne Ski Race.

Our Art Gallery

During the 2011/2012 financial year the Art Gallery presented 32 exhibitions across seven exhibition spaces, and delivered 69 public programs and events. The total audience for exhibitions and programs was 31,177 (including participation of 5,781 for all programs and events).

The Wagga Wagga Art Gallery also continued the national tour of the exhibition 'Women with Clever Hands' to Melbourne, Tamworth and Sydney; and maintained strong working relationships with key regional, State and Federal stakeholders, including funding bodies such as Arts NSW, Visions of Australia and community organisations and industry partners.

Highlights for the Gallery during the year included the development of a Schools Engagement Program run in conjunction with the 'Menagerie: Contemporary Indigenous Sculpture' exhibition. The program included tours and workshops for primary and secondary school students. Due to the program's success it was extended from the initial planned week to a 3 week program with 590 students participating.

In December 2011 the Gallery showcased the exhibition 'Gifted: The Friends of the Gallery', displaying the Gallery's collection of works donated by the Friends of the Gallery over three decades of support. The exhibition was launched by Professor Marie Bashir, Governor of NSW and patron of the Friends.

Gifted: Friends of the Gallery



Above: Professor Marie Bashir, Governor of New South Wales together with local artist Narelle Wallace at the opening of the exhibition 'Gifted: The Friends of the Gallery'.

CASE STUDY



Art to Crow About

The Gallery has maintained its partnership with Kurrajong Waratah in presenting the annual exhibition of works by artists with a disability, 'Art to Crow About', in the E3 art space, and continues to develop engagement strategies for audiences with disability.

Our Civic Theatre

The Wagga Civic Theatre had an outstanding year during the 2011/12 financial year with excellent attendance across Council-presented productions and increased venue hire activity. External ticketing of events such as the NRL pre-season game and El Caballo Blanco also supplied the Theatre with a healthy source of additional income.

The Theatre programs were very well attended, with 550 subscribers in 2012 and highlights including the Australian Ballet, Melbourne Chamber Orchestra, and the Idea of North, to name but a few. Strategies to support younger adult audiences through more contemporary work included performances such as Often I Find That I am Naked, and Circa.

did you know
11 sold out
performances for My Fair Lady
\$170,000 upgrade
to state-of-the-art Sound System

The Community musical of My Fair Lady was an outstanding success with a sold-out season of 11 performances. More than 150 members of the community were involved on stage or behind the scenes. The Wagga Men's Shed again constructed the set, and volunteers including the Riverina Millinery Association created extravagant hats and costumes - both efforts recognised with wins in the Canberra Area Theatre (CAT) awards. My Fair Lady was a fantastic effort from everyone involved and the Wagga Community were able to enjoy an amazing show.

More than 150 members of the community were involved



Wagga Wagga City Council staff in the local production of My Fair Lady. Laurie Thiele, Isabel McCallam, Rachel Cox and Tracey Bell.

The Twilight by the Lagoon season was well received; however, the March flooding event caused the finale to be cancelled. The successful Music at Midday series by the Australian Army Band, Kapooka was enhanced through additional evening performances in 2012.

A diverse schedule of education programs and special events was presented to complement the Theatre seasons. Children's programming included sell-out performances of Emily Eyefinger, and James and the Giant Peach. These were supported in part by a successful Arts NSW Connect Ed grant application, with \$5000 funding providing for students from disadvantaged schools across the region to attend theatre performances.

Our Library

During the 2011/2012 financial year the Wagga Wagga City Library experienced a 17.8% increase in door traffic with 3,365 new members joining and the delivery of a wide range of community programs and services contributing.

The National Year of Reading provided an ideal platform for raising community awareness of literacy issues and to promote the love of reading. A number of regular literacy programs were rebranded and new exciting performances were used to highlight these issues. The first was Playing Miss Havesham, performed by Helen Moulder and celebrating the 200th anniversary of Charles Dickens; the second was the exhibition on loan from the National Library of Ireland on the poet W.B. Yeats.

Library Week initiatives invited customer involvement when people created their own "Spine Poetry" and wore badges that displayed their own 'voice of the customer endorsements' about "why I love my library". Members loved the friendly staff, the welcoming space, the collection and the technology. A partnership with the Department of Education called "Bridges to Learning" was predicated on the need to overcome barriers to literacy, and the associated weekly visits by Year 6 students to the library reinforced the complementary role of educators and libraries in the National Year of Reading.

The success of over fifty book clubs at Wagga Wagga City Library and the introduction of downloadable E-books and E-Audio demonstrated the capacity of the library to embrace new technology while maintaining relationships with members. There were over 500 people in the community regularly meeting in book clubs to share their love of reading and to build stronger relationships. Staff also provided ongoing readers advisory services and facilitated important community interaction in a range of library events, both in-house and as outreach programs.

did you know

The library held Community classes on
E-readers
Smart phones
Creative Writing
Careers and Resumes
Cartooning
Wire Crafting
Family History
and more during 2011/2012.



The Community Links Library Development Grant resulted in funding for a new outreach service to both Aged Care Facilities and a Home Library Service for individuals at home and unable to visit the library in person. In partnership with Home and Community Care (HACC), funding was secured to provide a research based project officer to implement and measure the effectiveness of the new home delivery model.

Local History was highlighted with a Historic Walk in the older streets of Wagga Wagga. Fifty people donned walking shoes to discover more about the old businesses and domestic dwellings, before returning to the library for a Devonshire tea and a screening of a film about Wagga Wagga circa 1966. Many local faces were identified and people remarked on how fit and slim everyone looked back then.

The long-term partnership between the Wagga Wagga City Library and the Booranga Writers Centre at Charles Sturt University resulted in many author talks, workshops and the cross-promotion of both groups.

17.8%

Increase on Annual Door Traffic to 191,904

253,588

Loans of library materials.

3,365

New members

327

New members joined the library every month last year

264 + 30

Programs

Exhibitions

11,890

Attending Library events

CASE STUDY



Multicultural Health Collection

Wagga Wagga partnered with the Multicultural Health Unit at the NSW Department of Health and the Multicultural Unit at the State Library of NSW to pilot a multicultural health collection for loan. The languages covered included Arabic, Swahili, Dinka and Kirundi reflecting the growing number of refugee background people settling in Wagga Wagga. The project was launched by Oriana Acevedo from the State Library of NSW and attracted twenty representatives from support services to Culturally and Linguistically Diverse (CALD) communities in the local region. A Multicultural Storytime was held at the launch with local families taking advantage of subsidised taxis to bring their children to the event. The MyLanguage website www.mylanguage.gov.au was showcased at the launch and the success of the project was evident in the follow-up use of the collection by individuals and the CALD service providers.

To find out your Perfect Career follow this link <http://www.mcmlibrary.com.au/?CL=WAG:15>



To find out more about events at the Library follow this link <http://www.wagga.nsw.gov.au/library/about-your-library/library-events>



Follow this link to 'Like' us on Facebook <http://www.facebook.com/waggalibrary?ref=ts>



Our Museum

During the 2011/2012 financial year the Museum welcomed 43,081 visitors to participate in a range of exhibitions, education, public programs and special events throughout the year.

Some of the Museum's highlights included:

- The development and exhibition of the Yindyamarra Winhanganha, The wisdom of respectfully knowing how to 'live in a world worth living in'
- Touring the free museum education program "The Great Verandah" to primary schools throughout the Wagga Wagga Local Government Area
- Delivery of the free Reminiscence Box program to aged care facilities
- Delivery of a booked-out schedule of museum school holiday children's programs
- Touring of 2 exhibitions across the Riverina: Tracking the Dragon – A History of the Chinese in the Riverina, and The Sauntering Emu & other stories
- Securing triennial funding support from the State Government through Arts NSW for 2012 – 2014

There are 6 themed boxes, each with items of significance to the lives of elderly people - to encourage reminiscence through touch, sight, sound and smell.



did you know

The Museum welcomed 43,081 visitors to participate in a range of exhibitions, education, public programs and special events throughout the year.



CASE STUDY



YINDYAMARRA WINHANGANHA

THE WISDOM OF RESPECTFULLY KNOWING HOW TO 'LIVE WELL IN A WORLD WORTH LIVING IN'

Yindyamarra Winhanganha Project

The wisdom of respectfully knowing how to 'live well in a world worth living in'.

The Yindyamarra Winhanganha project was a photographic exhibition of Aboriginal Elder's portraits taken by renowned photographer Mervyn Bishop, accompanied by oral history recordings. The exhibition was co-curated by local Wiradjuri Elder, Auntie Flo Grant, and Charles Sturt University academic, Deb Evans. The exhibition was on public display at the Museum's Historic Council Chambers site 10 September – 30 October 2011.

Celebrating Cultural Diversity



Celebrating cultural diversity

In November 2011 Wagga hosted its first Multicultural Street Festival thanks to funding from NSW Community Relations Commission for a Multicultural NSW. Baylis and Fitzmaurice Street were closed and over two thousand people were entertained by dancers and performers from all over the globe in addition to visiting many of the stalls hosted by community members and small businesses. The day was a huge success and a celebration of the richness and value many of our neighbours from other cultures bring to Wagga's diverse community.

Wagga Wagga Delegation to Kunming

Wagga Wagga City Council received and accepted an invitation from the Mayor of Kunming and the Director of Kunming Foreign Affairs Office to participate in a cultural exchange as part of the 2012 International Cultural/Tourism Kunming Festival.

The official delegation from Wagga Wagga consisted of the following 19 representatives and 4 accompanying delegates:

- Councillor Kerry Pascoe and Mrs Pascoe
The Mayor
Wagga Wagga City Council
- Mr Phil Pinyon
General Manager
Wagga Wagga City Council
- Ms Janice Summerhayes
Director Community and Environmental Services
Wagga Wagga City Council
- Mr Vic McEwan
Cultural Officer
Wagga Wagga City Council
- Professor Deirdre Lemerle
Director EH Graham Centre for Agricultural Innovation
Charles Sturt University
- Associate Professor John Atkinson
Head of the School of International and Business Partnerships
Charles Sturt University
- Professor Jim Hardie
Director of National Wine and Grape Industry Centre
Charles Sturt University
- Mr Adrian Lindner
Head of Campus
Wagga Wagga Charles Sturt University
- Miss Carly Shepherd
Miss Wagga Wagga 2012
- Miss Alexandra Mack
Miss Community Princess 2012

- Mr and Mrs Bruce Dicker
Business Representatives
- Maliyaa Dance Group
Aboriginal Cultural Performer
- Ms Julie Bell
Aboriginal Cultural Performer
- Ms Georgina O'Neil
Aboriginal Cultural Performer
- Ms Melissa O'Neil
Aboriginal Cultural Performer
- Master Bailey O'Neil
Aboriginal Cultural Performer
- Mr Frederick Knox
Aboriginal Cultural Performer
- Master Liam Wright
Aboriginal Cultural Performer
- Ms Tara Wright
Aboriginal Cultural Performer
- Mr Nathan Button
Aboriginal Cultural Performer
- Master Tasshaun Button-Wright
Aboriginal Cultural Performer
- Miss Lachey Button-Wright
Aboriginal Cultural Performer

19 representatives + 4 accompanying delegates travelled to Kunming



CASE STUDY



Key events

The International Cultural and Tourism Festival involved key performances and parade attendance by the delegation's touring performance group Maliyaa as follows:

- Official Mayoral function
- Opening Ceremony and Street Parade
- Daily Street Parade over the Festival period

Separate fixed venue performances at significant sites:

- The Western Hills
- The Stone Forrest

Budget

The Mayor of Kunming covered all costs for the visiting delegation. These costs covered accommodation, ground transfers and meals for the festival days in Kunming. The Mayor and General Manager had those costs met separately.

The total funding available for Sister City expenses is \$22,500. This level of funding adequately met the costs of the visit for the Mayor, General Manager, Director Environment and Community Services and Cultural Officer with expenses attributed to visa and travel costs between Wagga Wagga and Kunming. The performance members' costs were covered by external sponsorship and a small allocation from the Sister City and Cultural programs budget.

The travel costs for Miss Wagga Wagga and the Community Princess were met by Qantas sponsorship, and all other representatives travelling as part of the delegation met their own costs.

External sponsorship for the Aboriginal performers touring for the cultural exchange came from the following organisations:

- Australian Government Department of Families, Housing, Community Services and Indigenous Affairs \$5,000.
- The South Wagga Lions Club \$1,500. In addition, the Lions Club, in partnership with Forty Winks, generously donated prizes for a community raffle for raising funds towards the Aboriginal performer's travel costs.
- State Department of Employment, Education and Workplace relations (DEEWR) Festival funding of \$2,500.
- Anglicare Services for passport and visa costs associated with the performance members.

Income

Sister City funds	\$22,500
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(\$15,000 in reserve and \$7,500 Kunming annual allocation. There is an additional \$7,500 annual allocation for Leavenworth & Nordlingen)

Total of sponsorship funds	\$9,000
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Council's cultural program	\$4,000
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Total	\$35,500
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Expenditure

National and international travel and visa costs

Council representatives x 4	\$8,464
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(Includes national and international travel and visas)

Other expenses	\$1,665
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(Includes Kunming gifts, translation and guide services)

Total	\$10,129
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Performance Group x10	\$17,570
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(Includes national and international flights and travel insurance)

Total	\$27,699
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Wagga Wagga Delegation to Kunming - Main itinerary

Some of the delegation members travelled separately and met in Kunming. At the end of the Kunming visit the Mayor and General Manager, Mr and Mrs Dicker, Miss Wagga Wagga, the Community Princess and three of the Charles Sturt University representatives continued on other business to other parts of China.

27 April 2012	Delegation arrives at Wagga Wagga Airport 5:30 am for flight at 6:30 am Sydney International Airport for flight 9:25 am (Nine and a half hour flight)	Wagga Wagga to Sydney Sydney to Shanghai
27 April 2012 arrive 28 April 2012	Flight 21:05 pm (3 hour flight and Kunming is now 2 hours behind Wagga Wagga time)	Shanghai to Kunming
28 April 2012	Arrival and check in at accommodation in Kunming at 1:30 am after clearing customs with all the performance equipment Morning and early afternoon briefing on festival and performance activities, along with site and technical inspections. Golden Temple visit Mayor of Kunming hosted meeting and banquet dinner in honour of our visiting delegation. Welcome, Message Stick hand-over and performance by Maliyaa at the Mayoral dinner.	Kai Wah Plaza International Hotel, Kunming Festival site next to Green Lake in the City of Kunming, Golden Temple at Kunming, Chenggong New Town at Government Building.
29 April 2012	Cultural festival set up and parade position line up at 7:30 am Opening Ceremony and Street parade commenced at 9:30 am with the Mayor, Mayoress and General Manager invited to the main stage to accompany the Mayor of Kunming and City officials. Main performance at stage and followed by Street Parade 2:00 pm the Daguan Park Visit by part delegation afternoon whilst others prepared for the Cultural/ Tourism Festival Parade Mayor and General Manager visited the Wagga Wagga exhibit at the World Horti-Expo Garden in Kunming Daily 4:00 pm Festival Street Parade and performances at four stops along the 2.5 km walk around the Green Lake. The parade from start to finish was approximately 2 hours.	Festival site next to the Green Lake Daguan Park Wagga Wagga Park

30 April 2012	9:00am Performance at the Western Hills with other performers representing from Malaysia and China. This was a 40 minute drive up the Western Hill 2:30pm Cultural tour of Ethnic Group Villages Daily 4:00pm Festival Street Parade and performances at four stops along the 2.5 km walk around the Green Lake	Western Hills Ethnic Group Villages Park, in Kunming Festival Site at the Green Lake
1 May 2012	10:00 am Performance at the Stone Forrest with other performers representing as part of the Cultural/ Tourism Festival. This was about a 2-hour drive outside of Kunming. 4:00 pm the final Street Parade and performances at four stops along the 2.5 km walk around the Green Lake. 6:00 pm University dinner and delegation meet hosted by Ms Xiong Jing, Vice-President of Kunming University.	The Stone Forrest Festival Site at the Green Lake Kunming University
2 May 2012	9:00 am The Black Pool Park University representative meetings with the Agriculture and Science faculty areas Cultural exchange visit to local arts studio to see traditional instruments with local artists Mayor and General Manager depart for Tieling via Shenyang	The Black Pool Park, Kunming Kunming Arts Studio Depart for Shenyang
3 May 2012	Delegation departs Kunming for Flight 3:20 pm to HongKong Flight 8:05 pm to Sydney	Kunming to HongKong Hong Kong to Sydney
4 May 2012	Arrive 6:30 am Sydney and flight Sydney to Wagga Wagga 11:30 am	Sydney to Wagga

Our Performance against the Delivery Program A rich and vibrant culture	
Our Commitment	Status
Strategy 4.1 Promote and facilitate a thriving regional arts community	
DP4.01 Deliver cultural services and planning to regional arts and local arts community	
Implement Public Art Plan 2010 - 2012 as part of Public Art Policy	
Social and cultural services and programs are accessible and promoted through various media using co-locational marketing strategies	
Complete cultural audit stage 2 cultural marketing strategy	
Coordinate, review and distribute annual community grants and annual cultural contributions	
Deliver annual community development programs projects	
Deliver biennial cultural program	
Deliver community development projects and events for target groups	
Deliver the Wiradjuri Festival	
Delivery Council's annual schedule of celebratory weeks and days including Harmony Day, International Womens Day, Youth Week, Seniors Week, Naidoc Week, Sorry Day and Reconciliation Week	
Engage Indigenous community, conduct Indigenous Celebratory days: Naidoc Week, Sorry Day, Reconciliation Week and other celebratory days	
DP4.02 Deliver Theatre Services	
Deliver annual season of programs that enhance the artistic, educational, social, recreational and cultural experiences of the community	
Maintain Civic Theatre auditorium seating	
Upgrade sound system to meet industry standards	
Upgrade of backstage equipment	
DP4.03 Deliver Art Gallery Services	
Develop a significant, accessible and sustainable collection	
Ensure art gallery engagement and participation	
Initiate develop, promote and maintain Gallery education and public programs	
Australian Print Acquisitions	
National Art Glass Gallery Acquisitions	
DP4.04 Deliver Museum Services	
Deliver a lively and diverse annual schedule of touring exhibitions to the residents of Wagga and their visitors	

Deliver the Regional Museum Outreach services and assist in the development of a network of sustainable museums and collections in the Riverina	
Manage the collections of the Museum of the Riverina to national standards framework	
Museum engagement and participation in education and lifelong learning; audience development through public programs that engage the community, provide educational opportunities and build audiences	
Strategy 4.02 Develop the river as Wagga Wagga's Cultural Heart	
DP4.05 Implement Riverside Masterplan	
Open Hampden Bridge to Pedestrian Traffic	
DP4.09 Provide opportunities for major events and community activities	
Design Community Facility - <i>Council has established a Major Community Facility working party to progress this project. The working party is made up of five Councillors and meets monthly. Council is in the process of developing strategic advice and market-sounding information which is to be considered by Council in the near future</i>	
Strategy 4.3 Facilitate the development of Wagga Wagga as a major cultural centre and develop a 'keeping place' for our heritage	
DP4.06 Deliver Library services	
Develop and maintain a relevant and accessible collection that supports lifelong learning with the delivery of the Community Links program	
Deliver an outreach library service to housebound and nursing home clients	
Develop the Local Studies Collection and facilitate access for the local community and researchers	
Delivery Riverina Regional Library services	
Deliver a range of lively and diverse programs across the life cycle that promote community wide education and learning	
Strategy 4.4 Develop Wagga Wagga as a centre for entertainment, retail, dining, recreation and leisure, catering for all ages	
DP4.07 Strengthen retail and commercial sector	
Ensure that opportunities are investigated for heritage funding to protect and enhance heritage values within the Local Government Area	
DP4.08 Facilitate identified Council events for the benefit of the wider community	
Conduct youth events	
Coordinate the delivery of identified Council events	
Develop event programs for identified Council events that increase participation across all demographics	
Provide advice to business units across Council in regards to event coordination management and procedures	
Review opportunities to access additional grant funding to enhance existing events	

5 A Prosperous, Diverse and Growing Economy

- 5.1 Stimulate prosperity through economic development strategies
- 5.2 Attract a range of industries via connected business hubs
- 5.3 Increase levels of visitation by tourists and business people
- 5.4 Implement leading edge infrastructure and communication technology to link everyone within and outside Wagga Wagga

\$114.6 million
in non-residential building approvals

\$9 million
development of the Wagga Wagga Airport

209,403 visits
to the Wagga Wagga Tourism website



5.1 Stimulate prosperity through economic development strategies

Improved level of household incomes

According to the 2011 Census data, the median weekly income for individuals was \$586 which was higher than the New South Wales and Australian median weekly incomes of \$561 and \$577 respectively. The median income for the Wagga Wagga Local Government Area has increased since the 2006 Census data by over \$120 per week.

The average weekly income for households and families was lower than the New South Wales and Australian average at \$1,418 for families and \$1,149 for households which remained true to the 2006 Census data. However, the Local Government Area had a lower percentage of households where rent and mortgage repayments were more than 30% of the weekly household income when compared to State and national averages.

Median weekly income for individuals was **\$586** which was higher than the NSW and Australian weekly incomes



A sustained, diverse economy that is resilient to market fluctuations

Council is currently working on three major projects contributing to the sustainability, diversity and growth of the economy in Wagga Wagga. These projects are the Bomen Strategic Masterplan, Wagga Wagga Airport Master Plan and the Retail Growth Strategy.

The Bomen Strategic Master Plan focuses on the growth of the Bomen Business Park, taking advantage of geography to promote industry interest in logistics, distribution and transport operations. More than 50 businesses employing 1350 people, have

established their factories and distribution outlets in the Park. Recent investments in the area include the construction of Riverina Oils & BioEnergy (ROBE) with Stage 1 of the project costing \$63M and creating 65 jobs, and the \$60M Renewed Metals Technology (RMT) plant creating 55 jobs specialising in the recovery of renewable resources.

The announcement by Minister for Regional Development, Simon Crean, of \$14.5M of funding for the development of the Riverina Intermodal Freight and Logistics Hub brings Council closer to the construction of new major rail and road infrastructure and a freight terminal.

The Wagga Wagga Airport Master Plan promotes the growth of the Airport through development of infrastructure and the promotion of services highlighting its potential as a major aeronautical and commercial hub contributing to Wagga Wagga's growing economy.

Council's Retail Growth Strategy guides and supports the development and sustainability of the City's retail sector. As part of the Retail Growth Strategy, Council hosted a series of retail seminars in partnership with the Australian Retail Association for Wagga Wagga retailers during May 2012. The seminars were designed specifically to assist retail businesses within the area and covered the topics of financial profitability and visual merchandising.

5.2 Attract a range of industries via connected business hubs

Invest in infrastructure

Council is planning the development of the \$60M Riverina Intermodal Freight and Logistics Hub at Bomen after the announcement by the Minister of Regional Development Simon Crean of \$14.5M of funding. The announcement of funding has allowed council to proceed with final negotiations regarding investment in the project.

In the 2010/2011 financial year Council saw \$114.6M in non-residential building approvals in the Local Government Area and has \$487M of commercial and industrial investment anticipated across the public and private sector over the next three years.

Recent investments in the area include the Riverina Oils and BioEnergy (ROBE) \$63 million oilseed crushing and refining plant and the the Renewed Metals Technology (RMT) \$60 million renewable resources recovery centre, both at the Bomen Industrial Park.

Newly established interconnected businesses

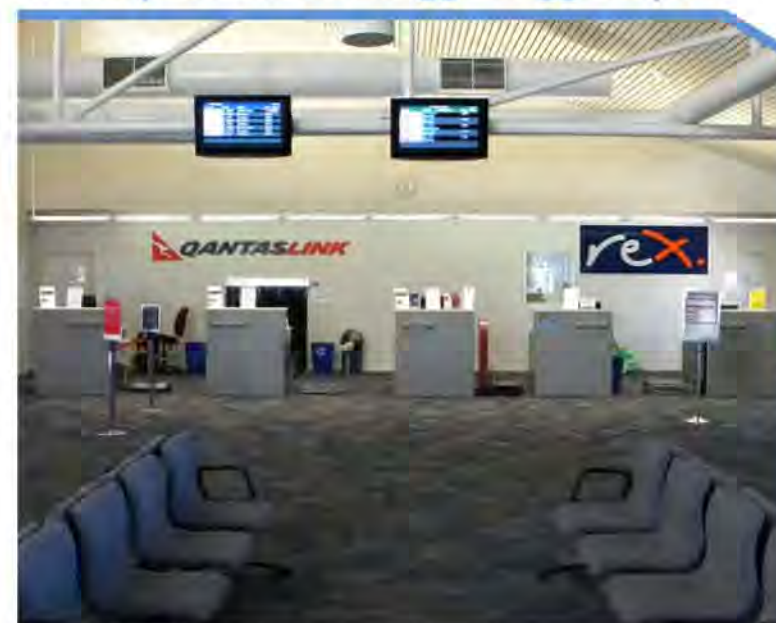
In November 2009 Council adopted the Bomen Master Plan, a project partnership with the NSW Government's Department of State and Regional Development, designed to develop the Bomen Business Park into a logistics and transport centre being a vital business attraction and economic driver for the City and the region.

To date Council has secured just under \$14.5M in funding from the Federal Government supporting the Riverina Intermodal Freight and Logistics (RIFL) Hub as well as finished designs for the Eunony Bridge Road Deviation project ready for construction in the 2012/2013 financial year.

Part of the development of interconnected businesses has included further development of the Wagga Wagga Airport, including investment exceeding \$9.2M. This development includes a new commercial aviation precinct with new apron areas and hangar zones, terminal modifications to meet new Federal Government aviation security requirements, the purchase and installation of equipment and subsequent implementation of passenger and check luggage security screening, paid parking and construction of a private light aircraft precinct for up to 29 hangar sites.

\$9.2 million

development of the Wagga Wagga Airport



5.3 Increase levels of visitation by tourists and business people

Increased visitation rates

According to the community survey there was 62% satisfaction with the promotion of the area to attract visitors.

For the 2011/2012 financial year Council had a total of 209,403 visits to the Wagga Wagga tourism website which was a significant increase from the previous year's 71,292 visits. Increased visitation can be attributed to such events as the Gumi Race, CSU orientation week, the LGSA Water Management conference, the Food and Wine Festival and the International Millinery Forum.

A new feature of the tourism website was introduced in early 2012, allowing event and conference organisers to register their events on the website.

Wagga Wagga has been promoted in publications such as 'Out and About' magazine and the Canberra Times Destination Magazine as well as the ongoing promotion via the Wagga Wagga tourism website

www.waggawaggaaustralia.com.au/



5.4 Implement leading edge infrastructure and communication technology to link everyone within and outside Wagga Wagga

More efficient ways of doing business

Council commenced using Twitter in February 2012 prior to the March floods. Council's Twitter account proves to be successful with a growing number of followers and the ability to distribute corporate information to the community instantly. This was best demonstrated in the March floods with 314 followers at the time, 417 direct tweets and 88 retweets providing information on road closures and evacuation detail reaching an estimated audience of over 131,000 people.

The rollout of the National Broadband Network is scheduled to begin in Wagga Wagga in June 2013. The National Broadband Network is a fibre optic connection that will provide the community access to world-class high speed broadband with the installation of core infrastructure providing businesses with access to a variety of services and the opportunity to remain competitive.



An audience of 131,000
was reached from our tweets during the March 2012 floods

Our economy grows

The 2011/2012 financial year has been a significant year in developing key infrastructure which will underpin the long-term and sustained economic growth of the City of Wagga Wagga. Such projects have included:

- \$14.5 million grant funding in round 2 of the Regional Development Australia Fund, contributing to the building of the Riverina Intermodal Freight Hub
- Construction of the commercial precinct and terminal improvements at the Wagga Wagga Airport worth \$9 million
- Construction of Riverina Oils and BioEnergy site commenced
- The development of The Mill site commenced
- Masters Home Improvement site construction commencement
- The commencement of Stage 1 of the Base Hospital, a \$90M redevelopment

There has also been significant investment by Charles Sturt University, Riverina Institute TAFE NSW and Defence.

To find out more information on our local economy visit www.businesswaggawagga.com.au/



CASE STUDY

The Mayoral Business Breakfast

The Mayoral Breakfasts have been running monthly for over five years, aiming to provide an opportunity for members of the business community to liaise with senior members of Council including the Mayor and the General Manager in a relaxed and informal environment.

The Mayoral Business Breakfast is 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.

The Wagga Wagga City Council welcomes businesses to discuss matters within the community that may be currently impacting on their business and ways in which members of Council and other local business representatives may be able to assist them. Previous Mayoral Business Breakfasts have seen the development of great business working relationships between Council and local business organisations.

For more information on The Mayoral Business Breakfast visit <http://www.businesswaggawagga.com.au/news-and-events/mayoral-breakfasts/>

Challenges

Broad economic uncertainty and volatility, combined with political uncertainty in areas such as the carbon pricing scheme and the Murray-Darling Basin Plan, have seen investors cautious.

Our Livestock Marketing Centre

The Wagga Wagga Livestock Marketing Centre (LMC) relocated from the fringe of urban Wagga Wagga in the late 1970's, when the Bomen Business Park was in its infancy, and today it occupies a prime location amongst many complementary agribusinesses.

The LMC is considered to be a major driver of agribusiness, employment and economic activity in the Wagga Wagga regional economy. The LMC is a self-funded, Council-owned business which contributes a significant dividend to Council each year. The dividend is re-invested in a number of rural based projects.

The LMC is the largest sheep selling centre in Australia with over 1.55 million sheep & lambs sold in 2011/12 and last year it ranked 3rd largest for prime cattle saleyards in New South Wales with over 120,000 cattle sold.

In total the centre facilitated the sale of stock valued at over \$258,000,000. All of this was achieved whilst maintaining an industry leading compliance with the National Livestock Identification System (NLIS) requirements (Australia's world leading system for identification and traceability of livestock) and best practice animal welfare standards.

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

Our Airport

Wagga Wagga Airport is one of Australia's larger regional airports, enjoying 144 airline services each week to link it with Sydney, Melbourne and the wider national and international networks. In the 2011/12 financial year 208,000 airline passengers travelled through the airport. In addition to this level of activity, the airport also facilitates movements by the general aviation community, pilot training, freight and medical services. The activity in 2011/12 included many business jets up to and including Boeing 737 aircraft and a tour party in an impressive business class configured 4-jet engine BAe 146 aircraft.

Our Performance against the Delivery Program A prosperous, diverse & growing economy

Our Commitment	Status
5.1 Stimulate prosperity through economic development strategies	
DP5.01 Develop and implement innovative Information and Communication Technology (ICT) Business Process Solutions	
Conduct feasibility study for online shopping through Art Gallery shop - <i>The project was reviewed and determined as not feasible to implement this financial year and will be reviewed as part of the overall operations for the 2012/13 financial year.</i>	
DP5.02 Develop economic development strategies to market and promote the City of Wagga Wagga	
Develop, market and promote the City of Wagga Wagga economy through implementation of the Economic Development Strategy	
Implement retail programs in accordance with the Retail Growth Strategy	
Undertake research marketing and communication to benefit the business community	
Develop a financial model to support a multilevel car park strategy for the central business district	
Investigate and support alternative energy technology opportunities	
Fitzmaurice Street upgrade	
DP5.03 Ensure Wagga Wagga Regional Airport is a market leader in delivering regional air services	
Deliver Airport operations that are compliant with regulations	
Sealed Code C Taxiway from Regular Public Transport Apron to Runway 12/30 (Taxiway H)	
Airport Capital Private Light Aircraft Precinct up to 32 Hangars - <i>This is a component of the overall Precinct 2A development project</i>	
Airport Capital Develop Precinct 2A, new apron areas and hangar zones, including services and utilities between Runway 12/30 and 05/23 - <i>The project was significantly affected by rain events in early March. Despite the ongoing delays due to weather affecting the site, the head contractors program, material supply and availability of subcontractors, the project is progressing reasonably well. All areas will be available for their intended use by late July 2012.</i>	
Implement Checked Baggage Screening and Passenger Screening at Airport	
Seal South West General Aviation Apron - <i>This is a component of the overall Precinct 2A development project</i>	
Upgrade Airport High Voltage Electrical - <i>The High Voltage system is to be upgraded as part of the overall Precinct 2A project. The HV transformer and other equipment is on site. Construction works commenced in May 2012.</i>	
Implement paid car parking	
DP5.04 Implement Bomen Strategic Masterplan	
Develop Bomen Business Park through implementation of recommendations contained in the Bomen Strategic Master Plan	
Facilitate the development and implementation of the Bomen Industrial Ecology Strategy contained within the Bomen Strategic Master Plan 2009	

Implement Bomen Roads Project - <i>The initial detailed design for this road project is currently being internally and externally reviewed. Detailed timings for land acquisition and construction will be developed once the detailed design has been signed off.</i>	
Strategy 5.3 Increase levels of visitation by tourist and business people	
DP5.05 Develop and implement tourism activities and plans to attract visitors to Wagga Wagga	
Identify and promote new tourism product development	
Implement Events Strategy	
Implement Tourism Strategy	
Improve Service Delivery Skills by way of providing professional development for staff and tourism industry stakeholders	
Review Visitor Information Centre layout and promotion channels	
Work in collaboration with State and regional partners to increase visitation to Wagga Wagga and the region	
DP5.06 Implement and develop strategies to attract and retain highly skilled new residents to Wagga Wagga	
Implement marketing of evocities initiative locally	
Strategy 5.4 Implement leading edge infrastructure and communication technology to link everyone within and outside Wagga Wagga	
DP5.07 Provide and deliver up to date information to Council stakeholders	
Investigate online alternatives for promoting and disseminating information for visitors and residents to meet the demand of changing visitor demographics	
Digitise old paper records to mitigate the risk of loss, improve access to information and eliminate the need to retain original copies in archive facilities	
Maintain and review Council's corporate applications	
Provide community and development industry stakeholders with opportunity to access up to date information related to Planning and Development	
Ensure accurate processing and timely distribution of incoming correspondence	
Implement a software solution to automatically publish documents from the corporate records system to the internet	
Maintain, store and retrieve Council's digital and physical corporate records	
DP5.08 Provide spatial data to enhance business solutions for both internal and external customers	
Develop, gain acceptance and implement a geospatial strategy for Council	
Finalise the cadastre redraw project and implement the updated cadastre - <i>Creation of shift vectors by 1Spatial has been completed. 1Spatial are currently developing rules, checks and fixes to allow automated realignment of layers. As 1Spatial have not completed these works, it is not yet possible for Council staff to complete the realignment of the remaining layers. The expected timeframe for completion of 1Spatial works is July 30 as per scope of works provided by 1Spatial. Training of staff is expected August 2012. Expected timeframe to complete in-house realignment of layers in December 2012.</i>	
Review of Spatial Plan	

Ensure Council's geospatial systems enable a high quality provision of data, storage and archiving	
Promote the use and integration of Council's geospatial technology with web platforms	
Strategy 5.5 Grow our agricultural sector	
DP5.09 Ensure Livestock Marketing Centre is a market leader in providing livestock sales/services	
Deliver Livestock Marketing Centre operations in compliance with industry and stakeholder requirements	
Livestock Marketing Centre as a regional business hub and key contributor to the rural economy	
Radio Frequency Identification Network Renewal, Livestock Marketing Centre	
Complete and adopt Livestock Marketing Centre Master Plan - <i>The project has been deferred with the intention of further comprehensive scoping of the project.</i>	
Realign ramps at Livestock Marketing Centre	

6 A Sustainable Environment

- 6.1 Effectively manage the natural environment
- 6.2 Develop and promote agricultural practices which are leading edge and environmentally responsive
- 6.3 Integrate management strategies to encourage water conservation and enhance and protect water quality
- 6.4 Develop sustainable built and natural environments for current and future generations through effective landuse management and planning Increase in environmentally sustainable buildings
- 6.5 Minimise the ecological footprint by reducing resource consumption and implementing effective waste management strategies
- 6.6 Improve ambient air quality and reduce both energy consumption and greenhouse gas emissions across the Local Government Area
- 6.7 Lead sustainable environmental practices

over
300 community
members engaged
in environmental
events or activities

3,266 native trees
26 shrubs and grasses
21 different sites
21 local schools

6.1 Effectively manage the natural environment

Increased biodiversity

The community survey shows strong recognition of the importance of the protection and enhancement of biodiversity scoring 84% importance. Participants in the survey also rated performance on this activity at 68%.

The Maldhangilanna Natural Areas Team has undertaken woody weed removal from the Murrumbidgee River, Pomingalarna Reserve, Silvalite Reserve and the Lloyd conservation area with funding from the Murrumbidgee Catchment Management Authority. Further woody weed removal works are progressing along Coolamon Road along with revegetation works on adjoining roads. Additional funding has come from the Local Government and Shires Association.

Enhancement of biodiversity in the area has been achieved through projects such as planting of native vegetation at the entry points of the Hilltop area, planting of trees and native grasses in Clifton Street, planting of native shrubs and trees on the Holbrook Road sound mound, natural diversity plantings throughout the Springvale area, and the removal of weed species and replanting of native plants at Stringy Bark Creek during May 2012.

Funding from the NSW Environmental Trust has led to the engagement of a consultant to undertake concept designs and rehabilitation of the Narrung Street Treatment Works ponds into a wetland area. Designs for this area have been finalised in June 2012 with preliminary soil sampling and survey works also being completed.

Another project funded by the NSW Environmental Trust was for the rehabilitation of habitat of the vulnerable Glossy Black Cockatoo. Council received \$23,192 over a 2-year period to restore the habitat of the Cockatoo at Pomingalarna Reserve. The outcomes of the project have included the planting of 2,000 Drooping She-oak seedlings as a food source for the birds and the installation of six nest boxes. Council received praise from the NSW Environmental Trust for persisting with the revegetation project despite drought conditions.

A sustainable environment

The community survey results showed an overall importance rating of 90% for maintaining a sustainable environment and 80% for the protection of the natural environment. Satisfaction rating levels were 72% and 68% respectively.

A focus for Council was also responding to the flood event in March 2012 with the realignment of some programming. An example of this was the annual Cleanup Australia Day which was redirected through a partnership approach with Tidy Towns to a clean-up program around the flood affected area of North Wagga Wagga.



792mm rainfall | **Average temp**
min 9°C
max 23°C

6.2 Develop and promote agricultural practices which are leading edge and environmentally responsive

Council has been identified as having an advocate role for this strategy, having no direct influence on improving agricultural technology or improving agriculture productivity; however, Council receives notification of Property Vegetation Plans for the Wagga Wagga Local Government Area from the Murrumbidgee Catchment Management Authority (MCMA).

During the 2011/2012 financial year the MCMA approved a total of 27 Property Vegetation Plans (PVP) in the Wagga Wagga Local Government Area covering an area of 2987ha.

6.3 Integrate management strategies to encourage water conservation and enhance and protect water quality

Water quality is maintained

Piezometer monitoring for ten sub catchments within the Wagga Wagga Local Government Area is undertaken on a monthly basis, along with the intensive piezometer network of the Calvary Borefield which is monitored fortnightly. Standing water level and electrical conductivity readings are collected from each piezometer and used to monitor and measure urban salinity.

Council continues to conduct regular monitoring of waterways. The Murrumbidgee River is monitored monthly at two sampling sites (Roach Road and Shanty Reserve). All readings from both sites fell within threshold limit recommendations, except for turbidity readings which increased well above recommended limits. This was most likely due to higher river inflow levels after heavy rainfall during sampling dates. Sampling was not conducted in March due to a major flooding event. Flowerdale and Wollundry Lagoon are also monitored monthly at two (Flowerdale Road and Stormwater Inlet) and five (Bore Outlet, West End, Middle, East End and Tony Ireland) sampling sites respectively. Water quality readings at both Lagoons fell within recommended tolerances for slightly disturbed ecosystems in south-east Australia. Weekly samples were taken from Lake Albert at two sampling sites (Apex Park Swim Area and the Boat Club). There were zero algal or bacteria blooms in Lake Albert, Wollundry Lagoon or Murrumbidgee River for 2011/12.

Reduced potable water consumption

Council continues to use Planet Footprint reports to provide water use data on major sites, provides support to the Sir Joseph Banks Garden Competition and actively promotes the use of water conservation initiatives.

As part of the Great Green Challenge a Water Wise Living workshop was conducted in partnership with Riverina Water with approximately 50 residents attending the free workshop. The workshop covered techniques to reduce water consumption throughout the home and information on the Riverina Water, Waterwise Nature Strip program.

Council in partnership with Riverina Water was nominated by the Local Government and Shires Association (LGSA) to host the 2012 LGSA Water

Management Conference. The event was a success with 180 people attending.

168,000L water per capita
2.15% effluent reused for irrigation



Water sensitive urban design principles implemented

The draft Development Control Plan (DCP) wording has been amended to clarify the implementation of the 80:20 rule at the masterplan and subdivision development application stage, in particular the requirement of an applicant to demonstrate that the subdivision layout preserves or lessens the existing non-developed water infiltration rate. Controlling infiltration through drainage and impervious surfaces is the key to preventing downstream discharges of saline groundwater within Wagga Wagga's existing suburbs. The draft DCP will apply to the 1,400 proposed residential lots in the Lloyd Urban Release Area. Provisions of this nature do not currently apply to development in Wagga Wagga.

The Salinity Risk and Mitigation Assessment study has formed the basis of development controls that apply in Lloyd. The study predicted that with appropriate design of the subdivisional areas, including the imposition of an 80:20 rule, residential development could be achieved with groundwater recharge rates less than or equal to the current agricultural state.

On this basis urban salinity in Wagga Wagga is not expected to be exacerbated as a result of the development of Lloyd.

6.4 Develop sustainable built and natural environments for current and future generations through effective land use management and planning

7260 native trees/shrubs planted



Increase in environmentally sustainable buildings

Council continues to promote the development of sustainable built and natural environments by the regular review and monitoring of key land use planning policy documents including the Local Environmental Plan (LEP), Development Control Plan (DCP) and Heritage Studies. Such reviews are undertaken in consultation with key community and industry stakeholders which promote quadruple bottom line policy considerations and endeavours (social, environmental, economic and governance) to ensure development outcomes recognise intergenerational equity issues within the Wagga Wagga Local Government Area.

In addition, Council has commenced a review of the 2008 Spatial Plan which will inform future reviews of the LEP and DCP.

Reduced land degradation

The introduction of the water sensitive urban design principles through the Development Control Plan requiring applicants to demonstrate that the subdivision layout preserves or lessens the water infiltration rate of 1,400 proposed residential lots is aimed at reducing salinity risks in the area. In the 2011/2012 financial year 11 piezometers were constructed within the Lloyd West subdivision area allowing Council to monitor groundwater in the area as part of the groundwater monitoring program.

Revegetation and education programs aimed at reducing land degradation include National Tree Day which in July 2011 resulted in 3,266 native trees, shrubs and grasses being planted over 26 different sites with the help of 21 local schools.

In addition 1,500 seedlings were planted in conjunction with Wagga Urban Landcare at the 'Hildasid' property, Gregadoo, and approximately 100 seedlings at Hilltop in conjunction with Scouts NSW.

Sustainable community

The Schools Sustainability Challenge 2012 has allocated over \$9,500 to 10 participating schools to work on sustainability themed projects. Since the Challenge's inception in 2005 Council has allocated more than \$55,000 to schools with projects covering a variety of subjects including restoring natural habitats, composting, vegetable gardens, alternative energy technologies and the introduction of recycling systems.

CASE STUDY

The Spatial Plan

The Spatial Plan review will map out the key directions and future development of the City, villages and rural areas over the next 25 years with the intent to better position Council and other government authorities to make disciplined and balanced decisions on major issues and will inform the Local Environmental Plan (LEP) mandatory review process.

A comprehensive consultation strategy has been developed for the review of the Spatial Plan. The purpose of this consultation strategy is to ensure the community (including all stakeholders) have the opportunity to participate in the review of the Spatial Plan.

The NSW Department of Planning and Infrastructure has agreed to Council's planning proposal to insert a new land use of B5 - Business Development into the Local Environmental Plan and rezone land along Dobney Avenue and Pearson Street from Light Industrial to B5 - Business Development. The approval from the Department follows representations made by businesses and real estate agents within Wagga who see the advantages of a rezoning which will provide further flexibility for the growth of business and industry in this precinct.

The approval by the Department to proceed with the rezoning is pleasing and represents a new attitude by the State Government to empowering local Council's to modify the LEP to meet local conditions.

The Australian Bureau of Statistics has released building approval figures for the Wagga Wagga LGA spanning the period 2006 - 2009. The figures demonstrate a growth in both the numbers of dwellings and the value of residential development across the period. Growth in the construction of private sector housing saw 284 dwellings built in 2009 compared with 170 dwellings in 2006.

6.5 Minimise the ecological footprint by reducing resource consumption and implementing effective waste management strategies

Reduction in waste to landfill

Since the adoption of Council's Resource Recovery Strategy 2009/2019, a significant amount of work has been undertaken to deliver the objectives identified in the strategy:

- A comprehensive waste audit of both the kerbside and landfill waste stream
- Concept designs and approvals for the construction of a \$1.9 million Resource Recovery Centre located at the Gregadoo Waste Management Centre (GWMC). This Centre is proposed to be completed over the next 2-years
- Conversion of 7 rural landfills into transfer stations
- Ongoing operations of a landfill gas harvesting and flaring system at Council's GWMC, reducing the amount of green house gas emitted to the atmosphere
- Development of waste education plan
- Development of a detailed waste decomposition model for the Gregadoo Waste Management Centre to assist in better understanding the impacts of the Federal Government's recently introduced Carbon Pricing Mechanism on the operation of the landfill over the next 40-years
- Implementation of further opportunities to recover materials from land fill and create a profitable tip shop business at the GWMC including the recovery of mattresses, televisions, computers, white goods, metals and furniture for reuse

flaring, converting it to carbon dioxide before it is released to the atmosphere. Carbon dioxide is 20 to 25 times less toxic than methane as a greenhouse gas. In the 2011/12 financial year, Council destroyed the equivalent of approximately 5,500 tonnes of carbon dioxide which is equivalent to removing about 1,350 cars from the road for a year.

In total we have harvested and destroyed 66,256 tonnes of carbon dioxide emissions since 2002.

The continued implementation of Council's Resource Recovery Strategy will not only assist in reducing the amount of carbon emitted from the landfill it will also reduce Council's overall carbon footprint in the medium to long-term. The strategy will assist in extending the life and long-term sustainability of the landfill and ensure compliance with the State Government's Waste Avoidance Resource Recovery (WARR) targets which are set for introduction in 2015.

6.6 Improve ambient air quality and reduce both energy consumption and greenhouse gas emissions across the Local Government Area

Improved air quality

Council implemented the 'Let's Clear the Air' program with funding assistance from the Office of Environment and Heritage aimed at educating the community in improving air quality in the region. Educational pamphlets on clean air initiatives were printed and distributed and a series of competitions were held with topics covering heating, composting and active transport. The Environmental Protection Authority air quality monitoring station recorded zero exceedances in air quality in 2011/12.

174kg recycled per person
1141kg waste to landfill per person



Reduction in carbon emissions from landfill

Landfill gas generated from the decomposition of waste at the Gregadoo Waste Management Centre is captured and flared reducing the amount of greenhouse gas that is emitted to the atmosphere from the site.

This gas harvesting and flaring system includes a network of wells and collection pipes to which a vacuum is applied to collect and transport the landfill gas to a centrally located flare. The landfill gas which consists largely of methane is then destroyed by

1,111,260L of fuel
used in Wagga Wagga City Council fleet vehicles



Reduced greenhouse gas emissions

The 2012 Great Green Challenge has provided the opportunity for six local households to make sustainable living changes to reduce their impacts on the environment including the reduction of energy consumption a free community workshop was conducted covering existing government incentives and programs, facts about energy use, energy efficient products and investment in solar.

Energy efficiency projects were implemented involving the Airport, Civic Centre and Civic Theatre. The project involved re-lamping, power factor correction and adjustment of the building management system. The project was funded jointly by Council and a low interest loan from Low Carbon Australia.

Climate Rescue of Wagga (CROW) and Council staff are currently planning an event in late 2012 to target business and industry to consider solar energy as a means to reduce greenhouse emissions.

Reduced energy consumption

Council is committed to reducing its greenhouse gas emissions with the Civic Centre building electricity supply being fully supplied from green energy sources, the installation of a 14.1kw Solar Power System at the Fernleigh Road Depot and a 23.03kw solar system at the Livestock Marketing Centre. Federal grant funding of \$375,000 has been obtained as part of the Community Energy Efficiency Program for the implementation of a Cogeneration system reducing energy consumption and greenhouse gas emissions at the Oasis Aquatic Centre. The return on investment is estimated at approximately three years.

14,979 tonnes
CO₂ emissions
from Wagga Wagga City
Council buildings



6.7 Lead sustainable environmental practices

Wagga Wagga demonstrates sustainable principles

Council has liaised with key stakeholders including Government Departments, Environmental groups and organisations as part of implementing Council's schedule of annual environmental programs.

Council's participation in the Sustainability Advantage Program run by the NSW Office of Environment and Heritage received Bronze Level recognition in 2012 for its achievement towards a sustainable future.

12780kwh
generated by
Wagga Wagga City
Council solar panels



Council funds and promotes a number of projects throughout the year that aim to build an understanding of sustainability in our community including the Home Power Savers program, the Food Waste Challenge, the Great Green Challenge, the Little Greenie Grants program and the Schools Sustainability Challenge.

Our Planning Section

The review of Council's Spatial Plan 2008 commenced in 2011 with numerous stakeholder focus groups being held in 2012 to identify issues and potential solutions.

Critical to the timing of the Spatial Plan review is the Department of Planning and Infrastructure's "A New Planning System for NSW" that is currently being undertaken. The proposed amendments to the legislation will include requirements for the spatial plan. The exhibition of the revised spatial plan will commence when these requirements are known and incorporated into the review.

Also key to the Spatial Plan review is the release of the Australian Bureau of Statistics data. This data provides an indication of the demographics that the Spatial Plan will need to accommodate. The data identifies 37% of the population being aged between 0 and 24, people aged over 55 equates to 24% of the population and the majority of the population is aged between 25 and 54.

To view industry newsletters produced by Council's Planning area follow this link:
<http://www.wagga.nsw.gov.au/city-of-wagga-wagga/planning/planning-directorate-news>



CASE STUDY



Development Application Approved - Masters

The approved development is located at 129 Hammond Avenue which is the prominent site on the corner of Hammond Avenue and Koorringal Road. The development is for a bulky goods retail development which will consist of two main buildings. The main building will be occupied by Masters, a DIY home improvement store. A second building will be occupied by a number of bulky goods retailers. The total floor space of the development is 18,399sq.m and a car park of 484 spaces will be laid out to the front of the stores. The total cost of development is \$23 million.

CASE STUDY



Development Application Approved - The Mill

Approved development across a number of lots known as The Mill which incorporates the former Murrumbidgee Flour Mill buildings and the site of the Red Lion Hotel. The development has a mix of uses including residential apartment blocks, new supermarket, shops, offices, conference centre and car park together with a new traffic light junction and other highway improvements. There will be a total of 84 residential apartments within five blocks, a supermarket of 3945sq.m and a further 3990 sq.m of retail and commercial floor space including converted areas within the flour mill buildings. The Conference Centre will be located above the Supermarket and have an area of 1630sq.m, in total across the whole site with 438 car parking spaces. The total cost of development is \$32 million.

Fast Facts about Planning

In 2011/2012 approval was given to:

- 550 Development Applications
- 393 Construction Certificates
- 145 Amended Development Applications

The total amount of 2011/2012 approved applications was \$251,359,200.

The average time to determine a Commercial/Industrial application was 61 days.

The average time to determine a residential type application was 28 days.

Our Performance against the Delivery Program A Sustainable Environment

Our Commitment	Status
Strategy 6.1 Effectively manage the natural environment	
DP6.02 Protect, enhance and rehabilitate native vegetation and ecosystems to enhance biodiversity	
Develop concept for the rehabilitation of Narrung Street Treatment Works ponds into a wetlands - A preferred consultant has been identified to produce the designs and conduct consultation. Some preliminary soil sampling and surveying works have been completed to assist in developing the final design layout.	
Manage and promote threatened species throughout the Local Government Area	
Undertake habitat rehabilitation projects on public lands including along the Murrumbidgee River, Pomingalarna Reserve, Silvalite Reserve and Lloyd conservation area	
Springvale plantings open space works	
Hilltop plantings open space works	
DP6.03 Implement noxious weed control program	
Undertake awareness programs and extension activities for noxious weeds	
Undertake inspection program of private properties to ensure legislative compliance	
Undertake noxious weed control program on public lands	
DP6.05 Encourage the community to participate in programs to enhance the environment	
Monitor water quality of the Murrumbidgee River, Lake Albert and Wollundry Lagoon	
Implement projects including Cleanup Australia Day, National Tree Day and Landcare Action Program	
Liaise with environmental groups in the implementation of projects	
Strategy 6.3 Integrate management strategies to encourage water conservation and enhance and protect water quality	
DP6.06 Implement water quality monitoring program	
Monitor and review water consumption	
Promote and encourage waterwise gardening	
Livestock Marketing Centre re-use water treatment - The project is being deferred until the completion of the Livestock Marketing Centre Master Plan, to ensure that any improvements/changes to the current system have adequately considered future demands.	
DP6.07 Implement water conservation programs	
Comply with all statutory requirements for solid waste management and sewage treatment works	
Implement Tarcutta Street gasworks remediation - Negotiations initiated between project team and Contractors. Report to Council on 4 July 2012 to progress the project.	
Implement ecologically sustainable development principles and programs	
Conduct sediment and erosion education to minimise incidence of non-compliance	

Ensure environmental complaints/breaches are investigated	
Implement Council's Urban Salinity Management Plan	
Ongoing monitoring and management of contaminated land sites	
Special Rate Variation Urban Salinity Program	
Strategy 6.4 Develop sustainable built and natural environments for current and future generations through effective land management and planning	
DP6.08 Ensure plans for new release areas conserve areas of biodiversity and develop principles for their management	
Ensure development assessments preserve native vegetation	
Implement Development Control Plan 11 for planting native vegetation in new development areas	
Incorporate Urban Land Release Area Development Control Plans when adopted	
Finalise deferred areas in review Local Environmental Plan (LEP)	
Review Local Environmental Plan (LEP) Planning Proposals relating to future amendments	
Review Local Environmental Plan (LEP) Rural Residential supply and demand and Local Government Area movement systems and transport infrastructure	
Undertake upgrades to Development Control Plan documents resulting from planners' reviews	
Strategy 6.5 Minimise the ecological footprint by reducing resource consumption and implementing effective waste management strategies	
DP6.01 Comply with all statutory requirements for solid waste management and sewage treatment works	
Conduct business case for glass crushing and stockpiling services	
Construct Resource Recovery Centre at Gregadoo Waste Management Centre	
Gregadoo Waste Management Centre construction of a cover over the transfer station	
Complete Cap at Gregadoo Waste Management Centre - <i>This project has been deferred due to the old cell still being utilised. Once the old cell has been used to its full capacity, then closure and capping of the cell will begin as regulation requires.</i>	
DP6.04 Minimise waste to landfill through reduce, reuse and recycle strategies	
Implement projects including Cleanup Australia Day, National Tree Day and Landcare Action Program	
Liaise with environmental groups in the implementation of projects	
DP6.09 Manage land use to minimise detrimental environmental impact	
Continue to develop initiatives to reduce paper and other waste in Council's business	
Develop and implement waste reduction community education initiatives	
Implement the Solid Waste Resource Recovery Strategy	

Develop and implement public place recycling system	
Strategy 6.6 Improve ambient air quality and reduce both energy consumption and greenhouse gas emissions across the Local Government Area	
DP6.10 Promote and support projects that reduce greenhouse gas emissions	
Establish an Industrial Climate Change Mitigation Adaptation Reference Group as contained in the Bomen Strategic Master Plan 2009 - <i>Terms of reference for a proposed climate change reference panel have been drafted and an initial list of potential members compiled. The establishment of this group will now be an outcome of the Bomen Environment Management Plan which is not due for completion until the 2012/2013 financial year.</i>	
Home Energy Challenge	
Implement vehicle pooling software	
Implement strategies to reduce energy consumption	
Liaise with households, business and industry to reduce greenhouse gas emissions	
Monitor and review Council's energy consumption	
Promote and implement alternative energy projects	
Purchase green power/renewable energy	
DP6.11 Implement projects to reduce air pollution	
Clean Air Project	
Enforcement of air quality legislation in the Local Government Area	
Promote and implement air quality education programs	
Support projects improving ambient air quality - <i>This funding was allocated to provide support to the Regional Air Quality Project Officer through the Environmental Protection Authority (EPA).</i>	
Strategy 6.7 Lead sustainable environmental practices	
DP6.12 Develop, promote and implement environmental sustainability	
Participate in regular partnership meetings and forums with key stakeholders	
Participation in DECCW's Sustainability Advantage Program	
Report annually on the implementation of the Environmental Sustainability Strategy	
Facilitate and promote projects that build understanding of sustainability	
Facilitate community education on environmental sustainability	

7 Our Education, Learning and Training Industry makes the Difference

25 early
childhood
& preschool
facilities

24 primary
schools

8 secondary
schools



Our education, learning and training industry makes the difference

Council has been identified as a facilitator in developing a culture of lifelong learning and growing Wagga Wagga's education, learning and training industry. As part of being a facilitator, Council has established a strong partnership with educational institutes Charles Sturt University and TAFE NSW Riverina, and with the Australian Defence Force. The strong partnership between Council and these organisations have produced a number of business related educational seminars and workshops, including the Small Business Management Foundations Seminars in 2012 introduced by Charles Sturt University and Council with over 100 businesses attending over the series, and the "Think Manufacturing Wagga" event held in May 2012 held at TAFE NSW Riverina Institutes' Centre for Inland Engineering and educating 50 local manufacturers on various programs available.

100 businesses attended the "Think Manufacturing Wagga" event



WAGGA WAGGA CITY COUNCIL'S
COMMERCIAL & ECONOMIC DEVELOPMENT DIRECTORATE
would like to extend an invitation to you to join us at

THINK
MANUFACTURING
WAGGA
WEDNESDAY 16 MAY 2012
5.30PM - 7.30PM
TAFE ENGINEERING TECHNOLOGY BUILDING
COLEMAN STREET, WAGGA WAGGA

The community survey identified that there was a 78% agreement from residents that Wagga Wagga was a centre for educational excellence. The variety of education options in Wagga Wagga includes:

- The Wagga Wagga Campus of Charles Sturt University
- Three campuses of the TAFE NSW Riverina Institute
- Eight secondary schools
- Twenty-four primary schools
- Twenty-five early childhood and preschool facilities
- Two specialist education facilities for children with learning and intellectual disabilities
- The Riverina Conservatorium of Music
- The University of NSW Rural Clinical School attached to the Wagga Wagga Base Hospital
- The University of Notre Dame's clinical school attached to Calvary Healthcare Riverina
- Regional Express (REX) Australian Airline Pilot Academy
- Defence Force training facilities at Kapooka (Army) and Forest Hill (RAAF, Army and Navy)

The 2011 Census data showed that 32.5% of the population in the Wagga Wagga Local Government Area at the time the survey was undertaken, were attending an educational institution. Of these, 27.4% were in primary school, 20.9% in secondary school and 27.7% in a tertiary or technical institution.

Opportunities for lifelong learning are provided by Council through various education programs such as environmental education in schools, health education, building and development industry, traffic safety and training in early childhood centres. Such programs include workshops held as part of the Great Green Challenge on recycling and waste recovery, sustainable gardening, energy efficiency, safe cycling and bike maintenance, lunch time lectures run by the Wagga Wagga Art Gallery and lessons on study techniques for students run by the Wagga Wagga City Library.

32.5% of the population of the Wagga Wagga LGA are attending an education institution



Our Performance against the Delivery Program Our Education, Learning & Training Industry makes the Difference

Our Commitment	Status
Strategy 7.3 Grow our education, learning and training industry through partnering with stakeholders	
DP7.01 Encourage retention of graduates into local employment	
Meet with Charles Sturt University and TAFE NSW Riverina Institute to coordinate business workshop to encourage graduate placement in local enterprises	

Index - Glossary of Terms

Asset Management

The process by which Council collects and maintains a comprehensive database of asset conditions and uses this 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.

Contribution 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 of 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 Council. Councillors 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 represented by the General Manager and Directors at Council.

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

Entitlements allowed 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 2011 – 30 June 2012.

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.

Vision

A statement that embraces the desired future that the organisation is working towards.

ARA

Australasian Reporting Awards is a National award which aims to improve the standards of reporting in Australia.

GIPAA

Government Information Public Access Act

General enquiries? Requests? Feedback?

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