

STRONG FOUNDATIONS. SUSTAINABLE TOMORROW.

WAGGA WAGGA CITY COUNCIL ANNUAL REPORT 2014/15

STATEMENT OF COMMITMENT TO ABORIGINAL AUSTRALIANS

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

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

Council is committed to developing programs to improve the wellbeing of all City of Wagga Wagga residents as well as facilitating reconciliation between Aboriginal and non-Aboriginal people.

Council recognises that social justice and reconciliation are fundamental to achieving positive changes. Council will continue to actively encourage Aboriginal and non-Aboriginal people to work together for a just, harmonious and progressive society.

Council recognises that the richness of Aboriginal cultures and values in promoting social diversity within the community.

SUSTAINABLE FUTURE FRAMEWORK

OUR APPROACH TO INTEGRATED PLANNING AND REPORTING



OUR VISION AND VALUES

COUNCIL MISSION

Contribute to a vibrant growing community by providing excellence in leadership, and delivery of 'best value' infrastructure and services, supporting quality living in an improving sustainable environment.

COUNCIL VISION

'To be acclaimed by our community for our passion, professionalism and performance.'

CORPORATE VALUES

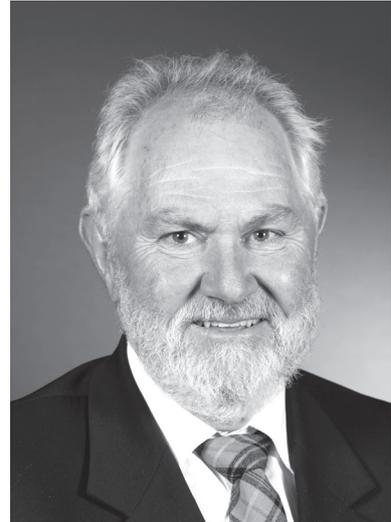
Trust, respect, innovation and teamwork.





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MAYOR'S WELCOME

Welcome and thank you for taking the time to read the Wagga Wagga City Council 2014/15 Annual Report. Council produces this document for the community to outline its performance against the 2014/15 Combined Delivery Program and Operational Plan.

Our Annual Report is an important communication tool, highlighting our programs and achievements for the 2014/15 financial year.

This year's Annual Report has three sections:

Section 1: Introduction

Section 2: Highlights

Section 3: Our Performance

The items documented here concern the projects and services the community has asked Council to deliver, facilitate and plan for to make Wagga Wagga the type of city in which you want to live, work and play.

Council has worked hard to achieve progressive and well-balanced outcomes for the community, whilst having high regard for the social, environmental and economic impacts of our decisions.

Council has achieved many things during the 2014/15 year, including:

- ▶ Launch of the online discussion forum - the People's Panel
- ▶ Adoption of Workplace Diversity Strategy 2015-2018
- ▶ The Excellence in Communication Award for the creation and use of the online Funbobulator at the RH Dougherty Awards
- ▶ Commencement of Main City and North Wagga Levee upgrade investigations and community consultation
- ▶ Completion of Stage 1 Wagga Beach landscaping works
- ▶ Upgrade of Glenfield Road Animal Shelter
- ▶ Sell-out crowd attending the Country-City origin football match at McDonald's Park
- ▶ Completion of the Tarcutta Street Gasworks remediation.

Another challenge through the 2014/15 year was the announcement of the Fit For the Future Local Government Reform package. The package required Council to assess its current financial situation, assess merger options and to submit an improvement proposal outlining how it plans on becoming Fit For the Future.

We have partnered with REROC Councils to conduct a Joint Organisation Pilot which is demonstrating many of the potential benefits to be gained by regional strategic partnerships and they will continue to make submissions on this issue.

Together, Councillors and staff have played a key part in the leadership of our City. We encourage the entire community to also become involved in the decision making processes of Council to ensure we continue to progress and grow.

Thank you to the Councillors and all the staff of Wagga Wagga City Council for their hard work and service during 2014/15.



OUR CITY

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

Wagga Wagga offers a unique quality of life that is unparalleled in its natural beauty, housing affordability, diverse employment opportunities and a wide offering of community infrastructure, services and lifestyle activities. With a population of approximately 62,799 residents, Wagga Wagga is a thriving and cosmopolitan city that supports a highly diverse and dynamic

economy. Without the reliance on a single sector, the city can maintain growth and prosperity. Wagga Wagga has a total labour force of more than 35,000 people, with an unemployment rate of 4.29% in June 2015, well under the State and National averages.

Most of Wagga Wagga's population live within the urban and suburban areas of the city; but many residents also enjoy the village lifestyle of Collingullie, Currawarna, Galore, Humula, Ladysmith, Mangoplah, Oura, Tarcutta and Uranquinty.

Wagga Wagga offers a feast of cultural surprises with art galleries, an arts community, museums, and both music and theatre performances. Over 400 events are held in the city each year. Our streets blend heritage

buildings, public artworks, sculptures and gardens, providing a perfect environment for people to explore our vast range of shops, award winning restaurants and country pubs. In 2014, \$230M was generated by tourism for the Wagga Wagga economy and we had 1.3 million visitors.

Wagga Wagga boasts an active community with sport and recreation being a central part of the lifestyle. Whether its water sports at Lake Albert, walking and biking through our natural areas, like the riverside, or enjoying more formal sporting opportunities, the high quality facilities across the city cater for it all. The temperate climate, warm community and wealth of character make Wagga Wagga an ideal destination for residents and visitors all year round.

OUR COUNCIL

The Council is a body of eleven members who are elected for a four-year term to carry out duties under the provisions of the Local Government Act and Regulations.

In September each year a Mayor and Deputy Mayor are elected by the Councillors. The Mayor, as well as chairing meetings, represents Council when it is not in session. Simply stated, Council makes decisions and policy while Council staff implement these decisions and policies.



Councillor Greg Conkey OAM

Councillor Greg Conkey was first elected to Council in 2012.



Councillor Julian McLaren

Councillor Julian McLaren was first elected to Council in 2012.



Councillor Paul Funnell

Councillor Paul Funnell was first elected to Council in 2012.



Councillor Garry Hiscock

Councillor Garry Hiscock was first elected to Council in 2008.



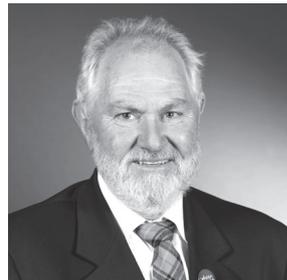
Councillor Yvonne Braid

Councillor Braid was first elected to Council in 2008. She was elected Deputy Mayor in March 2012.



Councillor Kerry Pascoe

Councillor Kerry Pascoe was first elected to Council in 2004 and has served continuously since that date. He was elected Mayor in 2004, 2005, 2006, 2007, 2008, 2009 and 2011.



Councillor Rod Kendall (Mayor)

Councillor Rod Kendall was first elected to Council in 2004 and has served continuously since that date. He was elected Mayor in 2012, 2013 and 2014.



Councillor Dallas Tout (Deputy Mayor)

Councillor Dallas Tout was first elected to Council in 2012. He was elected Deputy Mayor in 2014.



Councillor Andrew Negline

Councillor Andrew Negline was first elected to Council in September 2012. He was elected Deputy Mayor in 2012 and 2013.



Councillor Alan Brown

Councillor Alan Brown was first elected to Council in 2008. He was elected Deputy Mayor in 2010.



Councillor Kevin Poynter

Councillor Kevin Poynter was first elected to Council in 2012.

COUNCILLOR ATTENDANCE AT MEETINGS

Councillor Braid	
12/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
11/11	Policy and Strategy Committee Meeting
9/9	Supplementary Council Meeting
5/6	Neighbourhood Meeting

Councillor Brown	
9/12	Ordinary Council Meeting
0/1	Extraordinary Council Meeting
10/11	Policy and Strategy Committee Meeting
9/9	Supplementary Council Meeting
4/6	Neighbourhood Meeting

Councillor Conkey	
11/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
11/11	Policy and Strategy Committee Meeting
9/9	Supplementary Council Meeting
3/6	Neighbourhood Meeting

Councillor Funnell	
12/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
10/11	Policy and Strategy Committee Meeting
8/9	Supplementary Council Meeting
2/6	Neighbourhood Meeting

Councillor Hiscock	
12/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
11/11	Policy and Strategy Committee Meeting
9/9	Supplementary Council Meeting
4/6	Neighbourhood Meeting

Councillor Kendall	
12/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
10/11	Policy and Strategy Committee Meeting
8/9	Supplementary Council Meeting
4/6	Neighbourhood Meeting

Councillor McLaren	
10/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
10/11	Policy and Strategy Committee Meeting
8/9	Supplementary Council Meeting
1/6	Neighbourhood Meeting

Councillor Negline	
10/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
6/11	Policy and Strategy Committee Meeting
4/9	Supplementary Council Meeting
1/6	Neighbourhood Meeting

Councillor Pascoe	
12/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
11/11	Policy and Strategy Committee Meeting
9/9	Supplementary Council Meeting
4/6	Neighbourhood Meeting

Councillor Poynter	
12/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
10/11	Policy and Strategy Committee Meeting
8/9	Supplementary Council Meeting
3/6	Neighbourhood Meeting

Councillor Tout	
12/12	Ordinary Council Meeting
1/1	Extraordinary Council Meeting
9/11	Policy and Strategy Committee Meeting
8/9	Supplementary Council Meeting
6/6	Neighbourhood Meeting

COMMITTEES

COMMITTEE STRUCTURE

Council has adopted a Standing Committee model that consists of the Policy and Strategy Committee of which all Councillors are members. The Policy and Strategy Committee meets two weeks prior to the ordinary Council meeting. This model makes decision making more efficient and improves community engagement with the elected Council.

In adopting the Committee Structure, Council decided to hold supplementary Council meetings when required to consider time critical matters. These meetings are held two weeks prior to the ordinary Council meetings following Policy and Strategy Committee Meetings.

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
- ▷ Major Projects Working Party
- ▷ Museum of the Riverina Community Committee
- ▷ Planning Advisory Committee.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee is an advisory committee of Council. It is 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 has five members; three of them are external and independent of Council and the other two are Councillors. The Committee is governed by a Charter adopted by the Committee and Council.

COMMITTEE MEMBERSHIP

Audit and Risk Committee – Councillors D Tout, J McLaren, and Y Braid (Alternate)

General Manager's Performance Review Committee – The Mayor, Deputy Mayor and Councillors Y Braid, G Hiscock, A Negline, G Conkey OAM and P Funnell

Honours Committee – Mayor and all Councillors

Floodplain Risk Management Advisory Committee – Councillors R Kendall, P Funnell and K Pascoe

The Southern Joint Regional Planning Panel – Councillors D Tout, K Pascoe, and P Funnell (Alternate)

WORKING PARTIES/GROUPS/PANELS

- ▷ Major Projects Working Party – all Councillors
- ▷ Annual Grants Panel – Councillors D Tout, P Funnell, G Hiscock (Alternate) and Y Braid (Alternate)
- ▷ Public Art Panel – Councillor K Poynter



EXTERNAL ORGANISATIONS AND COMMITTEES

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

- ▷ Riverina Water County Council – Councillors G Hiscock, R Kendall, A Negline, P Funnell and K Poynter
- ▷ Bushfire Management Committee – Councillor P Funnell
- ▷ Eastern Riverina Noxious Weeds – Councillor A Negline
- ▷ Local Traffic Committee – Councillor G Hiscock

- ▷ Murray Darling Association Committee – Councillor G Conkey OAM
- ▷ Public Libraries NSW (Country) Committee – Councillors Y Braid and D Tout
- ▷ Riverina Regional Libraries – Councillors Y Braid, D Tout, K Poynter and R Kendall, General Manager and Councillor G Hiscock (Alternate)
- ▷ Riverina Conservatorium – Councillors G Conkey and Y Braid (Alternate)
- ▷ Rural Fire Service Zone Agreement Management Committee – Councillor P Funnell
- ▷ Australian Road Transport and Heritage Centre Committee – Councillors A Brown and P Funnell (Alternate)
- ▷ Wagga Tidy Towns – The Mayor
- ▷ Australia Day Committee – Councillor Y Braid
- ▷ Liquor Accord – The Mayor
- ▷ Country Mayors Association – The Mayor and General Manager
- ▷ Riverina Eastern Regional Organisation of Councils – The Mayor and General Manager
- ▷ NSW Inland Forum – The Mayor and General Manager
- ▷ WWCC/Crown Lands working Party – The Mayor and General Manager
- ▷ The Sister City Support Committee – The Mayor, Councillors K Poynter and Y Braid
- ▷ Regional Capitals Australia – The Mayor and General Manager
- ▷ Australian Rural Road Group – General Manager.
- ▷ In addition, the Mayor and General Manager are, by constitution or resolution, also members of the following:
- ▷ G Division of the Shires Association
- ▷ Country Mayors Association
- ▷ Riverina Regional Organisation of Councils
- ▷ NSW Inland Forum
- ▷ Riverina Regional Cities.

MAYORAL AND COUNCILLOR EXPENSES

MAYORAL AND COUNCILLOR EXPENSES 2014/15	
Councillor allowance	\$197,228
Mayoral fees	\$39,109
Councillor telephone costs and fax	\$2,469
Councillor conferences	\$23,398
Councillor IT Costs	\$8,330
Councillor travelling costs, New South Wales	\$12,563
Councillor travelling costs, interstate	\$6,653
Overseas visits - Mayor expenses	\$3,362
TOTAL	\$293,115

KUNMING DELEGATION

Cr Rod Kendall and the Director Commercial and Economic Development, Dr Peter Adams, visited Wagga Wagga's sister-city Kunming in China for one week during June 2015. The purpose of the trip was to strengthen friendly exchanges and business co-operation between Yunnan Province and the Southeast Asian and South Asian Countries in attendance at the 3rd China-South Asia Expo and the 23rd China Kunming Import and Export Fair. Wagga Wagga was part of the sister-city pavilion, which set up a new platform of pragmatic exchanges and co-operation for the already established sister-city relationship between Kunming and Wagga Wagga. The total cost of the trip for the Mayor and the Director was \$8,822.



OUR ORGANISATION



GENERAL MANAGER

PHIL PINYON

Internal Audit
Executive Support
Mayoral Support



CORPORATE SERVICES

DIRECTOR CRAIG RICHARDSON

Financial Management
Asset Management
Councillor Support
Governance
Insurance
Integrated Planning and Reporting
Media and Communications
Risk Management
Human Resources
Learning and Development
Work Health and Safety
Access to information
Corporate application/information management
Customer Service
Records Management
Technology and Information Services



COMMERCIAL AND ECONOMIC DEVELOPMENT

DIRECTOR PETER ADAMS

Bomen Business Park development
Economic Development
Evocities Development
Events
Livestock Marketing Centre
Building maintenance
Property Management
Riverina Intermodal Freight and Logistics Hub
Riverside Master Plan
Tourism
Wagga Wagga Regional Airport
Visitor Information Centre



ENVIRONMENT AND COMMUNITY SERVICES

DIRECTOR JANICE SUMMERHAYES

Cemeteries and Crematorium
 Playgrounds and Parks
 Community and Cultural Development
 Family Day Care
 Museum of the Riverina
 Public Art
 Social Planning
 Wagga Wagga Art Gallery
 Wagga Wagga City Library
 Wagga Wagga Civic Theatre
 Riverina Regional Library Service
 Environmental Sustainability and Education
 Health Inspections
 Public Health Programs
 Natural Environment Protection
 Noxious Weed Control Program
 Oasis Aquatic Centre
 Sporting and Recreation facilities



INFRASTRUCTURE SERVICES

DIRECTOR HEINZ KAUSCHE

Bridges
 Bus shelters
 Car Parks
 Cycle ways
 Emergency Services
 Footpaths
 Kerb and gutter
 Levee and flood protection
 Roads
 Street lighting
 Stormwater and Sewer services
 Waste Management
 Fleet Management
 Procurement Services



PLANNING AND REGULATORY SERVICES

DIRECTOR ANDREW CRAKANTHROP

Building Inspections
 Development Assessment
 Subdivision Management
 Plumbing and drainage
 Companion Animal and Livestock Management
 Regulatory Services
 Developer Contributions
 Spatial Planning
 Strategic Town Planning

EXECUTIVE TEAM REMUNERATION

The total remuneration packages comprised of salary, superannuation and motor vehicle entitlements are reported below:

GENERAL MANAGER

\$322,740.06

DIRECTORS (COMBINED TOTAL)

\$1,136,165.75

OUR PEOPLE

40 YEARS OF SERVICE

Council recognised more than 530 years of service, from 24 employees, at the long serving employees dinner.

Council has many dedicated, hard-working staff and it is important to recognise their milestones and achievements.

The longest serving employee recognised as part of celebrations was Stanley Folley, who has provided 40 years of service to Wagga Wagga City Council.

Stan commenced his career at Council in May 1974 as a labourer with the bridge gang before moving on to become a Plant

and Backhoe Operator. Following this, he went on to become Bridge Maintenance ganger in the Engineering and Technical Services department.

As the Ganger of Bridge Maintenance, Stan led a team of employees carrying out bridge inspections, maintenance and general civic construction works.

In 2007, Stan was appointed to his current position of Senior Team Member Bridge Maintenance.

Stan has worked on, and been involved with, all Council bridges, from the replacement of old timber structures to the erection of new concrete/steel and concrete bridges and large multi-cell precast crown units.

HONORARY FELLOWSHIP FOR LONG-TIME RIVERINA REGIONAL LIBRARY DIRECTOR

Robert Knight, Executive Director of the Riverina Regional Library (RRL), was awarded an Honorary Fellowship at the inaugural State Library of NSW Honours, presented by Dame Marie Bashir in Sydney on Monday 20 October.

Robert was recognised for his significant professional achievements and contributions to Australian libraries.

In his role as Executive Director of RRL, a position he has held

since 1993, Robert administers the largest regional library service in NSW. The organisation is considered to be an outstanding example of local government collaboration.

The RRL serves 130,100 constituents under 12 member Councils covering a geographic area of 39,360 sq. km, through a network of 17 branch libraries and two mobile libraries that visit 60 communities between them.

Robert has been an active contributor to the Australian library sector throughout his career. He served on the Library Council of NSW as the Local Government representative from 2003-2011, is a member of the NSW Public Libraries Consultative Committee, is a past Chairperson of Public Libraries Australia and is currently the inaugural Chairperson of the Australasian Mobile Library Network.

In addition, Robert is a significant contributor to the NSW Public Libraries Association, having held a number of key positions in the organisation.

Robert also acknowledged the support of the Wagga Wagga City Council and Riverina Regional Library in supporting his professional endeavours.

WORKFORCE PLAN

A Sustainable Workforce

Council continues to build a workforce culture that encourages continued learning. We want our staff to have knowledge and skills appropriate for the future.

Our focus in 2014/15 was on building a platform for a sustainable workforce, using a grow-our-own format, developing existing staff potential and using trainees, apprentices and cadets in key areas.

The Learning and Development Plan targeted:

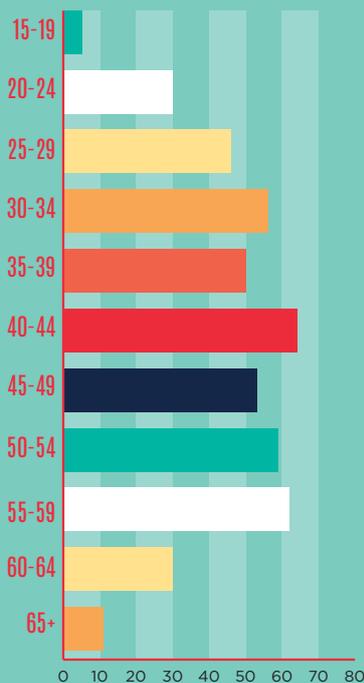
- ▷ Leadership Development
- ▷ Apprentice, Trainee and Cadet Programs
- ▷ Work Health and Safety
- ▷ Mentoring and Coaching Programs
- ▷ Developing and using e-learning programs where appropriate.

WORK PROFILE

Council employed 645 staff in 2014/15 (450.95 full-time equivalent):



AGES OF PERMANENT WORKFORCE (466)



Growing our Own – Trainees, Apprentices, Cadets and Graduates

- 3 Trainees** customer service, information technology, stores
- 5 Apprentices** horticulture, heavy vehicle mechanic
- 5 Cadetships** building inspection, engineering, planning
- 1 Scholarship** - engineering
- 1 Graduate** work health and safety

Council's commitment to providing opportunities for trainees, apprentices, cadets and graduates allows Council to improve our workforce skills by investing in growing our own.

Council's current program has trainees, apprentices, cadets and graduates in the fields of horticulture, information technology, mechanics, planning and building, engineering, customer service and human resources/work health and safety.

E-RECRUITMENT

Council has significantly changed recruitment processes to reflect modernised industry standards and adaptive to reflect role specific requirements.

Council has implemented an e-recruitment system, allowing applicants to create online profiles, supplying personal information and uploading copies of qualifications and licences. This system has improved communication between Council and end-users with automated email correspondence being sent to acknowledge the receipt of applications and remind applicants of closing dates of advertised positions.

Recruitment has become more efficient with the introduction of paperless shortlisting, and a decrease in the turn-around time for large scale recruitment processes.

WORKPLACE DIVERSITY STRATEGY

This year Council adopted the new Workplace Diversity Strategy 2015-2018. The Workplace Diversity Strategy, formerly known as the Equal Employment Opportunity (EEO) Management Plan 2011 and supported by the Aboriginal & Torres Strait Islander Employment Strategy 2012, is Council's formal commitment to ensure the absence of discrimination in employment and to promote equal employment opportunity particularly in relation to women, members of racial minorities and people with disabilities.

The Workplace Diversity Strategy was developed in consultation with a wide cross-section of Council workers with the intention to not only meet our legislative obligations, but to demonstrate our commitment to the principles of EEO and respond to the needs of our workforce.

The strategy is built on three (3) key focus areas: a diverse and skilled workforce, inclusion and respect, and accessibility. It establishes objectives and actions to be implemented. Already, since its adoption, the My Space Room has opened, providing staff with a suitable space to meet cultural and personal obligations and work and life responsibilities. For example, women have a private space to express or breastfeed when returning from maternity leave; and space is available for meditation, prayer, etc. The Women at Council Steering Committee has also recently formed subcommittees focusing on women in leadership roles and on increasing the participation of women in non-traditional roles.

LEARNING & DEVELOPMENT

Providing access to innovative leadership training programs

Council's People and Culture division recognizes that leaders and aspiring leaders need adequate tools and knowledge to lead highly effective teams. The training opportunities we provide ensure a consistent approach to organisational culture, staff development and innovative practices, making Council a leader in its field.

Training and Development delivered:

- ▶ Leading Teams program for the executive and managers
- ▶ Training programs for supervisors:
 - ▶ New and Experienced Supervisor programs
 - ▶ Tough Love Leadership – helping your people grow or go
 - ▶ Positive Culture – leading a no-whinge, solution focused workplace
- ▶ The quarterly leaders meetings as in-house development opportunities
- ▶ Our young professionals' participation in:
 - ▶ LGNSW Live-Wire Conference - Leadership Innovation
 - ▶ LGMA Local Government Managers Association Challenge

- ▶ LG Professionals Innovation Conference 2015.

Provide access to a more flexible learning solution (e-learning)

Council has developed and implemented in-house courses, using e-learning training modules to focus on specific topics, policies, processes and procedures. E-Learning is a flexible, cost effective approach to training.

Some of the key programs that were delivered in-house include:

- ▶ WHS induction for contractors and volunteers
- ▶ Social media
- ▶ Bullying prevention
- ▶ Fatigue Management.

Promote and maintain coaching and mentoring programs across the organisation to support leadership growth

Council maintains a mentoring program. A number of our professional staff have trained as mentors and now take this role with interested staff.

We are introducing Individual 4-Year Learning & Development Plans in conjunction with updated annual Individual Professional Development Plans (IPDP's). The new framework has a focus on self-development through accessing mentoring and coaching within the organisation to enable skills and knowledge transfer.

STRATEGIC PARTNERSHIPS

Ongoing People & Culture participation, representation and consultation at:

- ▷ Executive team meetings
- ▷ Innovators Committee
- ▷ Consultative Committee
- ▷ Corporate Review Committee
- ▷ Integrity Review Committee
- ▷ Women@Council Steering Committee.

In the area of Strategic Partnership, People & Culture has continued to participate, represent and consult a wide range of committees across Council focusing on: ongoing engagement and consultation with staff in the development of new or improved processes to meet business needs; focused guidance and support by P & C provided through dedicated 'Team Leader Sessions'; and facilitating or supporting positive team building and mediation processes.

INNOVATION AND CONTINUOUS IMPROVEMENT

The Look, Listen, Do it Better model is an integral approach of the Innovators Committee. This committee fosters an ongoing commitment by Council to innovation and continuous improvement across all Council's operations, processes and outcomes.

The recently developed and adopted Innovators Strategy and Action Plan highlights how planning, embedding and celebrating continuous improvement initiatives can make a big difference to how we approach our work.





safety management system at council

Strive for zero harm and a culture of health and safety



SAFE, HEALTHY AND PRODUCTIVE WORKFORCE

Council's Safety Management System covers nine key elements as shown above.

This year's focus for Work Health and Safety (WHS) has been on

- ▷ Implementation of the first year of a three-year action plan developed from the external and internal audit. The annual internal audit and a recommended external audit were conducted on Wagga Wagga City Council's Safety Management System against the requirements of AS/NZS4801:2001 OHS Management Systems. An action plan has been developed to implement the recommendations from the audit/s. These items will be implemented over the next two years in line with the action plan.
- ▷ Application of the Key Performance Indicators in relation to WHS for all staff
- ▷ Implementation stage of MYOSH - Council's new safety management software
- ▷ Annual Health & Safety Representative (HSR) briefing to E-Team involving:
 - ▶ Highlights and achievements
 - ▶ Issues identified
 - ▶ Projected work for the next 12 months.

Council continued development of staff, management, contractors and volunteers regarding Work Health and Safety with training focusing on key areas including:

- ▷ Updating managers and supervisors with key WHS knowledge and skills
- ▷ Increased uptake of contractor and volunteer WHS inductions

- ▷ Providing risk management training across the organisation
- ▷ Identifying and responding to personal safety at work issues with specific programs
- ▷ Increasing awareness for supervisors and staff through mental health programs.

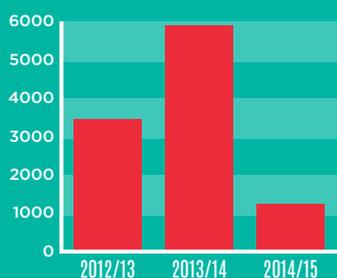
WORKERS COMPENSATION

Council once again received a refund on its workers compensation premium following a reduction in lost time injuries. Fortunately, injuries sustained were predominantly minor and these claims were managed efficiently and effectively.

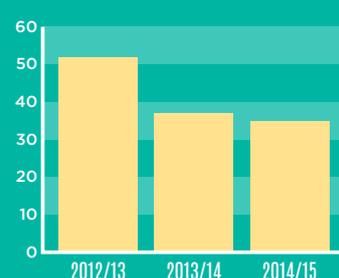
Workers Compensation Premium Refunds

	Initial Premium	Refunded Amount	Actual Premium
2014/2015	\$1,426,044.76	\$98,829.39	\$1,327,215.37
2013/2014	\$1,720,777.65	\$264,313.59	\$1,456,464.06
2012/2013	\$1,455,527.81	\$111,134.81	\$1,344,393.00

HOURS LOST



CLAIMS





FIT FOR THE FUTURE

On 10 September 2014, the Minister for Local Government announced the 'Fit For the Future' Local Government reform package. The package was based on the recommendations of the Independent Local Government Review Panel's (ILGRP) final report "Revitalising Local Government". It required each Council in NSW to assess its current financial situation using a provided self-assessment tool, consider whether or not it has appropriate scale and capacity to meet the needs of its community, and submit a proposal identifying how it plans to meet the financial benchmarks set by the Office of Local Government (OLG).

The ILGRP listed Wagga Wagga City Council (WWCC) in 'Group D: potential merger partners for Groups B and C councils'. The specific recommendation for Wagga Wagga was 'Council in a Riverina JO (Joint Organisation) or merge with Lockhart'. This was not a strong recommendation and relied on the recommendation for Lockhart: 'Rural Council in Riverina JO or merge with Wagga Wagga'. WWCC held various discussions with Lockhart regarding a potential merger, but both Councils agreed a merger would not deliver more efficient service or better overall outcomes for both communities.

Completing the self-assessment tool, Council met four (4) of the seven (7) benchmarks:

	BENCHMARK	2013/14	MEETS BENCHMARK
SUSTAINABILITY	Operating Performance Ratio Greater or equal to break-even average over 3 years	-0.053	NO
	Own Source Revenue Ratio Greater than 60% average over 3 years	62.63%	YES
	Building and Infrastructure Asset Renewal Ratio Greater than 100% average over 3 years	123.84%	YES
EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT	Infrastructure Backlog Ratio Less than 2%	9.65%	NO
	Asset Maintenance Ratio Greater than 100% average over 3 years	115%	YES
	Debt Service Ratio Greater than 0% and less than or equal to 20% average over 3 years	2.04%	YES
EFFICIENCY	Real Operating Expenditure A decrease in Real Operating Expenditure per capita over time	Increasing	NO

The Improvement Proposal council submitted included a commitment to a number of key improvement strategies over the coming years, including:

- ▶ Conducting detailed operational and efficiency (service) reviews
 - ▶ Maintaining assets at levels deemed satisfactory by the community
 - ▶ Reviewing Council's business operations
 - ▶ Reviewing fees and charges.
- These actions will see Council meeting five (5) of the benchmarks and trending towards the remaining two (2) by 2019/2020.

	BENCHMARK	2019/20	MEETS BENCHMARK
SUSTAINABILITY	Operating Performance Ratio Greater or equal to break-even average over 3 years	0.013	YES
	Own Source Revenue Ratio Greater than 60% average over 3 years	77.69%	YES
	Building and Infrastructure Asset Renewal Ratio Greater than 100% average over 3 years	103.76%	YES
EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT	Infrastructure Backlog Ratio Less than 2%	6.37%	NO
	Asset Maintenance Ratio Greater than 100% average over 3 years	84.11%	NO
	Debt Service Ratio Greater than 0% and less than or equal to 20% average over 3 years	5.76%	YES
EFFICIENCY	Real Operating Expenditure A decrease in Real Operating Expenditure per capita over time	Decreasing	YES

Wagga Wagga City Council has the scale and capacity necessary to continue as a stand-alone Council and to deliver the services and infrastructure required by the community in the future.

GOOD GOVERNANCE

Good governance demands a legal and ethical basis where decisions are made in the best interests of stakeholders. Council's governance framework ensures that the structures, activities and operations of Council are conducted in accordance with the principles of legal compliance, probity, transparency and accountability. Council has an extensive Governance and Risk model which includes:

- ▷ Good Governance Framework
- ▷ Risk Management Framework and Action Plan
- ▷ Fraud and Corruption Prevention Framework and Action Plan
- ▷ Complaints Management Framework and Procedures
- ▷ Legislative Compliance Register
- ▷ More than 75 corporate policies
- ▷ Committee structure
- ▷ Extensive monitoring and review processes
- ▷ Performance reporting
- ▷ External reporting
- ▷ Annual action plans.

EXHIBITED DOCUMENTS

- ▷ POL 001 - Asset Management Policy
- ▷ POL 025 - Payment of Expenses and Provision of Facilities to Councillors Policy
- ▷ POL 052 - Budget Policy
- ▷ POL 058 - Closed Circuit Television (CCTV) Policy
- ▷ POL 049 - Swimming Pool Safety Policy
- ▷ POL 100 - Fraud and Corruption Policy
- ▷ POL 050 - Awnings Policy
- ▷ POL 103 - Complaints Handling Policy
- ▷ POL 047 - Road and Suburb Naming Policy
- ▷ Planning Proposal Sturt Highway Gumly Gumly
- ▷ Wagga Wagga Development Control Plan 2010 (Amendment No 6)
- ▷ Amendment to Wagga Wagga LEP 2010
- ▷ 2014/15 Financial Statements
- ▷ Combined Planning Delivery and Operational Plan 2014-2015
- ▷ Wagga Wagga Local Environmental Plan 2010 (Amendment No 15)
- ▷ Wagga Wagga Local Environmental Plan 2010 Amendment Proposal 2014/1
- ▷ Wagga Wagga Local Environmental Plan 2010 Amendment Proposal 2014/2
- ▷ Wagga Wagga Detailed Flood Model
- ▷ Sportsground Sponsorship Signage Strategy
- ▷ Management Model for the Exhibition Centre Multi-Purpose Stadium
- ▷ Combined Delivery Program and Operational Plan for the Financial Year 2015/2016
- ▷ Long Term Financial Plan 2015/2025

RISK MANAGEMENT

Council understands that large, unmitigated risks can adversely impact stakeholders and its ability to achieve strategic, operational, financial and regulatory objectives.

While Council recognises that risk, which is inherent in all its activities, must be managed. Risk management is an essential element of Council's Good Governance Framework.

Council's Risk Management Framework outlines how we design, implement, monitor, review and continually improve risk management throughout the organisation. The framework includes:

- ▷ Risk Management Policy including Council's Risk Appetite
- ▷ Annual Risk Management Plan and Register
- ▷ Business Continuity Plan
- ▷ Disaster Recovery Plans
- ▷ Appropriate insurance cover.

PROCUREMENT

The procurement team is responsible for Council's fleet management, purchasing and contracts functions. In the 2014/2015 financial year, Council's procurement services processed tenders worth about \$9.8M and significant quotations totalling about \$2M dollars in 32 transactions.

This year Council undertook resource sharing with Tumut Shire Council, Urana Shire Council, Tumbarumba Shire Council, Temora Shire Council and Bland Shire Council. Wagga Wagga City Council coordinated the calling of tenders for the supply of reinforced concrete pipes and associated products. All Councils involved entered into contracts with two suppliers on a panel contract arrangement. This was similar to an earlier project for the supply of electricity that Wagga Wagga City Council coordinated with Riverina Water County Council and Goldenfields Water County Council.

Contracts awarded by council

Contract number	Contract Name	Amount of Contract	Successful Tenderer
2014/019	Supply of electricity	\$2,904,657	Origin Energy Electricity Pty Ltd
2014/023	Telemetry upgrade	\$1,745,733	Coffs Harbour City
2014/024	Webb Park Skate Park construction	\$187,000	Precision Skate Parks Pty Ltd
2015/001	Sewer rehabilitation Lake Albert & Mt Austin	\$689,767	Keoughs Plant Hire Pty Ltd
2015/003	Winning & Crushing of gravel	\$2,839,200	Rocky Point Quarries Pty Ltd & Milbrae Quarries Pty Ltd
2015/004	Jubilee Park transformer upgrade	\$194,183	Great Southern Electrical Pty Ltd
2015/006	Supply of ready mix concrete & associated products	\$1,419,740	Mercury Group Pty Ltd
2015/008	Supply of bitumen emulsion	\$1,116,000	Downer EDI Works Pty Ltd
2015/009	Supply of road pavement material	\$454,175	Bald Hill Quarry Pty Ltd, Rocky Point Quarries Pty Ltd, Burgess Earthmoving Pty Ltd, Milbrae Quarries Pty Ltd
2015/010	Supply of concrete pipes and associated products	\$508,710	Bruno Altin & Co, Rocla Pty Ltd
2015/011	Construction of waste cell	\$1,565,141	D & L McCallum Pty Ltd
2015/012	HDPE liner for waste cell	\$500,294	Eco Line Solutions Pty Ltd
2015/506	Supply of truck	\$203,600	Wagga Motors Pty Ltd
2015/013	Narrung Street emergency storage & wetlands	\$1,199,712	T C James Constructions Pty Ltd
2015/015	Trade services plumbing, electrical & communications	\$6,850,000	AC Electrics NSW Pty Ltd, ATI Australia Pty Ltd, Jodegan Pty Ltd t/as D & M Electrical Communications, Grant Roberson Communications, Great Southern Electrical Pty Ltd, JRC Electrical Services Pty Ltd, Bunda Pty Ltd, ATF Little Bunda Family Trust t/as Laser Plumbing Wagga Wagga, PRE Holdings Pty Ltd t/as Paul Ryan Electrical, RIC Electrics Pty Ltd, AL & JT Roberts t/as Riverina Test & Tag, Rowan O'Connor Electrical, Crimmins Pty Ltd as Trustee for Crimmins Family Trust & Scobells Pty Ltd as The Trustee for Scobell Family Trust t/as Scobells Plumbing, Woody's Electrical NSW Pty Ltd t/as Laser Electrical Wagga Wagga, Simoco Australia Pty Ltd
2015/016	Design and construct skate park Chambers Park	\$170,500	Precision Skate Parks Pty Ltd
2015/017	Design and construct street lighting Eunony Bridge Rd and Byrnes Rd	\$126,126	RMC Maintenance Group Pty Ltd
2015/018	Mangoplah Sewage Treatment Plant civil works	\$238,065	D & L McCallum Pty Ltd
2015/020	Mangoplah Treatment Plant system	\$120,330	Rotating Disc Systems Pty Ltd

Contract number	Contract Name	Amount of Contract	Successful Tenderer
2015/019	Environmental monitoring at Gregadoo Waste Management Centre	\$33,075	DM McMahon Pty Ltd
2015/521	Supply 6 x 4 cab chassis truck	\$173,880	Wagga Motors Pty Ltd
2015/502	Jubilee Park switchboard upgrade	\$61,441	RMC Maintenance Group Pty Ltd
2015/503	Work to transfer ownership of lighting poles Baylis St	\$80,860	RMC Maintenance Group Pty Ltd
2015/507	Designs upgrade levee	\$1,178,000	NSW Public Works
2015/508	Livestock Marketing Centre master plan	\$126,687	AEC Group Ltd
2015/509	Supply of worker clothing	\$65,347	Riverina Workwear Pty Ltd
2015/515	Lighting upgrade Rawlings Park	\$140,865	RMC Maintenance Group Pty Ltd
2015/526	Kerbside waste contract development	\$35,757	Scottstock Commercial Advisory
2015/516	Extension to depot sheds	\$53,000	Breust Construction Pty Ltd
2015/517	Botanic Gardens refurbish amenities	\$61,183	D G Harper Pty Ltd
2015/523	Jubilee Park refurbish toilets	\$43,942	Ladex Construction Group Pty Ltd
2015/524	Designs Forest Hill treatment works	\$41,000	Scottstock Commercial Advisory
2014/529	Plumpton Rd drainage Stage II	\$111,025	J A Power Pty Ltd
2014/528	Provision of print media	\$160,000	The Wagga Daily Advertiser Pty Ltd
2014/526	Hampden Bridge technical support	\$36,000	GHD Pty Ltd
2014/525	Major overland flood risk management & plan	\$57,959	WMA Water
2014/019	Supply of electricity	\$2,904,657	Origin Energy Electricity Pty Ltd

COST OF LEGAL PROCEEDINGS

Amounts incurred by Council in relation to legal proceedings:

MATTER	COSTS INCURRED	CURRENT STATUS
Wagga Wagga City Council at suit of Harpley & others subdivision of land at Cartwrights Hill (Ref:WAG14012 Lindsay Taylor Lawyers)	\$34,889 (note \$9,030 works in progress at 30 June 2015)	Ongoing
Teys, Burns and Ashley in Class 1 Land and Environment Court proceedings for subdivision of land at Cartwrights Hill - Council represented by Council's Insurer	Advised costs met under insurance cover. Council excess of \$12,500 applies.	Finalised

LEGAL COST SUMMARY INFORMATION 2014/15

PURPOSE/DIRECTORATE	COST
Capitalised Projects	\$106,773
Planning and Development	\$104,184
Debt Recovery (recoverable)	\$74,201
Contractor and Consultancy	\$150,781
Infrastructure Services	\$38,361
Economic Development and Property	\$34,953
Environment and Community Services	\$10,090
People and Culture	\$83,631
Airport Operations	\$36,260
Other	\$2,244
TOTAL	\$641,478

CONTRIBUTIONS, GRANTS AND DONATIONS

ANNUAL GRANTS PROGRAM

Council's Annual Grants Program has six (6) grant categories which offer the opportunity for individuals, community groups and organisations to apply for funding for a range of programs and activities across the Local Government Area. The funding available was \$176,139.

Applications closed on Friday 30 May 2014. They were assessed by grant specific panels comprising a Councillor, Council staff and an independent external representative.

GRANT CATEGORY	ORGANISATION NAME	PROJECT DESCRIPTION	FUNDING APPROVED
Community Health and Wellbeing Grants - Sporting and Cultural Facilities	Wagga Wagga Swans	Anderson Oval kitchen facilities upgrade and netball court lighting installation	\$6,000
	Ladysmith Progress Association	Installation of 1x KB201 hotplate electric barbecue with a stainless steel cabinet in the Ladysmith Park for community use	\$4,640
	Bidgee Dragons Abreast Wagga Wagga Inc	Concrete slab for a new storage shed for dragon boats and equipment.	\$5,650
	Collingullie Ashmont Kapooka FNC	Collingullie Ashmont Kapooka FNC interchange benches	\$4,375
	The Quinty Mens Shed	Construction of a concrete base for a 16m x 9m shed that will become the home of the Quinty Mens Shed	\$7,500
TOTAL			\$28,165
Community Health and Wellbeing Grants - Community Programs and Projects	Sunflower House	Purchase of fridge in conjunction with extension project	\$2,195
	Wagga Wagga Patchwork and Quilters Inc	Upgrade kitchen - replace existing bench top in servery area and new cupboards	\$1,690
	Autism Spectrum Australia (ASPECT)	Purchase resources and deliver social group for youth with autism	\$3,000
	Wagga Wagga & Region Suicide Prevention Network	Provide training for community members in recognising warning signs linked with suicide	\$2,000
	Wagga Wagga and District Highland Pipe Band	Purchase of band equipment including reeds and drum skins	\$750
	Shaw Street Children's Centre	Re-paint play equipment and rejuvenate soft fall mulch under climbing areas	\$2,000
	Wagga Autism Support Group	Coordinate weekend camp at Borambola Sport and Recreation facility for youth with autism	\$2,160
	Riding for the Disabled	Replacement of riding boots and helmets	\$1,650
	Playgroup NSW	Purchase of soil, garden bed, sandpit and shade sail for Lake Albert Playgroup	\$2,000
	Anglican Parish of Wagga Wagga	Provision of additional craft tables and building blocks for children's activities	\$2,000
	Wagga Wagga Antiques Society	Fee for obtaining ABC Antiques Personality - Gordon Brown to be a guest speaker at public dinner	\$1,000
	Wagga Wagga Potters Club Inc	Replace reverse cycle air conditioner	\$2,850
	Wagga Wagga Art Society	Remove current dilapidated cupboards and replace with built-in storage units	\$2,000
TOTAL			\$25,295

GRANT CATEGORY	ORGANISATION NAME	PROJECT DESCRIPTION	FUNDING APPROVED
Connected Rural and Urban Communities Grants – Sub-Category: Neighbourhood and Rural Village	Mangain Community Centre Volunteer Committee	Purchase upright stove, microwave, urn and cookware for the Mangain Community Centre	\$2,088
	Wagga Women’s Health Centre	Conduct workshops in rural villages to promote wellness and empowerment of women	\$1,000
	Humula Branch CWA	Humula CWA Hall repairs required due to white ant damage	\$2,650
	Humula Public School	Purchase of toner and supplies and postage for fortnightly community newsletter to Humula residents	\$1,500
	Tarcutta Progress Association	Printing costs for the development of the Tarcutta community newsletter	\$1,749
	Shaw Street Children’s Centre	Re-paint play equipment and rejuvenate soft fall mulch under climbing areas	\$2,000
TOTAL			\$8,987
Connected Rural and Urban Communities Grants - SUB-CATEGORY: RURAL HALLS	Tarcutta Soldiers Memorial Hall Trust	Refurbish backyard toilet block	\$2,350
	Euberta Hall Trust	Complete restoration works – replace external doors and install air conditioning	\$10,000
	Ladysmith Memorial Hall	Ladysmith Hall fridge	\$1,158
	Currawarna Recreation Reserve Committee	Replace old kitchen cupboards and sink at Currawarna Community Centre	\$2,718
	Downside Recreation Reserve and Public Hall Trust	Lay 100m2 of concrete for foundation for planned extensions and renovations	\$9,113
TOTAL			\$25,339
Arts and Culture	Parish of Wagga Wagga Arts Fund	Commission local artist John Wood to design and create an art seat around an ironbark tree facing the river	\$3,000
	SHINE for Kids	Continue the Colourful Dreaming program with Wagga Wagga youth	\$3,000
	Derek Motion	Poetic/Cinematic is a short film incorporating poetry inspired by Wagga Wagga landscapes	\$2,950
	Wagga Wagga and District Historical Society	Complete third and final stage of digitisation of the Wagga Wagga Express (1858-1939) and Daily Advertiser (1868-1954)	\$3,000
	Society for Creative Anachronism	Support the Bordescros Banners and Combat project for the Wagga Wagga Branch	\$1,415
	Cantilena Singers	Cost to bring Australian conductor and composer Stephen Leek to work with the choir	\$1,991
	Chorale Francaise de Wagga Wagga	Contribute to keyboard purchase for the choir	\$1,795
	Ladysmith Memorial Hall	Commission local artist John Wood to design and create an art seat for the Ladysmith Memorial Hall	\$3,000
	Centacare South West NSW	Present a six-month series of dance, drumming and singing workshops for youth of predominantly migrant and refugee backgrounds	\$3,000
TOTAL			\$23,151

GRANT CATEGORY	ORGANISATION NAME	PROJECT DESCRIPTION	FUNDING APPROVED
Local Heritage	Renee Asgill	Re-roofing and re-guttering of house at 92 Best Street, Wagga Wagga	\$3,200
	Brucedale Tennis Club	Re-roofing of Brucedale Hall at 1 Brucedale Avenue, Brucedale	\$1,072
	Jennifer McKinnon & George Benedyka	New fence and gates of house at 33 Flinders Street, Wagga Wagga	\$1,822
	Anglican Parish of Wagga Wagga	St Luke's stabilisation at 68 Docker Street, Wagga Wagga	\$4,250
	Joanne Leary & Innes Clarke	Re-guttering, replacement of fascias and painting of house at 28 Jackson Street, Wagga Wagga	\$2,000
	Jennifer Read	Restoration of upper verandah flooring of "Chillingley" at 64 Gurwood Street, Wagga Wagga	\$4,450
TOTAL			\$16,794
Event Attraction and Marketing	Dragon Boats NSW	Promotion of Wagga Wagga Dragon Boat Challenge	\$2,000
	Australian Aviation Hall of Fame	Travel, accommodation and transfers for national media journalists to attend the AAHOF Promotional Industry cocktail function, Sydney	\$2,000
	Australian National Disc Bowls Championships	Design and printing of flyers for The Australian National Disc Bowls Championships	\$2,000
	Riverina Truck Show and Kids Convoy	Riverina Truck Show and Kids Convoy to raise money for Camp Quality	\$3,000
	Wollundry Rotary Club of Wagga Wagga	Wollundry Cycle Challenge & Craft Beer and Cider Festival	\$2,000
TOTAL			\$11,000
Sustainable Environments	Wagga Wagga Tidy Town Sustainable Community Committee	Purchase of safety equipment including high visibility vests, work gloves and tools	\$499
	Amy Hurd Early Learning Centre	Installation of solar panels and provision of education material to children and families	\$2,500
TOTAL			\$2,999
COMBINED TOTAL			\$141,730

FINANCIAL ASSISTANCE – SECTION 356

BENEFICIARY	GRANT CATEGORY	AMOUNT
Amy Hurd Early Learning Centre	Sustainable Environments	\$2,500
Anglican Parish of Wagga Wagga	Local Heritage	\$4,250
Anglican Parish of Wagga Wagga	Community Development	\$2,000
Anglican Parish of Wagga Wagga Arts Fund Inc.	Arts & Culture	\$3,000
Ashmont Public School	Fees and charges waiver	\$600
Australian Aviation Hall of Fame	Event Promotion	\$2,000
Australian National Disc Bowls Championships	Event Promotion	\$2,000
Autism Spectrum Australia	Community Development	\$3,000
Autism Wagga	Fees and charges waiver	\$72
Bidgee Dragons Abreast Wagga Wagga Inc.	Sporting and Cultural Facilities	\$5,650
Booranga Writers' Centre	Arts & Culture	\$2,950
Brucedale Tennis Club	Local Heritage	\$1,072
Cancer Council	Fees and charges waiver	\$72
Cantilena Singers	Arts & Culture	\$1,991
Cantilena Singers	Fees and charges waiver	\$1,800
Centacare South West NSW	Arts & Culture	\$3,000
Chorale Francaise de Wagga Wagga	Arts & Culture	\$1,795
Collingullie Ashmont Kapooka FNC	Sporting and Cultural Facilities	\$4,375
Country Hope	Fees and charges waiver	\$72
Currawarna Recreation Reserve Committee	Rural Halls	\$2,718
Derek Motion	Arts & Culture	\$2,950
Downside Recreation Reserve and Public Hall Trust	Rural Halls	\$9,113
Downside Recreation Reserve and Public Hall Trust	Fees and charges waiver	\$1,313
Dragon Boats NSW	Event Promotion	\$2,000
Eisteddfod	Annual sponsorship	\$3,000
Euberta Hall Trust	Rural Halls	\$10,000
Friends of the Botanic Gardens Council	Fees and charges waiver	\$500
Humula Branch CWA	Neighbourhood/Rural Village	\$2,650
Humula Public School	Neighbourhood/Rural Village	\$1,500
Jennifer McKinnon & George Benedyka	Local Heritage	\$1,822
Jennifer Read	Local Heritage	\$4,450
Joanne Leary & Innes Clarke	Local Heritage	\$2,000
Koorinal Casual Child Care	Annual sponsorship	\$3,790
Kurrajong Waratah - hire of Art Gallery	Fees and charges waiver	\$240
Ladysmith Hall - non-residential sewer charge	Fees and charges waiver	\$217
Ladysmith Memorial Hall	Arts & Culture	\$3,000
Ladysmith Memorial Hall	Rural Halls	\$1,158
Ladysmith Progress Association	Sporting and Cultural Facilities	\$4,640
Mangain Community Centre Volunteer Committee	Neighbourhood/Rural Village	\$2,088
Mangoplah Cookardinia United Eastlakes Football Club	Fees and charges waiver	\$623
Matthew and Renee Asgill	Local Heritage	\$3,200
Melanoma Institute Australia - Melanoma March Wagga Wagga	Fees and charges waiver	\$255
Melanoma Institute Australia - Melanoma March Wagga Wagga	Fees and charges waiver	\$74
Murrumbidgee Rotary Club	Fees and charges waiver	\$357
Over 60's Touch Football	Fees and charges waiver	\$520
Playgroup NSW Inc	Community Development	\$2,000
Regional Heritage Transport Association	Fees and charges waiver	\$565
Riding for the Disabled	Community Development	\$1,650
Riverina Conservatorium of Music	Fees and charges waiver	\$4,346

BENEFICIARY	GRANT CATEGORY	AMOUNT
Riverina Conservatorium of Music	Annual sponsorship	\$8,727
Riverina Occasional Orienteers	Fees and charges waiver	\$138
Riverina Truck Show and Kids Convoy	Event Promotion	\$3,000
Rotary Club of Wagga Wagga	Fees and charges waiver	\$92
Save the Children	Neighbourhood/Rural Village	\$3,600
School of Arts Contribution	Annual sponsorship	\$2,500
Shaw Street Children's Centre Inc.	Community Development	\$2,000
Shine for Kids	Arts & Culture	\$3,000
Society for Creative Anachronism	Arts & Culture	\$1,415
South Wagga Rotary	Annual sponsorship	\$2,000
Southern Rugby	Event Promotion	\$2,392
Specialist Medical Resources Foundation	Fees and charges waiver	\$1,533
Sunflower House	Community Development	\$2,195
Sunshine House	Fees and charges waiver	\$614
Tarcutta Progress Association	Rural Halls	\$1,749
Tarcutta Soldiers Memorial Hall Trust	Rural Halls	\$2,350
The Quinty Men's Shed	Sporting and Cultural Facilities	\$7,500
Tolland Public School	Fees and charges waiver	\$800
Tricia Harrison - creative art works early childhood program	Neighbourhood/Rural Village	\$2,340
Uranquinty Neighbourhood Centre	Fees and charges waiver	\$463
Wagga Autism Support Group	Community Development	\$2,160
Wagga Wagga & District Highland Pipe Band	Community Development	\$750
Wagga Wagga & Region Suicide Prevention Network	Fees and charges waiver	\$1,066
Wagga Wagga and District Historical Society	Arts & Culture	\$3,000
Wagga Wagga and Region Suicide Prevention Network	Community Development	\$2,000
Wagga Wagga Antiques Society	Community Development	\$1,000
Wagga Wagga Anzac Centenary Committee	Event Promotion	\$408
Wagga Wagga Art Society	Community Development	\$2,000
Wagga Wagga Business Chamber	Annual sponsorship	\$10,000
Wagga Wagga Family Day Care	Neighbourhood/Rural Village	\$9,510
Wagga Wagga Patchworkers and Quilters Inc.	Community Development	\$1,690
Wagga Wagga Potters Club Inc.	Community Development	\$2,850
Wagga Wagga Road Runners	Event Promotion	\$1,000
Wagga Wagga Show Society	Fees and charges waiver	\$9,602
Wagga Wagga Swans	Sporting and Cultural Facilities	\$6,000
Wagga Wagga Tidy Towns Community Committee	Sustainable Environments	\$499
Wagga Wagga Women's Bowling Club	Fees and charges waiver	\$2,749
Wagga Women's Health Centre	Neighbourhood/Rural Village	\$1,000
Wollundry Rotary	Event Promotion	\$2,000
TOTAL		\$208,494

MAYORAL DONATIONS

BENEFICIARY	AMOUNT
NSW Police	\$345
Beyond Blue	\$100
HMAS WAGGA	\$100
Biggest Morning Tea	\$90
TOTAL	\$635

ANZAC ANNIVERSARY

2015 marks the Centenary of Anzac. To commemorate the occasion Council has partnered with key stakeholders to provide events and projects in honour of the occasion.

HISTORY WEEK AT THE MUSEUM OF THE RIVERINA: WAGGA WAGGA'S ROLE IN THE GREAT WAR

Two free talks were held at the Botanic Gardens museum site exploring the role that Wagga Wagga and the Riverina played in Australia's war effort.

In conjunction with the Museum's exhibition 'He Belonged to Wagga: Our Anzac Story (1914-1919)', Museum Curator Michelle Maddison presented the first talk. She told tales of men who sought adventure in exotic lands; of men who served out of a sense of duty; of decorated men whose bravado earned them military honours; of those who were rejected for service; and those who made the supreme sacrifice. She presented first-hand accounts of battles and the experiences of the soldiers in 1919 as they came home, showing us how World War I changed the City of Wagga Wagga forever.

Dr Nancy Blacklow from the School of Humanities and Social Sciences, Charles Sturt University, presented a talk entitled *The Riverina Press goes to War*. Exploring some of the letters from the front, printed by Riverina newspapers, her talk examined stories of adventure, relief in surviving battle, pride in achievements, and growing sadness as the war continued.

UPGRADE FOR CENTENARY CELEBRATIONS TO COMMENCE

Wagga Wagga's eternal flame received a \$120,000 upgrade in time for the centenary of Anzac celebrations in 2015.

The work, which commenced on Monday 20 October 2014, was a jointly funded initiative between Wagga Wagga City Council, Wagga RSL Club and the RSL Sub Branch.

The upgrade included the demolition of the existing pond fence, eternal flame pond structure, overhead timber beams, brick piers and planter boxes.

A new six metre diameter pond with a locally designed eternal flame sculpture was then constructed.

The new pond features a concrete outer ring with LED lights and three new brass cover plates displaying the words "Vigilance", "Sacrifice" and "Liberty" to appropriately represent the significance of the flame.

The area surrounding the pond received some much needed upkeep in the form of cleaning, polishing and repainting, with the existing entrance gates sandblasted and powder coated.

These upgrades are an essential part of the Anzac celebrations and encourage us to reflect on an important part of Australian history and the sacrifice that was made by service men and women during the war.

Centenary of Anzac celebrations around Australia commenced this year and run through till 2018.

The celebrations hold a special significance for all Australians, as the First World War helped define what it means to be an Australian and the values we stand for as a country.

SHOWS HONOURING THE ANZAC SPIRIT

The Music at Middy concert series included a special Anzac tribute show.

There were two performances on Wednesday 1 April at midday and at the family-friendly time of 6pm. Both concerts featured the Australian Army Band Kapooka.

Major Peter Thomas developed a playlist of World War I themed music and more contemporary pieces.

There were themes from great Australian movies including Gallipoli and Breaker Morant, an Anzac singalong, an Aussie pop medley of hits from the 70s and 80s and more.

This was a free concert, with a contribution collected at the end of the concert for the Kapooka charities. This time the proceeds went to the group Soldier On.

Soldier On supports Australian service men and women who have been wounded, physically or psychologically, in contemporary conflicts. This includes conflicts after 1990, as well as serving members who were wounded in training or other exercises and individuals working for other government agencies (DFAT, AFP, Customs).

The four areas they focus their energies on are: enhancing rehabilitation, adventurous events, community events, and employment and education.



To commemorate the centenary of Anzac, Council commissioned a special digital projection by local artist Andrew Hagan. *Their Light Still Shines* highlighted Wagga's Anzac stories and was projected each night at the Civic Centre from 25 April under 8 June.

GALLERY MARKS ANZAC CENTENARY

In conjunction with the centenary of Anzac, Wagga Wagga Art Gallery mounted the exhibition *Loss, reverence and longing: Anzac stories from the Home Front*, in partnership with the Pioneer Women's Hut and Charles Sturt University.

There was a diverse range of contemporary art works created by significant regional Australian artists. Quilts and other domestic artefacts of rural working families' lives in the Anzac era were selected from the Pioneer Women's Hut collection.

The fifteen invited artists, of national and international standing and varied backgrounds and practices, were: Casey Ankers, David Burraston, Veronica Cay, David Gilbey, David Green, Scott Howie, Sarah and Vic McEwan, Chris Mullins, Chris Orchard, Adele Packer, Shona Pratt, Jacob Raupach, Lorraine Tye and Kath Withers. The exhibition was co-curated by Linda Elliott and Julie Montgarrett.

The artists were invited to bring their individual interpretations of the Anzac era to the exhibition bringing unpretentious domestic objects of a century ago. These objects, by association of story and the contemporary art works as response, provide rich insights into lives lost and times past; they symbolise identities and hopes that were changed forever by the impact of war upon our nation and its culture over successive generations.

There is a commemorative catalogue supporting the exhibition with reflective essays from Charles Sturt University lecturers Dr Neill Overton, Dr Sam Bowker and Dr Annette Brown.

This exhibition highlighted the importance of recontextualising contemporary ideas surrounding the Anzac legacy.

AWARD-WINNING JOURNALIST SHARES NEW ANZAC NOVEL AT LIBRARY

Veteran Australian journalist and author Steve Sailah gave a lunchtime author talk and book signing at the Wagga Wagga City Library.

Sailah enjoyed a 26-year career with the ABC as foreign correspondent, radio current affairs reporter and executive producer of *The World Today*. He is also the recipient of two prestigious Walkley Awards.

In A Fatal Tide, Sailah employs his extensive knowledge of the Gallipoli campaigns to add a murder mystery in the trenches in his debut novel. He shows what it was really like for young Australians to leave home and become a part of the Great War.



Stone Crows, 2015 Jane Cavanaugh
Photo credit: Heidrun Lohr



**OUR
ACHIEVEMENTS**

HIGHLIGHTS



Featured in this Annual Report are just a sample of achievements and highlights of activities Council delivered in 2014/15. These snapshots showcase a variety of events, programs, services and projects that promote inclusiveness, sustainability, community cohesion and deliver on the needs and expectations of the local community.

These features identify the diversity of engagement undertaken by Council and demonstrate how Council contributes to the themes in the Community Strategic Plan, Ruby and Oliver.

WE ARE AN ENGAGED AND INVOLVED COMMUNITY

COMMUNITY ENGAGEMENT

Council uses a range of processes to build the community's views into Council's policies, processes and decision making. These range from formal public exhibition periods to community meetings and online consultations.

Council's revised Community Engagement Strategy was endorsed in April 2015, cementing Council commitment to engaging the community on a variety of platforms. The revised strategy reflects new methods of engagement used by Council and puts a focus on online and social media platforms.

Members of the local community participate in Council's decision making in many ways, including:

- ▷ Membership of a Council committee
- ▷ Addressing Council during the public forum at Policy and Strategy meetings
- ▷ Making submissions on Council's plans and policies during their public exhibition. Refer to page 22 of this report for the list of documents publicly exhibited during 2014-15
- ▷ Participating in Council's online consultation platform Your Say Wagga at www.wagga.nsw.gov.au/yoursay
- ▷ Contacting elected Councillors
- ▷ Standing for election as a Councillor. The next Council election is due to be held in September 2016
- ▷ Contacting Council on any matter – contact details are listed on the back cover of this Report.

PEOPLE'S PANEL

The People's Panel is an exciting opportunity for individuals and community representatives to share their thoughts and ideas on Council related projects and policies.

The online discussion forum helps us make decisions that reflect what our community needs and wants.

Launched in February 2015, the Panel, made up of 97 members, reflects the diversity of our community and were involved in three discussion topics up to 30 June 2015. If you're interested in joining this panel, go to yoursaywagga.com.au/peoples-panel.

Check out some examples of Community Engagement undertaken during 2014-15.

IAP2 PUBLIC PARTICIPATION SPECTRUM

INCREASING LEVEL OF PUBLIC IMPACT

INFORM CONSULT INVOLVE COLLABORATE EMPOWER

PLAYGROUNDS COLLABORATE

Community involvement in design of two playgrounds using the Funbobulator.

wagga.nsw.gov.au/playgrounds

OUTCOME: The ongoing playgrounds consultation uses the Funbobulator to collect feedback on designs for new playgrounds. 18 families used the Funbobulator to help design new playgrounds for Sackville Park and Chambers Park. Both playgrounds have since been built.

NEIGHBOURHOOD MEETINGS COLLABORATE

Scheduled meetings in urban and village localities.

wagga.nsw.gov.au/neighbourhoodmeetings

OUTCOME: Increase in locally relevant information-sharing and discussion between Council and local communities. Action on requests received by community members, with results reported back to the community.

GASWORKS REMEDICATION PROJECT INFORM

Community informed on project scope, works and progress.

OUTCOME: With the completion of the 18-month project in early 2015, there were 5,020 visitors to the website between 1 July 2014 and 30 June 2015. 692 related documents were downloaded.

VILLAGE FLOOD STUDIES CONSULT

Information and feedback opportunities were available through the Flood Futures website: yoursaywagga.com.au/floodfutures.

Community meetings were held to discuss the draft study in Uranquinty, Tarcutta and Ladysmith.

OUTCOME: Around 40 local residents attended meetings. 708 document downloads occurred. Feedback from local residents informed the final version of studies.

LEVEE UPGRADE PROJECT INVOLVE

Six community meetings were held to discuss detailed designs for levee upgrades and options for North Wagga. Information available at yoursaywagga.com.au/floodfutures. Online survey conducted.

OUTCOME: Meeting attended by 170 residents, consultation with 18 individual landowners and stakeholders, 283 individuals provided feedback via survey, phone, email, in person or by letter. 11,000 page views on the Flood Futures website and 4,799 document downloads between 1 July 2014 and 30 June 2015. Feedback informed Council's decision on levee upgrades.

FAMILY DAY CARE ANNUAL REVIEW CONSULT

Annual survey conducted with families that use Wagga Wagga Regional Family Day Care. Results used to help improve the service provided.

OUTCOME: 268 page visits, 38 respondents to survey or quick poll, 98 document downloads.

LLOYD CONSERVATION AREA NAMING COLLABORATE

Following consultation with the Marramarra Committee, further feedback was sought on three proposed Wiradjuri names for the Lloyd Conservation Area.

OUTCOME: 385 page visits, 33 survey respondents, area named 'Birramal' as per the public vote.

EUNONY BRIDGE ROAD DEVIATION INFORM

Updates for impacted residents and businesses during construction of the Eunony Bridge Road Deviation. Individual consultations with land owners in the immediate vicinity of the project.

OUTCOME: about 1,500 letters, 5 landowners consulted, ongoing phone conversations with 20 residents and business managers.

LAKE ALBERT CONSULT

Review of Lake Albert Management Plan and discussion with community on other topical issues such as water levels. Community meeting and individual consultations held. Information available online alongside online forums and interactive feedback map.

OUTCOME: 100 people attended the community meeting, 992 page views, 130 online comments, 13 document downloads. Outcomes reported back as decisions were made.

PLANNING FOR OUR COMMUNITY CONSULT

Public exhibition of Integrated Planning and Reporting documents online, encouraging the community to be informed and provide feedback.

OUTCOME: 497 page visits, 327 document downloads, 2 online submissions.

FUNBOBULATOR FOR THE WIN!

Council was recognised at the NSW Local Government Week Awards ceremony at Parliament House, taking out the Excellence in Communication Award for the creation and implementation of the Funbobulator to involve kids in the design of new and upgrading playgrounds.

Council's re:generate Youth Festival and Neighbourhood Meetings program were also recognised as finalists in the same category.

Council replaces four of its 90 playgrounds per year and was looking for a new way to get kids involved and recognised the importance of what this typically hard to reach audience has to say on their local facilities.

Council staff developed the Funbobulator - a brand new 'machine' to design playgrounds which can only be operated by kids, or big kids at heart, and supported it with a campaign in print, online and in person at Little Big Day Out, Council's number one event for kids under 12.

The Funbobulator provided a visual list of playground equipment along with their cost,



and the kids of Wagga Wagga were asked to choose what equipment they would like in the new playgrounds.

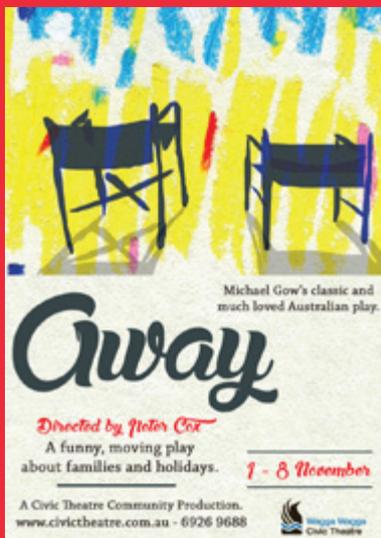
The Funbobulator encouraged a more selective scrutiny of each piece of equipment (and a greater understanding of Council's budgeting process) by not allowing the operator to go over the allocated budget for each park. This process also encouraged the kids to think carefully about what equipment they would like to see in their new playground.

Judges of the RH Dougherty Award said the Funbobulator "has

the unusual challenge of involving kids in a decision making process, a great strategy was developed and executed perfectly for the target audience. A truly innovative result within a very limited budget. This is democracy in action, and it's fun!"

Fifty-four communication initiatives from Councils across the state were nominated for Excellence in Communication and Reporting to Your Community categories.

The RH Dougherty Awards are managed by Local Government NSW and judged by experts in the communications field.



GET AWAY TO THE THEATRE

In November, the Civic Theatre broke from its musical tradition to present a quality community production of Michael Gow's classic Australian play *Away*, directed by local theatre legend Peter Cox. It's a funny, but moving play which tells the story of three internally conflicted families holidaying on the coast for Christmas 1968.

Community productions not only involve the community, but they also build a community. This happened again with *Away*.

People participate in locally produced shows for a variety of reasons: they might be looking to make friends, develop skills

and refine their craft, reactivate childhood memories, or use the exercise as a springboard into professional endeavours.

A lot of hard work takes place but there is also a strong element of pride, respect and magic in the making. These elements are recognised by the size of the audience, with most of the previous year's performances selling out, and also in the formal recognition that has come from numerous Canberra Area Theatre (CAT) awards.

THE PEOPLE'S PANEL SHARE THEIR THOUGHTS

The People's Panel launched in February, with 97 residents and community groups ready to share their Wagga view.

The first consultation was about Council's Playground Strategy, with a mix of 85 individuals and 13 groups taking part.

The launch of the People's Panel marked the start of the new conversation, one which will see Council and the community work together to ensure a bright future for the city. Each consultation topic runs for six weeks with

a mix of forum discussion and surveys used to find out what the panellists think.

The People's Panel will provide Council with a broad range of opinions on a number of topics over the coming months. The feedback will help inform future Council policy, plans and projects and give us a greater insight into our community.

Applications can still be made to join the panel, with the membership to be reviewed annually.





LET'S START A CONVERSATION!

Council News is an initiative of Wagga Wagga City Council aimed at providing the community with a 'one stop shop' for weekly Council news, public notices, job ads and information.

Council's main goal was to improve community access to the wide range of information generated by Council while staying within an annual advertising budget.

Each week, Council News contains the latest decisions and deliberations of Council, news, and information on programs, services and projects available to the community as well as jobs, developments, tenders and public notices.

Council News is about taking a whole new approach to keeping our community up to date.

The decision to

publish Council News is consistent with Council's recent decisions to adjust our operations to create a more financially sustainable future path.

All Councils are legally required to advertise tenders, development consent items, road regulations and public notices in their local newspapers.

While meeting our legal notification requirements, Council News gives even better value by bundling the required information with extra information to help residents be involved and stay up to date with Council's role in their community.

A crucial part of Council's community engagement objectives is ensuring local residents receive increased and consistent information in a timely and cost effective manner.

Communication between Council and the community via traditional media, websites, social media and community meetings all plays a part in increasing the amount of information delivered direct from Council to local residents.

Council News appears each week in the Weekend Advertiser and the Riverina Leader.

It is also available from Council's website at www.wagga.nsw.gov.au/councilnews and readers can choose to subscribe to get it emailed direct each week.

URANQUINTY EDUCATOR WINS REGIONAL AWARD

When it comes to providing quality early childhood education and care, Jackie Close tops the class.

The Uranquinty Family Day Care Educator has been named Wagga Wagga and Riverina regional winner in the 2014 Excellence in Family Day Care Awards.

Registered with Wagga Wagga Regional Family Day Care, Jackie is one of 25,000 Family Day Care Educators around the country providing quality early childhood education and care in a nurturing, home-based setting.

Family Day Care Australia's annual national awards program celebrates the important role Family Day Care plays in the learning and development of more than 155,000 children around Australia.

This year the national peak body received more than 2,000 nominations from families reflecting the many unique benefits of family day care and

the positive impact the sector is having on children, families and the wider community.

Educators are judged on their professional approaches to early childhood education and care. The awards acknowledge the high quality standards of some of the most outstanding family day care educators.

The Excellence in Family Day Care Awards showcase the innovative practices of Family Day Care educators like Jackie who are committed to delivering the best learning and development outcomes for the children in their care.





WAGGA COMEDY FEST **SUCCESS**



The inaugural Wagga Comedy Fest has laughed its way out of town.

The June festival was dubbed a great success, with 91 per cent of tickets to the festival sold and most shows selling out.

Wagga audiences have always responded enthusiastically to comedy shows and the time was right to offer a wider variety of comedy in a festival format.

Headliners included Anh Do, The Doug Anthony Allstars and Fiona O'Loughlin while also featured were up and coming comedians

such as Sparrow Folk and Luke McGregor.

Along with the big names, the festival had a Wagga flavour, with brave local performers discovering how fun improvised theatre can be with Impro - the Wagga Way. Local people could also be actively involved through the related workshops and through the "Class Clowns Comedy Crash Course".

Laughs were heard echoing

around Wollundry Lagoon all week, with the festival not just taking place at the theatre.

There was a buzz across the three venues that were used as comedy rooms, with the conversion of the Historic Council Chambers and E3 Art Space into performance spaces.



ART GALLERY TURNS 40

More than 250 art lovers from across the Riverina celebrated the 40th anniversary of the Wagga Wagga Art Gallery.

The event opened with a great performance by Mayliaa Aboriginal Dance Group and finished with the Twilight Dance Troupe in the Gallery courtyard, along with a projection display of archival photos from the Gallery's history. The celebrations commemorated not only the anniversary of a single institution, but also 40 years of the growth, development and cultural achievement of Wagga Wagga, as a vibrant and creative city and creative hub of our region into the future.

To help commemorate the past 40 years, four stunning new exhibitions were brought together. The exhibitions were launched at the Gallery's anniversary on Wednesday 18 March in the Civic Centre.

From the Gallery's own collections, *Inspiration: 1975-2015* showcased highlights of donations and acquisitions built up over 40 years, including works from the National Art Glass Collection and the Margaret Carnegie Print Collection.



Also drawing on the National Art Glass Collection was *Evidence in Possession: the Formative Years of Australian Studio Glass*, illuminating Wagga's role in the birth of glass as an artform across Australia.

The Wagga Wagga Art Society returned with *Odyssey*, an exhibition of works by the Society's members throughout the region.

Rounding out the celebrations

was *ABC Open: Our People, Our Stories*, which promoted the creative storytellers and makers of the Riverina.

Wagga Wagga Art Gallery has gone strength to strength over the past four decades, including the addition of the National Art Glass Collection which opened in 1999.

More than 500 items are held in this collection, which acquired its title of national significance in 1992.

For the first few years after its launch in 1975, the Wagga Wagga Art Gallery was housed in the Historic Council Chambers on Baylis Street, now the home of the Museum of the Riverina.

In 1981, the Gallery relocated to a site on Gurwood Street, a renovated supermarket shared with the City Library. That year also saw the first exhibition of art glass at the Gallery, which was the starting point of what is now the world-famous National Art Glass Collection.

In 1999, the Gallery moved once again to its current location in the Wagga Wagga Civic Centre, with the National Art Glass Gallery located next door.

Since 2007, the Gallery has established two exhibition spaces for local artists and community groups - the Links Gallery and the E3 art space.

In 2010, the Gallery launched the National Student Art Glass Prize, aiming to support glass in the tertiary education sector across the country. The success of this prize, which has returned every two years in 2012 and 2014, has strengthened Wagga's place as a centre of glass as an art form in Australia.

This key role has been underlined by the National Ausglass Conference which was held in Wagga in 1999 when the new building opened and more recently in 2013.

WAGGA WAGGAFEST WINNERS ANNOUNCED AT AWARDS NIGHT

A hilarious animation about a little girl wanting to join the local rugby team took out the major prize at this year's fourth annual Wagga WaggaFest Short Film Competition

Sheraden Robins' film *A Wagga Wagga Winter Tale* is a light-hearted fable that wryly satirises Wagga's sports obsession at the height of footy fever in the 80's. The film was judged the Hume Bank Best Film and took home the \$2500 prize in front of a full house at the Civic Theatre and was also successful in winning the Best Story category of the competition.

This year's Wagga WaggaFest theme was 'celebrating winter' and based on the winter bubble decal located on the outside of the Civic Centre building. Entrants Tim Moran and Samantha Invernon, who are in their final year of study at CSU, have entered WaggaFest for three consecutive years and took out the inaugural \$1000 Charles Sturt University prize with their film *Secret Friends*.

The prize for Best Original Score was awarded to Koorungal Public School's Year 5 and 6 students who wrote, directed, acted and edited their film *Kobe's Crisis*. The score incorporated a choir and the class band.

More than 20 films were entered into this year's competition.

The film with the most votes was announced and screened as part of the 2015 Australia Day Movies in the Park celebrations.

The Wagga WaggaFest Short Film Competition is an annual event and free to enter, thanks to generous sponsors Hume Bank, Charles Sturt University and The Blessed Bean.



BOXER'S STORY KNOCKS OUT WAGGAFEST 2014 PEOPLE'S CHOICE AWARD

Boxer's story knocks out WaggaFest 2014 People's Choice award

Wagga WaggaFest was in the spotlight over the Australia Day long weekend in 2015, with the 2014 People's Choice winner announced and a special activity held for the 2015 festival.

Taking out the \$500 People's Choice prize by just 15 votes was *The Enemy Within*, the story of Wagga's world champion boxer and former NRL player Joe Williams. The award attracted 887 votes from the public, with *Kobe's Crisis* by Koorungal

Public School finishing as runner-up. Accepting the award with the Mayfly Media team, Mr Williams rubbed ochre onto his head, ears and eyes to emphasise that the community must acknowledge people who suffer with depression, listen to them and look for warning signs.

More than a hundred kids drew what they thought was the best- whether it was something they loved about Wagga or their favourite sport. Elements of those drawings were incorporated into



the WaggaFest 2015 artwork and promotional material.

Along with the winning film, the large audience was treated to a best

of WaggaFest from the competition's history.

For more information on the short film competition, visit www.wagga.nsw.gov.au/waggafest.



EXPERIENCE SIGHTS, SOUNDS AND TASTES FROM AROUND THE WORLD IN WAGGA WAGGA

Wagga Wagga's Civic Precinct burst into life with sights, sounds and tastes from around the world at the annual FUSION14 multicultural street festival on Saturday 18 October 2014, with over 10,000 people of all ages coming together to take part in this annual celebration of cultural diversity, community harmony and the arts.

FUSION14 kicked off with a stunning program of traditional and contemporary dance and cultural performances.

The performances at FUSION14 showcased not only our amazing local Wagga Wagga talent, but festival-goers had the opportunity to revel and dance with some of Australia's hottest multicultural musicians.

There were also many tempting food options with the International Food Village wafting delicious smells across the festival as well as a live FOOD I AM @ FUSION14 tapas cooking demonstration by Melbourne based chef, Amy Dewhurst.

Three stages were assembled showcasing local talents influenced by the 98 countries of origin of the Wagga Wagga community.

There were roving performances by Born in a Taxi (Melbourne), pop-up medieval martial art demonstrations and upbeat performing arts workshops.

Festival-goers had the chance to grab a hoop and get their hips swinging with Heidi Hoops, get their rhythm on with The Beatmeisters and learn percussion, singing and dance techniques from members of Tek Tek Ensemble.

FUSION14 was a key festival for the City of Wagga Wagga, giving festival-goers an opportunity to experience art in new ways.

The festival is built on the simple philosophy that food and the creative and performing arts are a joyous means of engaging and uniting the whole community.



WE ARE A SAFE AND HEALTHY COMMUNITY

BEACH WORKS

Residents who head down to the Wagga Beach will be greeted by some fantastic facilities as the area has received a much needed facelift as part of the Wagga Beach landscape upgrade.

The upgrade included significant weed removal along the river bank, renovation of existing facilities and construction of a natural play space including the installation of two musical play items.

There are two more BBQ structures, a new irrigation system and shaping of the beach access areas.

The works add soft landscaping, lighting and improvements to the paths near the beach as well as works around the rocks and St Michael's oval, including general improvement to the landscape (turf and plantings), installation of furniture and the construction of new and improved access.



STAR RATING SYSTEM HIGHLIGHTS FOOD SAFETY STANDARDS OF LOCAL EATERIES

Joining the State-wide program is a great opportunity for the many Wagga Wagga businesses that work hard to comply with legislation, to collectively promote their high standards to locals and visitors alike.

The purpose of the voluntary Scores on Doors initiative is to benefit the consumer and the business by improving transparency and accountability.

The new program is aimed at informing consumers about food hygiene and assists diners in making informed choices about where to eat or shop.

The reward star rating system is built on the existing inspection process and depends on how well a business performs. A certificate is issued by Council's authorised Environmental Health Officers (EHO) who carry out food service business inspections. The result is displayed in a place highly visible to customers, usually in the front window or door.

Assessors use a standardised food safety checklist and assign a star rating: 5 stars - Excellent, 4 stars - very good, 3 stars - good. The scoring system is based on the accrual of points (effectively demerits)



where food safety issues are identified. Therefore, the lower the points, the higher the rating will be.

The program also promotes competition and encourages businesses to strive for the highest hygiene score through good hygiene and food safety.

NEW RUGBY FIELD FOR CONOLLY PARK

The \$580,000 development of a new playing field is the result of a partnership between Wagga Wagga City Council and Southern Inland Rugby Union (SIRU) to expand the Conolly Park venue.

The fourth field development is a valuable addition to the Conolly Park facilities. SIRU has been the driving force behind the development and used Council's partnership funding contribution of \$200,000 to see the project become a reality.

The extra field will go a long way to making sure there is enough room at the facility and less surface damage.

With the fields open to other codes during the off season, there is also a flow-on benefit for the wider community.

The development involved the construction of the playing surface, irrigation, drainage, fencing and lighting.

NEW SKATE FACILITY FOR ASHMONT YOUTH

Council decided in July to start building a new skate facility. It includes the existing skate space at Webb Park in Ashmont.

In April 2013 Council consulted key community stakeholders including: The Ashmont Place Making Committee, The Marramarra Aboriginal Consultancy Group, Ashmont Public School, Ashmont Community Resource Centre, NSW Police and local shop owners.

Construction of the \$180,000 skate park began in September and it officially opened to the public on 11 December.

We hope the park becomes a community hub where children and their parents can enjoy a day under the sun safely and without having to travel to Central Wagga.

The project was designed by an industry leader in skate facility development and has a series of "street style" skate activities: spine ramp, table top ramp, rollovers, quarter pipe and mogul. The project also includes a shelter, access path and seating.



LEEVE FUNDING AND CONSULTATION

A scenario for funding Council's \$6.7M share of the levee upgrade project through borrowings was included in the Long Term Financial Plan (LTFP) and adopted by Council at the June Council Meeting.

It details the financial impact of borrowing money to fund Council's one-third share of the levee project in the event an application for a Special Rate Variation is not approved by the NSW Government.

The additional scenario provides the community with assurance by Council to proceed with the \$20M project, regardless of the result of the Special Rate Variation application.

The detailed designs will be presented together with the results of Council's investigation of flood protection alternatives for North Wagga (which included a large community consultation).

Staff developed the consultation plan to work with the community in exploring alternatives to upgrading the North Wagga levee. Consultation feedback is crucial to Council in decision making about the North Wagga levee.

Information sessions were held for Oura, Gumly Gumly, North Wagga, East Wagga, Eunony, CBD and the remainder of the community.

Each meeting covered the detailed investigation and design process for the Main City and North Wagga levee upgrade project and alternative flood management options for North Wagga which had previously been raised by the community.

The first survey covered the detailed levee design for a Main City levee to withstand a 1 in 100 years flood and a 1 in 20 years North Wagga levee. A second survey focuses on all flood management options for North Wagga.

The detailed levee designs are being undertaken by NSW Public Works and are based on extensive flood modelling and detailed investigations carried out over the 2014/15 year.



LEEVE INVESTIGATIONS COMMENCE

Before detailed designing of the Main City and North Wagga levee systems, investigations commenced in September on the existing levee systems. They included terrestrial laser survey inspections and geotechnical engineering investigations.

NSW Public Works drilled and tested levee materials along the levee systems to confirm what materials are beneath the levee to ensure that the upgraded levee design meets safe engineering design standards.

The surveyors captured data in some residential streets and other locations along the levee, including both 3D spatial data and photographic imagery. These were integrated and published on the web for community access - similar to Google street view, allowing viewers to see the existing levee and a model of the upgraded levee laid over the image.

In May, Council launched software which demonstrates

what an upgrade to the Main City and North Wagga Levees will look like.

The upgraded levee will feature a combination of higher and wider earthen embankments and the addition of sheet piling that will act as a balustrade along the walking track.

A dedicated computer has been set up in the Wagga Wagga City Library for the general public to access and view what the upgraded levee will look like. To view the models, visit the Library during opening hours and speak to a staff member. The software superimposes the detailed design on top of the existing levees at 25 sites selected to provide a representation of the different types of levee construction and an indication of the visual impact in a number of key locations. It gives people a really clear picture of how much higher the levee will be after the upgrade and what the view will look like.

CCTV PROJECT COMPLETE

CCTV has been switched on in Wagga Wagga's CBD.

Following a long-term commitment by Council, 25 cameras have been installed from Station Place to the end of Fitzmaurice Street.

The safety cameras can zoom, pan and tilt with an almost 360-degree view, while the cameras at the Gurwood Street and Station Place taxi ranks are fixed.

The cameras send images to Wagga Police Station where the system can be monitored by the NSW Police Force, particularly in the event of an incident or at peak times.

This is a purpose-built system and the presence of CCTV can have a deterrent effect on crime and antisocial behaviour within the CBD, while contributing to a greater sense of safety in the community.

The \$1,080,000 project is a combined effort: all three levels of government contributed funding, along with Committee 4 Wagga. Council worked closely with NSW Police to ensure the right system was installed.

All recorded images that are not part of an ongoing police investigation, court proceeding or required for any other lawful reason will be deleted after 30 days.

NOMINATIONS OPEN FOR SPORTING HALL OF FAME AND LOCAL LEGEND

Members of the community nominated local sporting heroes to be inducted into the Sporting Hall of Fame, with football sensation Sally Shipard taking the title of 2015 Sporting Hall of Fame Inductee and sporting all-rounder Barry O'Hagan claiming the 2015 Sporting Hall of Fame Local Legend.

Sally joins world class athletes such as Wayne Carey, Mark Taylor and Steve Mortimer in the Hall of Fame.

Wagga Wagga is known as the City of Good Sports and there are many sports people who have reached the pinnacles of their careers and are deserving of a nomination for induction into the Sporting Hall of Fame.

Acceptance into the Sporting Hall of Fame reflects the valuable contribution the nominee has made to his or her chosen sport and to the City of Wagga Wagga.

Located at the Museum of the Riverina Botanic Gardens site, the Sporting Hall of Fame was established by Wagga Wagga City Council in 1993 to recognise the outstanding achievement of Wagga Wagga athletes who have reached the highest level of their chosen sport.

The Local Legend category is also an important recognition of tireless local sporting coordinators, advocates and volunteers who work hard behind the scenes to make sure Wagga Wagga continues to provide an excellent base for sports people to establish careers in their chosen sports.

ASBESTOS SCHEME

Council secured grant funding through the NSW Environment Protection Authority (EPA) to participate in the Householders Asbestos Disposal Scheme, part of the NSW Government's \$465M Waste Less, Recycle More initiative.

Over the 2014/15 financial year, the EPA provided funds for a pilot project to make it easier and cheaper for householders to dispose of small amounts of asbestos from home demolition or renovation jobs.

With an initial conclusion date of 30 June 2015, the scheme has been extended until 31 December 2015.

The scheme applies to bonded asbestos only, not asbestos contaminated soils or asbestos contaminated construction and demolition materials.

Once a property is registered, the scheme allows two options for the removal of asbestos.

Householders can engage a licensed Workcover contractor to remove a maximum of five tonnes of asbestos, once only, from their property.

The licensed contractor will then be required to dispose of the asbestos at the Gregadoo Waste

Management Centre which is the only waste facility in the LGA licensed to accept asbestos waste.

The second option is that householders, in accordance with Workcover Guidelines, can remove up to 10sqm of bonded asbestos themselves, ensuring Work, Health & Safety guidelines are followed. Householders will be required to purchase an asbestos removal kit from Council which contains all the necessary personal protective equipment & bags to ensure the removal work can be completed safely.

The bonded asbestos must be disposed of, along with the kit, at the Gregadoo Waste Management Centre, ensuring that all conditions have been met to guarantee free disposal.

The Householders Asbestos Disposal Trial Scheme provides a significant opportunity for householders to cost effectively and safely remove asbestos from their homes.

It is anticipated the scheme will help reduce exposure to asbestos fibres and combat illegal dumping of asbestos materials in our local government area.

NEW BABY EMU CHICKS EARN THEIR STRIPES

The Wagga Wagga Botanic Gardens Zoo welcomed a flurry of feathered friends with the arrival of three distinctively striped baby emu chicks on 19 August. They are among the first to be born at the zoo in a number of years.

The hatchlings made good progress, happily waddling around their enclosure in the sun and playing with each other in the long grass.

These Australian icons are the second largest bird species in

the world, with a top sprint speed of 50km/h. The new residents at the zoo are expected to be more than 1.2 meters in height and weigh as much as 50 to 60 kilograms when they are fully grown.

To visit the emus and the other animals, come to the zoo at the Botanic Gardens, open daily between 9am and 4pm.



COMPANION ANIMAL MANAGEMENT

Council's Animal Management Rangers contributed to the control and management of companion animals over the 2014/2015 financial year. The team's focus includes:

- ▶ Roaming and straying dogs
- ▶ Animal noise complaints
- ▶ Nuisance dogs
- ▶ Reducing incidents of dog attack
- ▶ Trapping feral cats
- ▶ Roaming livestock issues.

Council employs 3 full-time Animal Management Rangers to handle these services and maintains the recently upgraded Glenfield Road Animal Shelter. The animal shelter is open to the public Monday to Saturday from 1pm - 4.15pm. This facility reunites lost dogs with their owners, microchips and registers companion animals, and provides advice and information about companion animal management.

Animal management rangers also provide a 24/7 on-call service to respond to incidents of dog attack or livestock roaming on roads. This service is provided to improve public safety and reduce the

PROMOTE AND ASSIST IN THE DE-SEXING OF COMPANION ANIMALS

Council's Animal Shelter policy is to de-sex all companion animals re-housed from the Glenfield Road Animal Shelter. This reduces unwanted litters and supports the current low rate of animal euthanasia. Animal Shelter staff actively encourage the community to have their cats and dogs de-sexed through brochures, media promotion and advice from staff.

incidence of accidents and injury to the public and animals.

The re-homing of impounded or surrendered animals is always a top priority for Council's rangers. The rate of re-homing is high thanks to the continued hard work of staff liaising with animal rescue and welfare groups as well as supporting these initiatives:

- ▶ Advertising the cost advantages of adopting an animal from the Glenfield Road Animal Shelter
- ▶ Promotion of animals to be re-housed through 'Pet of the Week' in Council News
- ▶ Animals displayed on Council's website
- ▶ Re-housing from various rescue organisations

- ▶ Providing rescue organisations with reduced costs for services

Another highlight this year is the reduction in the number of animals being euthanized that might have been re-homed. This was achieved by effective communication and cooperation of Council staff with animal rescue groups. The volunteer program enabling members of the public to attend the animal shelter and participate in the grooming and exercise of the animals continues to grow and provides valuable assistance to the ranger team.

Council's website details the rangers' activities. The Animal Shelter regularly updates Council's website with information and images of impounded animals available for adoption.

IMPOUNDED ANIMALS

An annual report detailed the number of animals arriving at the Glenfield Road Animal Shelter and the way they were released. It was sent to the Division of Local Government on 29 September 2015. It showed an increase in the number of animals entering the shelter. Detailed financial information for funds spent on companion animals is attached at the end of this section.

LODGE MENT OF DOG ATTACK REPORTS

It is mandatory for all dog attack data to be lodged with the Office of Local Government (OLG) in accordance with the Companion Animals Act. This legislation requires a dog attack incident to be reported to the OLG within 72 hours of the incident. Seventy eight (78) incidents of dog attack were reported during the period. Of these fifty six (56) involved attacks on animals and twenty (20) on humans. Two (2) incidents related to threatening with no victim.

Council has declared four (4) dogs dangerous and one (1) dog as menacing over the course of the 2014/2015 financial year.

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

COMPANION ANIMAL MANAGEMENT PLAN

Council's Companion Animal Plan outlines the objectives to be achieved and maintained by Council's Ranger Services over a four year period.

We try to identify and accommodate the needs of companion animals and their owners, while minimising negative impacts on the local environment, non-pet owners and the wider community of Wagga Wagga.

The objectives:

- ▶ 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 and abandoned companion animals.

COMMUNITY EDUCATION PROGRAMS

The Ranger Services Team undertook these community education initiatives during the 2014/2015 financial year:

- ▶ Faeces reduction campaign, maintaining waste disposal bins and faeces bag supplies

- ▶ Cooperation with the RSPCA in companion animal management
- ▶ 'Pet of the Week' in Council News
- ▶ Distribution of Division of Local Government brochures to stakeholders
- ▶ Updated information on Council's website

- ▶ Media releases including newspaper articles and television interviews
- ▶ Proactive patrols of complaint areas - in particular, the walking track around Lake Albert
- ▶ Active participation in family initiatives for newcomers to Wagga Wagga.



ELKA FINDS A FOREVER HOME

The Wood family had never owned a dog before but, when they decided on the right time, they went straight to the Glenfield Road Animal Shelter.

"It just makes sense. We didn't want the problems that can come with purebreds and when you adopt an animal from the shelter they are already micro-chipped and up to date with all of their vaccines," Lina Wood said.

With four children, it was important that their new pet was

kid friendly, and nine-month old Elka ticked all the boxes.

"Elka's a boxer cross with lots of energy and the kids love her. A couple of them were scared of dogs before we got her and were a bit anxious about the new addition to the family, but they've really warmed to her," Bill Wood said.

"She's great natured and we have to take her for lots of walks and spend lots of time playing with her in the back yard so we all find

ourselves spending more time outside."

It's been a few months since Elka joined the Wood family and they have no regrets, just a few words of advice for anyone thinking of adopting an animal from the shelter.

"Make sure you pick a dog that's right for your household and that you make the time to care for them. In Elka's case she needs plenty of walks," said Mr Wood.

FIRST CLASS HOME FOR FURRY FRIENDS

Wagga Wagga is leading the way in animal care with the opening of a \$720,000 state-of-the-art upgrade of the Glenfield Road Animal Shelter (GRAS).

The new facility features 40 dog kennels, almost doubling the previous capacity, and is now one of the most up-to-date shelters in the state. It includes air conditioning and in-floor heating to keep the temperature at 23 degrees year-round.

Animal welfare is paramount at the facility and it has been designed to minimise the transfer of diseases.

The new facility also has a designated viewing area and self-sustained veterinary room. The former building will now be used for overflow in peak periods.

Around 1,400 dogs and 740 cats

COST OF ANIMAL MANAGEMENT 2014/15

EXPENSES	AMOUNT
Staff salaries	\$246,866
Staff on-costs	\$40,476
Vehicle operation	\$25,922
Office expenses	\$3,606
Maintenance and repairs	\$1,577
Dog expenses	\$42,429
Cat expenses	\$14,919
Stock management	\$180
Other expenses	\$47,763
TOTAL	\$423,741

were housed at the facility last financial year. In another positive for the facility, the number of animals euthanised reduced to 14% from 20.3% in 2013/14.

OFF LEASH AREAS

Wagga Wagga has six designated off leash areas:

- ▶ The fenced dog run located at Narrung Street on the southern boundary of the Wiradjuri Golf Centre driving range
- ▶ Eastern side of Wilks Park, North Wagga Wagga, the area south of Parken Pregon Lagoon, east of Hampden Avenue and north of Central Island Road
- ▶ Boat Club Reserve, Lake Albert, between Plumpton Road and the Boat Club car park on the southern side of Nelson Road
- ▶ Willans Hill, 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 St & Kurrajong Ave adjoining the western side of the RAAF base.

WE HAVE A
GROWING
ECONOMY

COUNCILS COLLABORATE TO BOOST LOCAL TOURISM

Launched in late October, My AppVenture is a live, dynamic iPhone and Android app that lets visitors choose their own "Appventure" or designs one for them. This is a world first visitation application developed by Coolamon Shire Council, Junee Shire Council and Wagga Wagga City Council in conjunction with Wagga Wagga tech company 365cups.

Striving to grow and develop the local visitor economies, local businesses, events and tourism operators were invited to take part in this leading edge app and its 12-month strategic marketing campaign.



This project will deliver many positive outcomes for our operators, the community and the region.

My AppVenture is an exciting and innovative way for Wagga Wagga, Junee and Coolamon Councils to work together and achieve a positive outcome. We anticipate the app will benefit local tourism operators and drive overnight visits.

My Appventure offers packages ranging from \$500 to \$2,000 for industry to appear on the app for 12 months.

The app presents a great opportunity for industry and stakeholders to view real time usage and analytics, updates and reports and to measure their return on investment.

The feature is an amazing app for visitors to the area and showcases the variety of attractions and events on offer. This innovation shows how progressive the region is in tourism.

ROADWORKS TO OPEN UP BOMEN BEGIN

Heavy earthmoving machinery was hard at work on a new 1.8km road designed to help in moving freight to and from Bomen Industrial Area.

Completed at the end of June 2015, the \$6.1M Eunony Bridge Road deviation project was one of the key proposals to come out of the Bomen Strategic Master Plan.

The northern end of Eunony Bridge Road was closed in the process, shutting down a potentially dangerous T-intersection with Oura Road and allowing Eunony Bridge Road to connect directly with Byrnes Road and through to Bomen Business Park.

The result of extensive community and industry consultation, the new road and roundabout were designed to enable the anticipated movement of B-Triple trucks through the region in the future.

Council is working with the NSW State Government to ensure that the ageing Eunony Bridge is also upgraded to facilitate the passage of heavy vehicles from Sturt Highway to Bomen Business Park.

Previously, heavy vehicles travelling from Sturt Highway to Bomen Business Park either had to take a much longer route through Wagga Wagga and

back around Olympic Highway, or negotiate two tight turns via Eunony Bridge Road and Oura Road before getting onto Byrnes Road.

This project is considered a key means of encouraging the growth of Bomen Business Park. By removing mechanically intensive T-intersection turns, this new section of road will be safer for heavy vehicles travelling between Sturt Highway and Bomen Business Park.

The project was jointly funded by Council's \$3.6M contribution and a \$2.5M NSW Government Grant.

The many benefits of this road deviation for companies investing in Bomen Business Park include a reduction in travel time, fuel consumption and engine stress for commercial freight vehicles. Infrastructure like this will improve the financial viability of existing and future businesses that rely on road transport for the supply and receipt of goods.

BOMEN MASTER PLAN AND RIVERINA INTERMODAL FREIGHT AND LOGISTICS (RIFL) HUB

In 2014/15, Council continued to investigate the viability of the RIFL Hub development. Extensive work was completed on the proposed Bomen enabling roads and development of the container and grain terminals. The RIFL Hub development is positioned for significant Council decisions in 2015/16. Construction of the Eunony Bridge Road Deviation Project was completed in 2014/15 with the new road opening to traffic on 3 July 2015. The project was one of the key features of the Bomen Strategic Master Plan and a crucial step towards making it easier for heavy vehicles to access the Bomen Business Park from the Sturt Highway.





THOUSANDS FLOCK TO SHEFFIELD SHIELD IN WAGGA

Thousands of cricket fans flocked to Robertson Oval as the NSW Blues claimed a 156-run victory over Victoria with a day to spare.

Wagga Wagga District Cricket Association members rolled the pitch and worked hard to ensure a quality playing surface for the Blues and Bushrangers.

With the ICC Cricket World Cup being hosted by Australia, the Sheffield Shield came to Wagga Wagga and the city didn't disappoint, with 4670 people turning up for day one on Sunday.

Crowds of about a thousand each day followed until the game came to an end in the afternoon.

The event was a first for Wagga Wagga and provided a great opportunity to showcase the city and its facilities.

School kids from across the Riverina were given the opportunity to meet their sporting heroes with the players finding the experience just as rewarding.

While spinners snared most of the wickets, Robertson Oval is now home to a piece of Shield history, thanks to fast bowler Doug Bollinger.

He claimed his second career hat-trick on day two and became the first player in Shield history to take two hat-tricks.



SELL-OUT CROWD

More than 9000 footy fans packed into McDonald's Park to help make the Country-City Origin clash an unprecedented success for Wagga Wagga.

A luscious green field and upgraded facilities were praised by both representative teams, who were thrilled to see the game supported by a sell-out crowd.

The clash lived up to the hype following a 26-all draw in 2014, with Country claiming a 34-22 victory over their City counterparts.

The sell-out crowd of 9127 was a testament to the hard work of Council staff and all involved from local rugby league, Country Rugby League and the NRL.

Wagga Wagga is the City of Good Sports and we certainly lived up to that title with a Super Rugby trial match at McDonald's Park in January and the Sheffield Shield at Robertson Oval in February.

Country-City topped off a very busy start to 2015 for our city and it was a massive shot in the arm for the local economy.

Tourism research shows an overnight visitor to Wagga Wagga will spend approximately \$383 per visit and stay an average of 2.6 nights, while a day visitor will inject up to \$149 into the local economy each trip.

BRUMBIES ON EXHIBITION

The lines were marked and the final touches made - then it was time for kick off.

Wagga Wagga City Council staff were hard at work preparing McDonald's Park for the Super Rugby trial match between the Brumbies and the Highlanders.

In a treat for rugby union fans across the city and the Riverina, the ACT side tested out the upgraded ground and facilities ahead of the City-Country rugby league match in May. The clash was the first of two trial matches, with the Brumbies to return in 2016.

The game was the first taste of Super Rugby in Wagga for nearly a decade and marked the culmination of months of hard work by Council, Southern Inland Rugby Union and ACT & Southern NSW Rugby Union.

We live in the City of Good Sports and kids who watched this trial game could be the next generation of stars that Wagga produces.

The upgrade of McDonald's Park means Wagga has some of the best facilities in regional NSW and it was good to put them on show for the Brumbies and the Highlanders.

GRANTS PROGRAM FOR 2015-16

Applications for a share of \$175,000 as part of Wagga Wagga City Council's Annual Grants Program opened on Monday 16 March.

The funding project was launched on 11 March at Riding for the Disabled, which benefited from a \$1650 grant to replace riding boots and helmets as part of the 2014-15 program.

Through the grants program, Council supports a wide range of services and activities that build community capacity, foster social networks and information exchange, facilitate cooperation and build on existing community strengths.

The grants program has been the catalyst for some fantastic projects over the past several years.

The annual grants program provides an outstanding opportunity across areas such as sport, infrastructure, event attraction and marketing, arts, neighbourhood development and support to rural villages.

WAGGA WAGGA DIGITAL ENTERPRISE

The Federal Department of Communications and the Arts, Wagga Wagga City Council and TAFE NSW Riverina Institute worked together to provide quality training sessions for small-to-medium enterprises, not for profit organisations and local cultural institutions on how to make greater use of online opportunities to better achieve organisational goals.

This program focussed on:

- ▷ Getting online
- ▷ Creating your website
- ▷ Marketing tips
- ▷ E-commerce
- ▷ Security and legal
- ▷ Business tools
- ▷ Free coaching sessions.

Local businesses have benefitted immensely from the online skills learned during the Digital Enterprise Program.

In small business it is crucial to be able to offer cost-effective ways for customers to engage, and online platforms were a great way to reach more people and showcase expertise.

The Digital Enterprise Program turned complex thoughts into simple action plans including online blogs, e-Learning courses, and online appointment bookings.

It gave business the skills to link technology for a cohesive approach to integrating online tools into the business vision.

The program covered the wide range of digital opportunities available for businesses, from networking to marketing to online security.

Businesses were given individual help to identify the digital options that best suited their own business needs and objectives and, finally, how to implement and manage these.

A SUSTAINABLE BUILT AND NATURAL ENVIRONMENT

CREATING A NEW HOME FOR LOCAL WILDLIFE

Wagga Wagga City Council, with funding partners Riverina Local Land Services and the NSW Environmental Trust, is redeveloping the disused ponds of the Narrung Street Sewage Treatment Plant into a wetland area, recreating the area as a new community asset.

The area will be returned to the public for passive recreation but, more importantly, it's going to be returned to wildlife, including migratory and water birds.

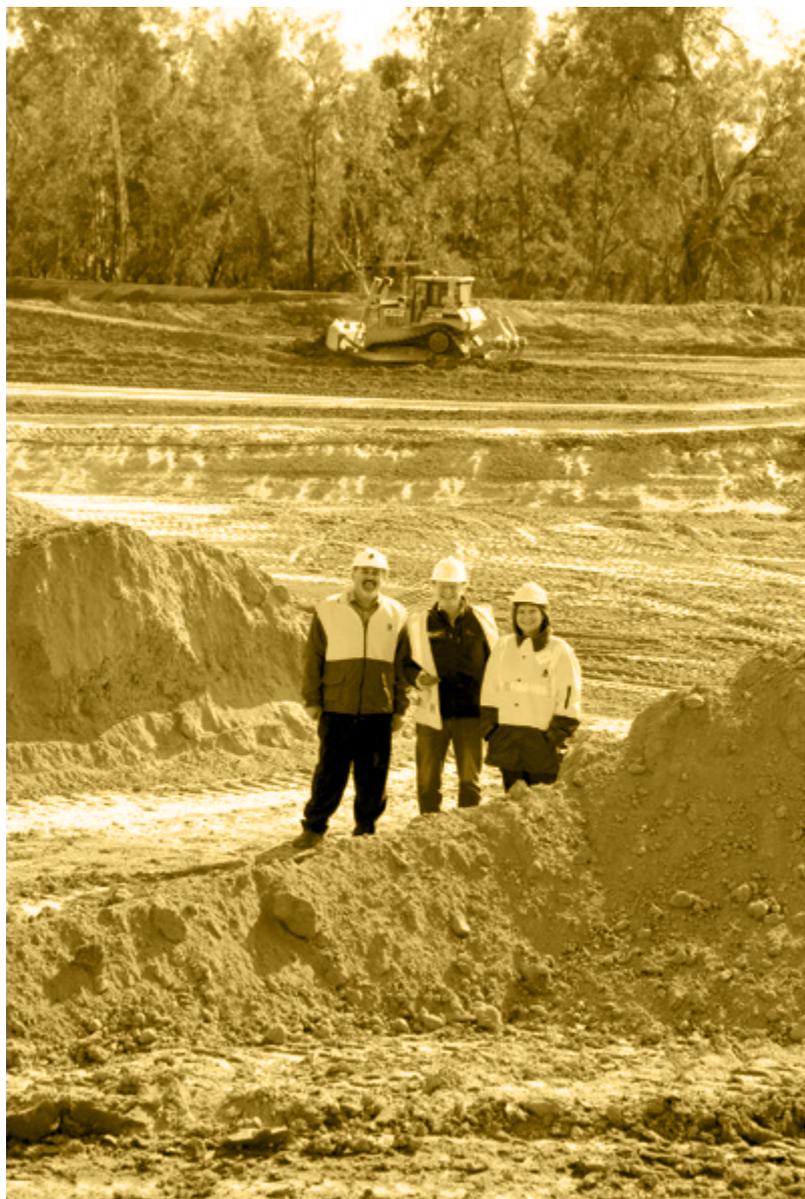
It's an extra tourist destination for Wagga and it's an educational destination for school kids where they will have the opportunity to learn about our natural environment.

It's a great thing for our local Wiradjuri people to see this area returned to its natural state and allows them to come and educate young Indigenous people on the traditional role of the land and that relationship.

The wetland will also reduce the impact of nutrient discharge on the river while promoting the stocking and breeding of endangered fish species.

This wetland will be a valuable asset for our community and it will have links to the Wiradjuri Reserve, Wilks Park and the Riverside Precinct via the Wiradjuri Walking Track.

For more information and updates visit www.wagga.nsw.gov.au/narrung.





1890
KODAK FILM

Justice & Macheu
BARGAIN CENTRE

GOVERNMENT INSURANCE OFFICE

Justice & Macheu

THE LIMITED

WOMEN'S WEAR - HATS - MANIFESTO - PAPERY - FURNITURE - TV & ELECTRICAL

KODAK FILM

SLURWOOD ST

HISTORIC FITZMAURICE STREET OVERHAULED

Since 1849, Fitzmaurice Street has undergone boom and bust, floods and, in recent years, several major makeovers.

Since its formation in the mid-1800s, Fitzmaurice Street has been reconstructed several times to service the needs of a growing city.

Initially a gravel track constructed for horse and cart use, Fitzmaurice Street has developed over 160 years into a thick asphalt integrated pavement that services more than 5000 vehicles per day.

The condition of the road surface between Wollundry Lagoon and Gurwood Street has slowly been deteriorating, with works planned to bring the historic road into the future.

This section had not been resurfaced for more than 30 years until Council identified it for the 2015 Asphalt Program.

Works involved profiling and removing the existing material, and reinstating the asphalt pavement, finished with a fine asphalt wearing surface.

The result was a smooth, durable, robust and aesthetically pleasing surface that will service the growing city of Wagga Wagga for the next 30 years.



IMPROVED WATER QUALITY FOR LAGOON

After recent landscaping works around Wollundry Lagoon, Council has installed a 6m x 20m floating reed bed in the lagoon in a pilot project to help improve water quality.

Council's Plan of Management for the Wollundry Lagoon recommended the installation of floating reed beds to aid in controlling nutrient accumulation and to help reduce algae.

Floating reed beds remove suspended solids, nutrients and phytoplankton. They reduce biological oxygen demand which, in turn, helps to improve the quality of the water in the lagoon, water that ultimately ends up in the Murrumbidgee River.

Locally growing Sedge, *Carex appressa*, is planted on the reed bed which is anchored to the bottom of the lagoon with sufficient freedom to float up and down with changing water levels.

The Wollundry Lagoon is a natural drainage basin for a substantial 539 hectares area of the city from the higher parts of Mount Austin, Turvey Park and Central Wagga Wagga to Gurwood Street.



Storm water from these areas carries litter and debris from the streets into the lagoon and, as a result, there are a number of pollutants in the lagoon including oils and fuels from cars, bird and animal faeces, organic matter from fallen leaves, nutrients from garden fertilizers and general litter.

The reed beds are designed to allow the plant roots to grow deep in the water to physically filter and remove algae-causing

nutrients such as nitrogen and phosphorous. If this initial pilot project proves to be successful, additional reed beds may be installed in the future.

The new plants took several months to establish in the lagoon and during that time protective bird netting was necessary to protect the reed bed. The reed bed will add to the visual amenity of the lagoon, and provide potential habitat for water birds and turtles.

\$45M OF FLOOD RECOVERY ROAD WORKS COMPLETED

In 2010 and 2012, Wagga Wagga endured three floods which, in addition to major upheaval and distress for large parts of our community, resulted in a \$45M list of repairs required on road infrastructure across the Local Government Area.

That long list of repair work to over 1200km of roads, 6 bridges and 300 culverts is now complete, bringing to a close a period of intense work by Council staff across all corners of the Council area.

It's been a massive effort by staff over the past three years, with the road repair work alone requiring us to move 1000 cubic metres of gravel each day, five days a week.

To put that in perspective, that is about 25 large truckloads of gravel a day and five times our normal weekly operating output.

Over 500km of unsealed road, equivalent to nearly half Council's entire unsealed road network, was resheeted - receiving new gravel before being graded, reshaped and rolled.



CONSERVATION AREA NAMED

An area of 128ha containing an endangered white box woodland has been officially named the Birramal Conservation Area.

Birramal, which means 'the bush' was chosen out of a shortlist of three Wiradjuri words, proposed after consultation with the Marramorra Consultative Committee.

Wagga Wagga City Council acquired the area, which features high quality native vegetation, via a Voluntary Planning Agreement in 2010 and consulted with the Committee to find a name that reflected the purpose of the area and its historical context.

After input from the community, Birramal was chosen as the preferred name for the conservation area, which incorporates a section of the Wiradjuri Walking Track between Olympic Highway and Holbrook Road.

Since European settlement, the area of white box woodland has been greatly reduced with only about 2 per cent of the original woodland remaining.

The remaining white box vegetation is identified as an endangered ecological community under the Threatened Species Conservation Act.

The Environmental Conservation (E2) zoned area in Lloyd will ensure the white box woodland is preserved and protected for generations to come.

The Birramal area is also a known habitat for squirrel gliders, which are listed as an endangered population in the Wagga Wagga Local Government Area.



GREEN LIGHT TO COLLAPSE HAMPDEN BRIDGE

The contractor who demolished Wagga Wagga's Hampden Bridge used the common bridge demolition method of 'induced collapse' to remove the three main spans of the bridge on 20 August 2014.

This technique involves the sequential and forceful removal of key structural elements to cause a controlled collapse.

Approval of this methodology allowed the contractor to proceed with the works, with no impact on the overall project schedule or budget.

Because the collapse relied on using small explosive charges embedded in key structural members of the bridge, a strict exclusion zone was approved and monitored by WorkCover NSW.

The exclusion zone, including road closures on Wiradjuri Bridge, Fitzmaurice Street and Hampden Avenue, was put in place on the day of the demolition and prohibited public access to all areas within a significant distance around Hampden Bridge.

Given the very limited viewing areas, Council filmed the demolition from a number of different angles and made the footage available online and to the media.

Following the demolition, work to remove the two in-stream sets of pylons commenced.

Contractors used oxy torches to cut the wrought iron casings of the pylons, and peeled them down to water level to reveal the concrete pylons. With the casings

removed an excavator with a hammer was used to break out the pylons to river bed level.

Once the centre pylons were removed, the centre span of the bridge was dragged out of the river onto the North Wagga embankment for dismantling.

The pylon on the eastern side of the Murrumbidgee River will be retained.

The work site has been rehabilitated; landscaping and seeding works have been undertaken.

The next stage in the Hampden Bridge story is the implementation of the legacy project on the former bridge site. Council staff reviewed the Heritage Interpretation Strategy for the site.

END OF AN ERA

Hampden Bridge: a Brief History

The three-span, overhead braced, Allan-type truss bridge was built in 1895 and officially opened on 11 November by the New South Wales Minister for Works, J. H. Young, and named in honour of the new Governor of the Colony, Sir Henry Robert Brand, 2nd Viscount Hampden.

The Hampden Bridge was the only river crossing of the Murrumbidgee River at Wagga Wagga until the Eunony Bridge was built in the 1970s.

The bridge was closed to traffic in October 1995 by the Roads and Traffic Authority, just short of its 100th anniversary, when the adjacent Wiradjuri Bridge was opened.

The Hampden Bridge continued to serve as a footbridge and cycleway until it was permanently closed to all public access in August 2006 due to safety concerns. In 2013, Wagga Wagga City Council resolved to demolish the bridge in 2013.





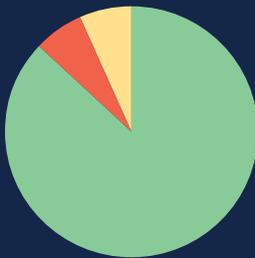


**OUR
PERFORMANCE**

HOW WE'RE TRAVELLING

Council reports quarterly on its performance against the projects, programs and services identified in the Combined Delivery Program and Operational Plan 2014/15.

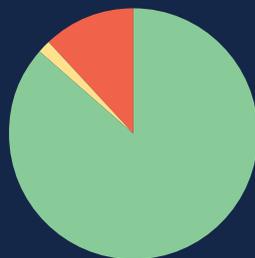
The performance table indicates the end of year progress of these items.



46 DELIVERY PROGRAM ITEMS

40 (86.96%) completed
3 (6.52%) progressing/behind schedule
3 (6.52%) delayed/postponed

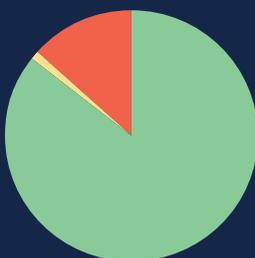
The Delivery Program is a 4 year plan, set by the elected Council for the duration of their term, which outlines overarching (top level) objectives.



179 OPERATIONAL PLAN ITEMS

155 (86.59%) completed
3 (1.68%) progressing/behind schedule
21 (11.73%) delayed/postponed

The Operational Plan is a 1 year plan and breaks down how we will achieve objectives in the Delivery Program.



494 KEY PERFORMANCE INDICATORS

424 (85.83%) completed
6 (1.21%) progressing /behind schedule
64 (12.96%) delayed/postponed

Key performance indicators break down the Operational Plan into individual actions and measures.

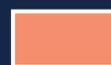
KEY



ITEM COMPLETED



ITEM PROGRESSING / BEHIND SCHEDULE



ITEM DELAYED/ POSTPONED

1 WE ARE AN ENGAGED AND INVOLVED COMMUNITY

		TARGET	ACTUAL	
OUR COMMUNITY HAS ACCESS TO INFORMATION				
1.1	ACTIVELY ENGAGE WITH THE COMMUNITY TO ENSURE OPEN COMMUNICATION			
1.1.1	PROVIDE REGULAR INFORMATION AND EVENTS TO STAKEHOLDERS ON THE LOCAL AND REGIONAL ECONOMY			
KPI00001	Coordinate business networking events and develop relationships with the business community	2 Events	2 Events	
KPI00002	Publication of various economic updates	2 Publications	2 Publications	
KPI00003	Coordinate and hold the Wagga Wagga Big Business Breakfast	1 Event	1 Event	
1.1.2	ATTEND ENVIRONMENTAL STAKEHOLDER GROUP MEETINGS			
KPI00004	Meetings attended by Environmental Officers	8 Meetings	8 Meetings	
1.1.3	PROVIDE COMMUNITY COMMUNICATION INCLUDING MEDIA, MULTIMEDIA AND CORPORATE COMMUNICATION			
KPI00005	Provide media information and liaison service	160 Media releases/ opportunities	165 Media releases/ opportunities	
KPI00006	Build Council's corporate multimedia presence through development and distribution of relevant material	20% Subscriber growth	20% Subscriber growth	
KPI00007	Develop and distribute corporate communication material via rate notices	3 Corporate communications	3 Corporate communications	
KPI00008	Respond to internal requests for project communication material	100%	99%	
1.1.4	FACILITATE COMMUNITY ENGAGEMENT			
KPI00009	Deliver and implement project-specific community engagement plans and training support as requested	100%	100%	
KPI00010	Coordinate and deliver schedule of neighbourhood meetings across the LGA	6 Neighbourhood meetings	6 Neighbourhood meetings	
1.1.5	COORDINATE AND ADMINISTER ONLINE COMMUNITY REFERENCE PANEL			
KPI00011	Implement online community reference panel	100%	100%	
KPI00012	Register members for online community reference panel	100 Registered members	100 Registered members	
KPI00013	Coordinate and administer 'Your Say' on-line community engagement hub	6 consultations	4 consultations	
KPI00014	Implement online project hub of current and past projects	100%	100%	
1.1.6	PROVIDE ONLINE COMMUNICATIONS			
KPI00015	Develop and maintain information on Council websites, increasing relevance and growing visitor numbers by 10% annually	273,063 Visits	263,358 Visits	
KPI00016	Continuous improvement of web structure and content	4 Reviews	6 Reviews	
KPI00017	Training and support in Content Management System for corporate users	12 Sessions	25 Sessions	

		TARGET	ACTUAL	
1.1.7	PROMOTE OPPORTUNITIES TO BUILD RELATIONSHIPS WITH PLANNING STAKEHOLDER GROUPS			
KPI00018	Monthly newsletter distributed	11 Newsletters	16 Newsletters	
KPI00019	Planning Advisory Committee meeting held	4 Meetings	7 Meetings	
1.2	PROVIDE AND DELIVER UP-TO-DATE INFORMATION TO COUNCIL STAKEHOLDERS			
1.2.1	CONTINUE TO PROVIDE ONLINE ALTERNATIVES FOR PROMOTING AND DISSEMINATING INFORMATION FOR VISITORS AND RESIDENTS TO MEET THE DEMAND OF CHANGING DEMOGRAPHICS OF VISITORS			
KPI00020	Maintain Business Wagga website and provide and maintain an online presence targeted at investors and new residents	4 Updates	4 Updates	
KPI00021	Maintain Tourism Wagga website and provide and maintain an online presence	4 Updates	4 Updates	
1.2.2	MANAGE COUNCIL'S RECORDS MANAGEMENT PROGRAM			
KPI00022	Documents scanned, registered and distributed according to State standards	99%	99.50%	
KPI00023	Retrieve files from archives	144 Retrievals	636 Retrievals	
KPI00024	Destroy day boxes	8 Boxes	50 Boxes	
KPI00025	Sentence and destroy old records from archives	400 Files	561 Files	
KPI00026	Create physical files within 4 hours	100%	100%	
KPI00027	Conduct records management and Electronic Content Management (ECM) training	4 Sessions	18 Sessions	
KPI00028	Review records management framework	1 Review	1 Review	
KPI00029	Digitise and register old development files	1,000 Files	833 Files	
1.2.3	DEVELOP, MAINTAIN AND IMPROVE GEOSPATIAL INFORMATION SYSTEMS (GIS)			
KPI00030	Provide GIS system training	6 sessions	0 sessions	
KPI00031	Helpdesk and information requests completed within determined timeframes	90%	96%	
KPI00032	Mapping systems available for use	99%	99.50%	
KPI00033	Rural addresses entered	100%	99.70%	
KPI00034	New land parcels created	100%	100%	
KPI00035	Property attributes refreshed and imported	100%	85%	
KPI00036	Implement arcGIS online	100%	75%	
KPI00037	Capture and upload aerial imagery	100%	0%	
1.2.4	MANAGE CROWN RESERVES			
KPI00038	Annual return to Crown Lands Division	1 Submission	1 Submission	
1.3	DELIVER EXCELLENCE IN CUSTOMER SERVICE THROUGHOUT THE ORGANISATION			
1.3.1	PROVIDE EXECUTIVE SERVICES TO DIRECTOR OF ENVIRONMENTAL AND COMMUNITY SERVICES			
KPI00039	Provide administrative support for Environmental and Community Services Managers meeting	12 Meetings	12 Meetings	
KPI00040	Co-ordinate and produce the Environmental and Community Services newsletter 'Around the Traps'	8 Issues	9 Issues	
KPI00041	Coordinate items for the Environment and Community Services Directorate for the weekly Executive team meeting	48 Meetings	48 Meetings	
KPI00042	Assist with the Annual All Staff Briefing	100%	0%	
KPI00043	Respond to internal and external enquiries within 48 hours	100%	100%	
KPI00044	Coordinate items for the Environment and Community Services Directorate for the weekly Councillor Bulletin	48 Bulletins	48 Bulletins	
KPI00045	Coordinate/liase with Managers and Directors for reports for monthly Council, Policy and Strategy, and Supplementary meetings	36 Meetings	36 Meetings	
KPI00046	Follow up with Government and sector enquiries	100%	100%	
KPI00047	Administrative research projects	100%	100%	

		TARGET	ACTUAL	
1.3.2	PROVIDE EXECUTIVE SERVICES TO THE GENERAL MANAGER			
KPI00048	Provide administrative support for Quarterly Strategic Meetings between Wagga Wagga City Council and Roads and Maritime Services	4 Meetings	4 Meetings	
KPI00049	Provide administrative support for Quarterly Strategic Meetings between Wagga Wagga City Council and Essential Energy	4 Meetings	4 Meetings	
KPI00050	Provide administrative support for quarterly meetings of NSW Inland Forum and Riverina Regional Cities on a rotational basis	8 Meetings	8 Meetings	
KPI00051	Coordinate the weekly Executive Team Meeting	48 Meetings	48 Meetings	
1.3.3	DEVELOP, MAINTAIN AND IMPROVE ONLINE SERVICES CAPABILITIES			
KPI00052	Maintain online services systems availability	99%	99%	
KPI00053	Identify and implement online lodgement capabilities	16 Types	3 Types	
KPI00054	Maintain user profiles and security access for online services	100%	100%	
KPI00055	Increase online lodgement capabilities	4 Types	0 Types	
KPI00056	Promote online services	50 Users	0 Users	
Comments: Recruitment has occurred for the two vacant positions in the Corporate Applications team with the Officers working on improvements to the availability of documents through Council's e-Services. Projects that have previously been on hold can now be actioned with the addition of the new staff members.				
1.3.4	DEVELOP, MAINTAIN AND IMPROVE COUNCIL'S CORPORATE APPLICATIONS			
KPI00057	Maintain Council's corporate applications availability	99%	99%	
KPI00058	Increase automated scanning capabilities	4 Types	0 Types	
KPI00059	Implement electronic form functionality internally to reduce the use of paper	6 Forms	5 Forms	
KPI00060	Select and implement a new bookings system	100%	50%	
KPI00061	Investigate a capital works / project management system	100%	0%	
KPI00062	Implement a centralised intranet portal for staff	100%	0%	
KPI00063	Implement enterprise search engine for internal staff	100%	100%	
KPI00064	Implement and support mobile systems	2 Business processes	2 Business processes	
KPI00065	Develop and distribute corporate activity reports	100%	100%	
KPI00066	Increase the number of staff with digital signature technologies	5 New staff	10 New staff	
KPI00067	Conduct corporate system training sessions	16 Sessions	16 Sessions	
KPI00068	Configure and maintain SQL server databases	99%	99.50%	
KPI00069	Maintain corporate names and address register	100%	100%	
Comments: The Bookings project was initially delayed due to resource availability. Further delays are expected due to the complex business rules surrounding some Council resources and the limited ability of products in the marketplace to address requirements. Delivery is expected in late 2015. Investigation into automated scanning capabilities will be revisited in the 2015/16 year. Asset Management system training has been scheduled for the 2015/16 year prior to the implementation of a dedicated Capital Works / Project Management System.				
1.3.5	DELIVER A PROFESSIONAL LEVEL OF CUSTOMER SERVICE VIA THE CUSTOMER SERVICE CENTRE			
KPI00070	First call resolutions	95%	76%	
KPI00071	Customer satisfaction	95%	95.50%	
KPI00072	Percentage of receipt errors	3% Errors	0.75% Errors	
KPI00073	Percentage of application errors	5% Errors	1.9% Errors	
KPI00074	After hours call centre management	100%	100%	
KPI00075	Manage outgoing mail	100%	100%	
KPI00076	Manage Council's complaint process	100%	100%	
KPI00077	Develop a new Customer Service Strategy to align with Council's Delivery Program	100%	0%	
KPI00078	Customer Service-based Perception Reports	16 Reports	16 Reports	
KPI00079	Report on information received from Council's Customer Service Charter: respond within one day	100%	100%	

		TARGET	ACTUAL	
1.3.6	COORDINATE BOOKING OF COUNCIL FACILITIES			
KPI00080	Manage facility availability calendar and respond to requests	100%	100%	
KPI00081	Implement online bookings	100%	0%	
KPI00082	Implement new bookings system	100%	25%	
Comments: The Bookings project was initially delayed due to resource availability. Further delays are expected due to the complex business rules surrounding some Council resources and the limited ability of products in the marketplace to address requirements. Expected delivery date: late 2015.				
1.3.7	MAINTAIN, SUPPORT AND RENEW COUNCIL'S INFORMATION AND COMMUNICATION TECHNOLOGY			
KPI00083	Percentage of support tickets resolved on time	85%	87%	
KPI00084	Provide staff with access to new infrastructure (mobile communications, desktop/laptop, server)	100%	100%	
KPI00085	Refresh aging ICT hardware	100%	91%	
KPI00086	Externally facing presence including web and application servers availability	95%	95%	
KPI00087	Maintain server/storage and networking environment including updates and upgrades to ensure availability	100%	94%	
KPI00088	Maintain existing PC, laptop, tablet and mobile device fleet updates and upgrades to ensure availability	100%	91%	
KPI00089	Review Microsoft licensing options	100%	100%	
KPI00090	Review Disaster Recovery infrastructure and procedures	100%	100%	
1.3.8	PROVIDE HIGH QUALITY CUSTOMER SERVICE TO A WIDE RANGE OF COMMUNITY STAKEHOLDERS THROUGH THE ART GALLERY			
KPI00091	Customer satisfaction with service	100%	100%	
KPI00092	Coordinate volunteer activities for individuals and groups	100%	100%	
KPI00093	Conduct marketing and promotion for exhibitions and programs	100%	100%	
1.4	ACTIVELY IMPLEMENT AND PROMOTE COUNCIL'S BEST PRACTICE GOVERNANCE POLICIES AND PROCEDURES			
1.4.1	DELIVER AN ANNUAL PROGRAM OF INTERNAL AUDITS FOCUSING ON ADDING VALUE AND IMPROVING COUNCIL'S OPERATIONS			
KPI00094	Four year Internal Audit Strategy and annual work program endorsed by the Audit and Risk Committee	100%	100%	
KPI00095	Annual work program completed on schedule	100%	80%	
KPI00096	Facilitate meetings for the Audit and Risk Committee	100%	100%	
1.4.2	FACILITATE COUNCIL AND POLICY AND STRATEGY MEETING PROCESSES			
KPI00097	Agenda distributed within legislative timeframes of three clear days prior to meeting	24 Agendas	32 Agendas	
KPI00098	Minutes distributed within seven days	24 Minutes	32 Minutes	
KPI00099	Complete annual review of Code of Meeting Practice	100%	100%	
1.4.3	FACILITATE A LEGISLATIVELY COMPLIANT OPEN ACCESS TO INFORMATION - GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT (GIPAA)			
KPI00100	Formal applications are responded to within 20 working days	100%	98%	
KPI00101	Informal applications are responded to within 15 working days	100%	43%	
KPI00102	Annual report is submitted to the Office of the Information Commission by 31 October	100%	100%	
1.4.4	REVIEW AND MANAGE THE GOOD GOVERNANCE FRAMEWORK			
KPI00504	Review of the Good Governance Framework	100%	90%	
KPI00505	Review the Anti-Fraud Management Framework	100%	100%	

		TARGET	ACTUAL	
1.4.5	REVIEW AND MANAGE PRIVACY MANAGEMENT FRAMEWORK IN COMPLIANCE WITH THE PRIVACY AND PERSONAL INFORMATION PROTECTION ACT			
KPI00105	Review Privacy Management Plan and associated documentation	100%	100%	
KPI00106	Facilitate Privacy Management training and awareness program	4 Sessions	1 Session	
KPI00107	Ensure privacy breaches are reported to the Office of the Information Commission within legislative timeframes	100%	100%	
1.5	ENSURE COUNCIL'S RISK MANAGEMENT PROCESS REFLECTS INDUSTRY BEST PRACTICE ACROSS ALL OF COUNCIL'S FUNCTIONS			
1.5.1	IMPLEMENT A PROGRAM FOR ORGANISATIONAL RISK AWARENESS			
KPI00108	Completion of Risk Maturity Survey	2 Surveys	2 Surveys	
1.5.2	REVIEW AND UPDATE ANNUAL RISK MANAGEMENT PLAN			
KPI00506	Review and update Risk Management Plan	100%	90%	
1.5.3	MANAGE CORPORATE BUSINESS CONTINUITY PLAN AND DISASTER MANAGEMENT FRAMEWORK			
KPI00110	Review and update the Business Continuity Plan	2 Updates	2 Updates	
KPI00111	Test the Business Continuity Plan and Disaster Recovery Plans with relevant new staff	100%	100%	
1.5.4	REVIEW AND MANAGE CORPORATE INSURANCES			
KPI00112	Development of actions for Statewide Insurance's Risk Management Action Plan	100%	100%	
KPI00113	Review compliance with Statewide Insurance's Risk Management Action Plan	100%	100%	
1.6	PROVIDE A SUSTAINABLE WORKFORCE WITH THE CAPABILITY AND CAPACITY TO SUPPORT CURRENT AND FUTURE SERVICE DELIVERY			
1.6.1	COMMUNICATE AND IMPLEMENT ACTIONS FROM THE EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN			
KPI00507	Develop a Diversity Strategy	100%	100%	
KPI00508	Review Equal Employment Opportunities Action Plan	100%	100%	
1.6.2	CONDUCT THE ANNUAL ORGANISATIONAL ENGAGEMENT AND CULTURE SURVEY AND EVALUATE AND IMPLEMENT IMPROVEMENT STRATEGIES			
KPI00509	Conduct organisational engagement and culture survey	100%	0%	
KPI00510	Analyse data from the survey and recommend initiatives	100%	0%	
Comments: Following consultation with Council's Executive Team, the Employee Engagement Survey was rescheduled to October 2015; therefore this item will carry over to the 2015/2016 year.				
1.6.3	DESIGN, DEVELOP AND IMPLEMENT STAFF LEARNING AND DEVELOPMENT INITIATIVES			
KPI00118	Develop flexible e-Learning modules	2 Modules	2 Modules	
KPI00119	Review Council's Coaching and Mentoring Program	100%	100%	
KPI00120	Review the Workplace Health and Safety training plan	100%	100%	
1.6.4	PROVIDE RECRUITMENT SERVICES TO THE ORGANISATION			
KPI00121	Implement Labour Hire Services procedure	100%	92.50%	
KPI00122	Scope project for Online Recruitment Module	100%	100%	
1.6.5	REVIEW AND MONITOR THE IMPLEMENTATION OF THE WORKFORCE PLAN			
KPI00511	Review Council's Workforce Action Plan	100%	100%	

		TARGET	ACTUAL	
1.6.6	PROMOTE FUTURE WORKFORCE DEVELOPMENT WITH OPTIONS SUCH AS TRAINEESHIPS, APPRENTICESHIPS, CADETSHIPS AND SCHOLARSHIPS			
KPI00124	Scheduled contact and monitoring achieved for trainees and apprentices	100%	100%	
KPI00125	Active involvement and participation in incorporating traineeships, apprenticeships, cadetships and scholarships into Council's workforce	100%	100%	
1.6.7	MANAGE THE INDIVIDUAL PERFORMANCE AND DEVELOPMENT PLAN (IPDP) PROCESS FOR ALL STAFF			
KPI00126	Eligible staff have an active and up-to-date IPDP for the 2014/15 financial year	100%	86%	
KPI00127	Review the Individual Performance Development Plan document and process	100%	100%	
1.6.8	MANAGE THE IMPLEMENTATION AND UPDATES TO THE HRIS (HUMAN RESOURCES INFORMATION SYSTEM)			
KPI00512	Electronic timesheets are implemented across the organisation	100%	85%	
KPI00513	Scope project for Training and Development module	100%	0%	
Comments: Council's People and Culture team are working with management to transfer outdoor based employees from a paper based timesheet system to an electronic timesheet with 85% of staff now on electronic timesheets. The remainder of staff will be transitioned to this way of processing by 30 June 2016. Staff will be provided training, computer and system access and ongoing support.				
1.7	STRIVE FOR ZERO HARM AND A CULTURE OF HEALTH AND SAFETY			
1.7.1	MAINTAIN WORKPLACE HEALTH AND SAFETY (WHS) MANAGEMENT SYSTEM AND ACTION ITEMS IDENTIFIED IN AUDITS			
KPI00130	Review and maintain WHS Management system	100%	100%	
KPI00131	Develop a consultation program	50%	50%	
KPI00132	Implement, review and maintain Council's Health and Wellbeing strategy	100%	25%	
KPI00133	Review the WHS injury management and return to work programs	100%	100%	
1.8	SUPPORT AND ENCOURAGE INNOVATIVE AND CONTINUOUS IMPROVEMENT			
1.8.1	PROVIDE AND PROMOTE A FRAMEWORK THAT SUPPORTS CONTINUOUS IMPROVEMENT, CHANGE MANAGEMENT AND BUSINESS IMPROVEMENT MODELS			
KPI00134	Promote and support Look, Listen, Do it Better, and Continuous Improvement activities across Council	100%	93%	
WE PROVIDE THE COMMUNITY OPPORTUNITIES TO BE INVOLVED IN DECISIONS IMPACTING THEM				
1.9	CONDUCT STRATEGIC AND OPERATIONAL PLANNING AND REPORTING OF PERFORMANCE			
1.9.1	PREPARE AND PUBLISH COUNCIL'S INTEGRATED PLANNING AND REPORTING DOCUMENTS			
KPI00135	Produce quarterly performance report	4 Reports	4 Reports	
KPI00136	Publish the 2013/2014 Annual Report	100%	100%	
KPI00137	Update the Ruby & Oliver community engagement website	4 Articles	4 Articles	
KPI00138	Prepare a Community Strategic Plan engagement plan for 2015	100%	0%	
KPI00139	Deliver the 2014 Community Strategic Plan engagement plan	100%	50%	
KPI00140	Adopt the 2015/2016 Operational Plan	100%	100%	
KPI00141	Review Council's Delivery Program	100%	100%	
KPI00142	Provide end user training for Council's corporate reporting system	4 Sessions	3 Sessions	

		TARGET	ACTUAL	
1.9.2	MANAGE COUNCIL'S ASSET MANAGEMENT FRAMEWORK			
KPI00143	Review and update Asset Management document suite	100%	100%	
KPI00144	Align asset register with the annual financial statements and supporting work papers	100%	100%	
KPI00145	Conduct community consultation on asset condition for identified assets	100%	25%	
KPI00146	Administer the asset management software system	100%	100%	
KPI00147	Asset management system availability	100%	100%	
KPI00148	Develop scenario plans for identified asset categories	100%	25%	
KPI00149	Develop procedures for asset management to support Asset Management Plans	100%	25%	
KPI00150	Inform key stakeholders of the current condition of infrastructure assets	100%	100%	
KPI00151	Provide educational opportunities to key stakeholders	100%	100%	
1.10	ENSURE THE LONG TERM FINANCIAL SUSTAINABILITY OF COUNCIL THROUGH EFFECTIVE AND PRUDENT FINANCIAL MANAGEMENT			
1.10.1	MAINTAIN FINANCIAL ASSET RECORDS			
KPI00152	Ensure work papers are completed for Annual Financial Statements	1 Report	1 Report	
KPI00153	Maintain property plant and equipment register in general ledger	100%	100%	
1.10.2	REPORT ON COUNCIL'S FINANCIAL POSITION			
KPI00154	Report quarterly budget to Council	4 Reports	4 Reports	
KPI00155	Review cost statements	12 Meetings	12 Meetings	
KPI00156	Report budget variations to Council	12 Meetings	12 Meetings	
1.10.3	CONDUCT DEBT RECOVERY ACTIVITIES			
KPI00157	Percentage of outstanding rates and annual charges	6%	6.30%	
1.10.4	COMPLETE STATUTORY FINANCIAL REPORTING			
KPI00158	Complete and publish Annual Financial Statements	100%	100%	
KPI00159	Statutory returns are lodged with the Australian Taxation Office	12 Reports	12 Reports	
1.10.5	MANAGE COUNCIL'S INVESTMENT PORTFOLIO			
KPI00160	Report on Council's investment portfolio performance	11 Reports	11 Reports	
KPI00161	Annual review of Investment and Policy Strategy	100%	100%	
1.10.6	PURSUE OPPORTUNITIES TO APPLY FOR ELIGIBLE GRANTS FROM STATE AND FEDERAL GOVERNMENT			
KPI00162	Publish a list of funding sources	4 Lists	4 Lists	
1.10.7	ANNUALLY REVIEW THE LONG TERM FINANCIAL PLAN			
KPI00514	Review and update the annual budget and Long Term Financial Plan	100%	100%	
1.10.8	MANAGE RATES REVENUE			
KPI00164	Raise rates notices	100%	100%	
KPI00165	Property valuation records are maintained and updated	100%	100%	
KPI00166	Fees and charges invoiced as per revenue policy	100%	100%	
1.10.9	PROCESS ACCOUNTS PAYABLE			
KPI00167	Invoices recorded and paid accurately within 30 days	100%	100%	
1.10.10	MANAGE DEVELOPER CONTRIBUTIONS			
KPI00515	Review 4 year capital works program for each developer contribution plan in consultation with an internal stakeholder committee	100%	100%	
KPI00516	Prepare financial reports summarising the contributions received and expenditure related to each of the developer contribution plans	100%	100%	

		TARGET	ACTUAL	
WE PROVIDE OPPORTUNITIES FOR PEOPLE TO CONNECT				
1.11	FACILITATE IDENTIFIED COUNCIL EVENTS FOR THE BENEFIT OF THE WIDER COMMUNITY			
1.11.1	DEVELOP AND COORDINATE THE DELIVERY OF IDENTIFIED COUNCIL EVENTS THAT INCREASE PARTICIPATION ACROSS ALL DEMOGRAPHICS			
KPI00517	Little Big Day Out	100%	100%	
KPI00518	A Very Wagga Christmas	100%	100%	
KPI00519	Australia Day	100%	100%	
KPI00520	Regenerate Youth Festival	100%	100%	
KPI00521	Walk of Honour	100%	100%	
1.11.2	PROVIDE ADVICE TO BUSINESS UNITS ACROSS COUNCIL RELATING TO EVENT COORDINATION, MANAGEMENT AND PROCEDURES			
KPI00175	Respond to internal enquiries or requests	100%	100%	
1.11.3	REVIEW OPPORTUNITIES TO ACCESS ADDITIONAL GRANT FUNDING TO ENHANCE EXISTING EVENTS			
KPI00176	Investigate funding opportunities for Council events including: regenerate, Australia Day, Little Big Day Out and a Very Wagga Christmas	4 Opportunities	4 Opportunities	
1.12	DELIVER A BROAD RANGE OF CULTURAL SERVICES, COMMUNITY PROGRAMS AND EVENTS THAT SUPPORT PARTICIPATION, LIFELONG LEARNING AND ENGAGEMENT BY ALL			
1.12.1	PRESENT INNOVATIVE VISUAL ARTS EXHIBITIONS OF REGIONAL AND NATIONAL SIGNIFICANCE			
KPI00177	Present a diverse range of Art Gallery exhibitions	30 Exhibitions	38 Exhibitions	
KPI00178	Develop unique and creative visual arts products	10 Exhibitions	12 Exhibitions	
KPI00179	Develop and promote regional visual arts culture and practice	12 Exhibitions	18 Exhibitions	
1.12.2	INITIATE AND DEVELOP VISUAL ARTS ACTIVITIES AND PROGRAMS THAT ARE ACCESSIBLE AND RELEVANT TO THE COMMUNITY			
KPI00180	Deliver Art Gallery public programs that develop and expand audience engagement	42 Programs	49 Programs	
KPI00181	Present cross-disciplinary performance events developing engagement with contemporary arts practice	3 Programs	3 Programs	
1.12.3	INCREASE ACCESS TO QUALITY ARTISTIC EXPERIENCES FOR DIVERSE GROUPS IN THE COMMUNITY			
KPI00182	Implement Art Gallery Disability Action Plan	100%	100%	
KPI00183	Develop partnerships between disability community groups and the Art Gallery	2 Projects	2 Projects	
KPI00184	Maintain and develop partnerships with Indigenous community groups and the Art Gallery	2 Projects	2 Projects	
1.12.5	DEVELOP AND DELIVER AN ANNUAL SCHEDULE OF EVENTS AND PROGRAMS			
KPI00188	Programs/activities facilitated for older people	8 Programs	8 Programs	
KPI00189	Programs/activities facilitated for youth	8 Programs	8 Programs	
KPI00190	Programs/activities facilitated for children	4 Programs	5 Programs	
KPI00191	Programs/activities facilitated for people with disabilities and their carers	8 Programs	8 Programs	
KPI00192	Manage and deliver training and support for Home and Community Care program and Aboriginal Home and Community Care Program across 31 LGAs in line with service agreements	100%	100%	
KPI00193	Publish the Cultural Guide	4 Guides	4 Guides	
KPI00194	Administer the annual Arts and Culture community grants	1 Report	1 Report	
KPI00195	Coordinate the delivery of arts and culture related events, programs and festivals – e.g. Youth Week	100%	100%	
KPI00196	Develop and maintain cultural development web pages	100%	100%	

		TARGET	ACTUAL	
1.12.6	INITIATE, DEVELOP, PROMOTE AND MAINTAIN CIVIC THEATRE EDUCATION AND PUBLIC PROGRAMS			
KPI00197	Deliver public programs in conjunction with the annual subscription season	100%	100%	
KPI00198	Deliver educational programs in conjunction with performances for children and young people	100%	100%	
KPI00199	Complete ongoing audience evaluations	100%	100%	
1.12.7	ENCOURAGE AND SUPPORT PERFORMING ARTS ACTIVITY IN WAGGA WAGGA BY FACILITATING PERFORMANCES BY COMMUNITY GROUPS AND COMMERCIAL HIRERS			
KPI00200	Provide professional box office ticketing services for events in Wagga Wagga and surrounds	100%	100%	
KPI00201	Facilitate performances at the Civic Theatre by community groups	100%	100%	
KPI00202	Facilitate performances at the Civic Theatre by commercial hirers	100%	100%	
KPI00203	Facilitate Twilight by the Lagoon outdoor concert series	100%	100%	
1.12.8	MAINTAIN THEATRE ASSETS			
KPI00204	Deliver maintenance program	100%	100%	
1.12.9	DEVELOP AND DELIVER A DIVERSE ANNUAL THEATRE PROGRAM OF TOURING			
KPI00205	Select and present a range of performances in the annual subscription seasons	100%	100%	
KPI00206	Present a range of daytime performances for older audiences	100%	100%	
KPI00207	Present a range of performances for children and young audiences	100%	100%	
1.12.10	DELIVER THE REGIONAL MUSEUM OUTREACH SERVICES AND ASSIST IN THE DEVELOPMENT OF A NETWORK OF SUSTAINABLE MUSEUM COLLECTIONS IN THE RIVERINA			
KPI00208	Deliver the regional museum outreach services and assist in the development of a network of sustainable museum collections in the Riverina	100%	100%	
1.12.11	INITIATE, DEVELOP, PROMOTE AND MAINTAIN MUSEUM EDUCATION AND PUBLIC PROGRAMS			
KPI00209	Number of education and public programs initiated and delivered	48 Programs	48 Programs	
KPI00210	Ensure high quality customer service through the completion of annual audience/visitor evaluation reporting	100%	100%	
KPI00211	Marketing and promotion for museum exhibitions, education and public programs	100%	100%	
1.12.12	DELIVER A DIVERSE ANNUAL EXHIBITION SCHEDULE			
KPI00212	Deliver a diverse annual exhibition schedule	8 Exhibitions	8 Exhibitions	
1.12.13	DELIVER LIBRARY SERVICES AND COLLECTIONS			
KPI00213	Number of library visits per quarter	180,000 Visits	186,773 Visits	
KPI00214	Report on number of Library memberships	1 Report	1 Report	
KPI00215	Number of new Library memberships	3,200 Memberships	3,784 Memberships	
KPI00216	Number of new Cyber Memberships using e-resources and other services	1,520 Memberships	1,223 Memberships	
KPI00217	Number of physical items loaned (books, DVDs, magazines, audio and kits)	250,000 loans	293,269 loans	
KPI00218	Report on the number and types of electronic resources downloaded (eBooks, eAudio, eMusic, eMagazines and eDatabases)	1 Report	1 Report	
KPI00219	Report on the total number of full memberships and visitor memberships	1 Report	1 report	
KPI00220	Percentage of self-loan transactions	75%	85%	
KPI00221	Inter-library loans requests	500 Requests	715 Requests	

		TARGET	ACTUAL	
KPI00222	Report on the foreign language books from State Library of NSW	200 Books	533 Books	
KPI00223	Report on Community Links service to aged care facilities	1 Report	1 Report	
KPI00224	Report on Social Media and Web Maintenance: current web presence and active engagement through Facebook, Twitter, Blogs, e-newsletter, Pinterest, YouTube videos	1 Report	1 Report	
KPI00225	Website visits and re-directs to electronic services and resources	12,000 Visits	18,942 Visits	
KPI00226	Publish Community Directory (LINCS Service)	1 Directory	1 Directory	
1.12.14	PROVIDE PHYSICAL AND ONLINE ACCESS TO WAGGA WAGGA'S HISTORY THROUGH THE LOCAL STUDIES SERVICE			
KPI00227	Report on Local Studies Service: collections, services and promotional activities	1 Report	1 Report	
1.12.15	DELIVER A BROAD RANGE OF LIBRARY SPACES, PROGRAMS AND ACTIVITIES BOTH IN-HOUSE AND OUTREACH			
KPI00228	Report on Home Library Service	1 Report	1 Report	
KPI00229	Report on Home Library Service including volunteer and customer statistics	1 Report	1 Report	
KPI00230	Number of displays and exhibitions per quarter	5 Exhibitions	8 Exhibitions	
KPI00231	Number of events per quarter on community learning	20 Events	35 Events	
KPI00232	Number of partnerships and outreach activities across all age groups	16 Activities	21 Activities	
KPI00233	Number of inter-generational and family programs	4 Programs	9 Programs	
KPI00234	Report on the number of programs, activities and services for people with disabilities and their carers	1 Report	2 Reports	
KPI00235	Number of programs and information services for culturally and linguistically diverse communities	7 Programs	7 Programs	
KPI00236	Number of programs, activities and services for the Indigenous community	4 Programs	4 Programs	
KPI00237	Number of programs for pre-school aged children	8 Programs	9 Programs	
KPI00238	Number of programs for school aged children	12 Programs	17 Programs	
KPI00239	Number of programs and information services for youth	5 Programs	7 Programs	
KPI00240	Number of programs and information services for adults	12 Programs	19 Programs	
KPI00241	Number of programs and information services for older people	8 Programs	10 Programs	
1.13	PROVIDE, FACILITATE AND MAINTAIN COMMUNITY AND CULTURAL INFRASTRUCTURE			
1.13.1	MAINTAIN ART GALLERY INFRASTRUCTURE AND OPERATIONS TO NATIONAL INDUSTRY STANDARDS			
KPI00242	Maintain and upgrade Art Gallery infrastructure to industry best standards	100%	100%	
KPI00243	Maintain and review Art Gallery policies and procedures to industry best standards	100%	100%	
KPI00244	Maintain infrastructure, operations and procedures to ensure adherence to WHS legislation, policies and guidelines	100%	100%	
1.13.2	DEVELOP AND CARE FOR ART COLLECTIONS OF NATIONAL SIGNIFICANCE			
KPI00245	Acquire pieces for the Margaret Carnegie Print Collection	100%	100%	
KPI00246	Acquire pieces for the National Art Glass Collection	100%	100%	
KPI00247	Care for and conserve the Margaret Carnegie Print Collection	1 Audit	1 Audit	
KPI00248	Care for and conserve the National Art Glass Collection	1 Audit	1 Audit	
KPI00249	Care for and conserve the general collection	1 Audit	1 Audit	

		TARGET	ACTUAL	
1.13.3	MAINTAIN AND RENEW CULTURAL INFRASTRUCTURE AND TECHNOLOGY TO ENSURE THAT THE CIVIC THEATRE REMAINS VIABLE AND EFFECTIVE			
KPI00250	Maintain technical equipment to a safe and professional standard	100%	100%	
KPI00251	Implement Civic Theatre Asset Management Plan	100%	100%	
1.13.4	MANAGE THE COLLECTIONS OF THE MUSEUM OF THE RIVERINA TO NATIONAL STANDARDS FRAMEWORK			
KPI00252	Implement recommendations from the National Museum Standards program	100%	100%	
KPI00253	Maintain infrastructure, operations and procedures to ensure adherence to WHS legislation, policies and guidelines	100%	100%	
KPI00254	Implement best practice collection management, research, collection storage and access programs	100%	100%	
1.13.5	IMPLEMENT PUBLIC ART POLICY			
KPI00255	Administer the Public Art Advisory Panel meetings	6 Meetings	12 Meetings	
KPI00256	Complete Zone 3 Airport Public Art Project	100%	100%	
KPI00257	Partner in delivering the dLux distre` new media project	1 Update	1 Update	
KPI00258	Maintain Public Art collection	100%	100%	
KPI00259	Revise the Public Art Plan 2014-2016	100%	100%	
KPI00260	Maintain representation of Wagga Wagga City Council as a member of the Eastern Riverina Arts Board	100%	100%	
1.14	ADVOCATE, PARTNER IN AND FACILITATE THE DELIVERY OF AFFORDABLE AND ACCESSIBLE SERVICES AND INFRASTRUCTURE			
1.14.1	FACILITATE COMMUNITY DEVELOPMENT			
KPI00261	Manage and facilitate relationships with key stakeholders in service provision and access across all demographics	100 Meetings	100 Meetings	
KPI00262	Provide strategic support across Council on matters relating to community welfare and community development including funding applications across the business	100%	100%	
KPI00263	Maintain and coordinate usage by community groups and not for profits of Council facilities (community centres) to enable access to support programs and increase education and employment opportunities for community members	100%	100%	
KPI00264	Facilitate community consultation on matters pertinent to Council and community	16 Consultations	16 Consultations	
KPI00265	Facilitate training on demographic tools and databases for Council staff and community non-Government organisations	100%	100%	
1.14.2	PLAN AND FACILITATE SOCIAL AND COMMUNITY CAPACITY PROGRAMS AND ACTIVITIES INCLUDING CELEBRATORY DAYS ACROSS THE LOCAL GOVERNMENT AREA			
KPI00266	Programs/activities facilitated for culturally and linguistically diverse communities	8 Programs	10 Programs	
KPI00267	Programs/activities facilitated for Aboriginal and Torres Strait Islander communities	8 Programs	10 Programs	
1.14.3	PROMOTE AND PROVIDE FAMILY DAY CARE AND IN-HOME CARE AS QUALITY CHILD CARE OPTIONS FOR ALL MEMBERS OF THE COMMUNITY			
KPI00268	Service delivery remains within legislative requirements	100%	98%	
KPI00269	Conduct monthly educator visits by a trained early childhood staff member	100%	95%	
KPI00270	Weekly visits for new educators during their first month by a trained early childhood staff member	100%	100%	

		TARGET	ACTUAL	
KPI00271	Fortnightly attendance records for educators are processed on time	100%	75%	
KPI00272	Feedback collected on service delivery	100%	88%	
KPI00273	Play session activities are facilitated	100%	100%	
KPI00274	All educators participate in mandatory professional development opportunities	100%	100%	
WE PROTECT OUR HERITAGE				
1.15	MANAGE LOCAL HERITAGE			
1.15.1	PROVIDE HERITAGE MANAGEMENT CONTROLS TO ASSIST DEVELOPMENT ASSESSMENT			
KPI00275	Liaise with planners and external consultants as required	100%	96%	

2 WE ARE A SAFE AND HEALTHY COMMUNITY

		TARGET	ACTUAL	
WE PROVIDE ACCESS TO BEAUTIFUL PARKS AND RECREATIONAL SPACES THROUGHOUT THE COMMUNITY				
2.1	ENHANCE AND MAINTAIN PARKS, RECREATIONAL FACILITIES AND OPEN SPACE			
2.1.1	ENHANCE AND MAINTAIN PARKS AND OPEN SPACES			
KPI00276	Deliver roadside mowing program	4 Cuts	5 Cuts	
KPI00277	Deliver parks mowing program	9 Cuts	11 Cuts	
KPI00278	Deliver high presentation parks mowing program	39 Cuts	49 Cuts	
KPI00279	Deliver cemetery maintenance program	100%	100%	
2.1.2	ENHANCE AND MAINTAIN RECREATIONAL FACILITIES			
KPI00280	Complete Bosley Park boating access project	100%	100%	
KPI00281	Upgrade Jim Elphick Tennis Centre fencing	100%	100%	
KPI00282	Complete sportsground lighting at Duke of Kent Oval	100%	50%	
KPI00283	Complete Sportsground lighting at Rawlings Park	100%	100%	
KPI00284	Implement outcomes from the Bike Plan	100%	100%	
KPI00285	Renew condition 4/5 assets	100%	100%	
KPI00286	Deliver annual Playground Replacement program - - Chambers Park - Tennyson Park - Schooner Place Park - Tony Place Park	100%	100%	
KPI00287	Continue fencing program at nature reserves	100%	100%	
KPI00288	Redevelop new playing ground at Conolly Rugby Park	100%	50%	
2.1.3	LINEAL PARK CORRIDOR RECREATION IMPROVEMENTS			
KPI00522	Initiation	100%	100%	
KPI00523	Planning	100%	100%	
KPI00524	Execution	100%	100%	
2.1.4	CONSTRUCT INDOOR MULTI PURPOSE STADIUM			
KPI00525	Construction	63%	0%	
Comments: At the Supplementary Council Meeting of 11 May 2015, Council resolved to place the Multi-Purpose Stadium Bolton Park Project on hold.				
2.1.6	ESTELLA PLAYGROUND AND LOCAL OPEN SPACE WORKS			
KPI00527	Project completion	100%	50%	
Comments: Estella Playground and Local Open Space Works are on hold until land is released for development.				
2.1.7	CONSTRUCTION FOR RENEWAL OF TOLLAND NEIGHBOURHOOD PARK			
KPI00528	Planning	100%	100%	
KPI00529	Execution	100%	25%	
Comments: The construction of the Tolland Skate Park is progressing with a tender awarded at the June 2015 Council meeting. It is expected construction will be completed during October 2015.				
2.1.8	CONDUCT TREE MANAGEMENT			
KPI00297	Complete all Tree Management Application inspections within 21 days	100%	100%	

		TARGET	ACTUAL	
2.1.9	PARKS OPERATION MANAGEMENT			
KPI00298	Deliver strategic planning services for new and infill areas for the Wagga Wagga Local Government Area	100%	100%	
KPI00299	Deliver landscape design program city-wide	100%	100%	
2.2	PROVIDE RECREATIONAL PROGRAMS			
2.2.1	PROVIDE AQUATIC FACILITIES AND PROGRAMS			
KPI00300	Bookings for Swim and Survive program	5,600 Bookings	8,198 Bookings	
KPI00301	Annual visitations to Oasis Regional Aquatic Centre	300,000 Visitors	287,805 Visitors	
2.3	IMPLEMENT THE RIVERSIDE MASTER PLAN			
2.3.1	FACILITATE THE DEVELOPMENT AND IMPLEMENTATION OF THE RIVERSIDE MASTER PLAN			
KPI00530	Commence procurement process for Wagga Beach landscaping	100%	100%	
KPI00531	Landscaping commenced	100%	100%	
KPI00532	Landscaping completed	100%	80%	
KPI00533	Final inspection of Wagga Wagga Beach landscaping	100%	100%	
KPI00534	Present commercial development opportunities to the market in strategic Riverside locations through Expression of Interest process	100%	40%	
WE ARE A HEALTHY COMMUNITY				
2.4	IMPLEMENT PUBLIC HEALTH AND SAFETY INITIATIVES			
2.4.1	INSTALL CCTV IN WAGGA WAGGA'S CENTRAL BUSINESS DISTRICT			
KPI00535	Project complete	100%	100%	
2.4.2	DELIVER COMPANION ANIMAL AND LIVESTOCK MANAGEMENT SERVICES			
KPI00308	Ensure compliance with legislative requirements for dangerous dogs	1 Report	1 Report	
KPI00309	Respond to customer requests within 72 hours	90%	93%	
KPI00310	Maintain Glenfield Road Animal Shelter operations	100%	100%	
KPI00311	Respond to call-out for stock and dangerous dogs in accordance with protocols	100%	95%	
2.4.3	DELIVER REGULATORY SERVICES			
KPI00312	Maintain controls for parking enforcement	100%	96%	
KPI00313	Respond to customer requests within 72 hours	90%	98%	
KPI00314	Undertake investigations into legislative breaches	100%	99%	
KPI00315	Process street activity applications	100%	100%	
2.4.4	REDEVELOPMENT OF GLENFIELD ROAD ANIMAL SHELTER			
KPI00536	Redevelopment of Glenfield Road Animal Shelter	100%	95%	
2.4.5	DELIVER PUBLIC HEALTH PROGRAMS			
KPI00317	Respond to customer requests for sharps collection within 48 hours	100%	100%	
KPI00318	Produce annual food safety and compliance calendar	1 Calendar	1 Calendar	
KPI00319	Produce newsletters to food business owners	2 Newsletters	1 Newsletter	
2.4.6	IMPLEMENT ON-SITE SEWAGE MANAGEMENT PLAN			
KPI00320	Assess and approve on-site sewerage management applications within 14 days	100%	100%	
KPI00321	Inspections for on-site sewer management systems completed	100%	68%	
KPI00322	Undertake investigations regarding customer complaints within 5 days	100%	100%	

		TARGET	ACTUAL	
2.4.7	UNDERTAKE HEALTH INSPECTIONS TO ENFORCE LEGISLATIVE REQUIREMENTS			
KPI00323	Undertake food business inspections in accordance with food regulations partnerships	100%	100%	
KPI00324	Undertake legionella control inspections	100%	100%	
KPI00325	Undertake commercial and semi-commercial swimming pool inspections	100%	100%	
KPI00326	Undertake skin penetration/hairdressing inspections	100%	100%	
KPI00327	Undertake mortuary inspections	100%	100%	
KPI00328	Respond to customer requests within 5 days	100%	100%	
2.5	PROVIDE AND IMPLEMENT AN INSPECTION FRAMEWORK THAT SUPPORTS PUBLIC SAFETY			
2.5.1	CARRY OUT SWIMMING POOL INSPECTION AUDITS			
KPI00329	Residential premises inspected for swimming pool safety	400 Inspections	342 Inspections	
2.5.2	ENSURE ANNUAL FIRE SAFETY STATEMENTS ARE SUBMITTED FOR APPLICABLE BUILDINGS			
KPI00330	Submitted Annual Fire Safety Statements are finalised by Council	100%	90%	
2.6	PROVIDE WASTE MANAGEMENT SERVICES			
2.6.1	MANAGE KERBSIDE WASTE COLLECTION			
KPI00333	Manage Kerbside Collection Contract	100%	100%	
2.6.2	CONSTRUCT A NEW WASTE CELL AT THE GREGADOO WASTE MANAGEMENT CENTRE			
KPI00537	Initiation	100%	100%	
KPI00538	Planning	100%	100%	
KPI00539	Execution	20%	20%	
2.6.3	COMPLETE CAP AT GREGADOO WASTE MANAGEMENT CENTRE			
KPI00540	Initiation	100%	100%	
KPI00541	Planning	100%	100%	

3 WE HAVE A GROWING ECONOMY

		TARGET	ACTUAL	
WE HAVE A SKILLED WORKFORCE				
3.1	IMPLEMENT AND DEVELOP STRATEGIES TO ATTRACT AND RETAIN HIGHLY SKILLED NEW RESIDENTS TO WAGGA WAGGA			
3.1.1	PROVIDE ASSISTANCE FOR NEW RESIDENTS INCLUDING EVOCITIES RELOCATERS			
KPI00339	Maintain local and project level Evocities web pages	2 Updates	5 Updates	
KPI00340	Respond to local Evocities enquiries	100%	100%	
KPI00341	Report on Evocities progress and achievements	2 Reports	5 Reports	
KPI00342	Update Live Work Invest pack to satisfy local Evocities enquiries	1 Update	4 Update	
KPI00343	Work collaboratively with Evocities partners to monitor progress of marketing program	2 Meetings	4 Meetings	
3.1.2	MEET WITH CHARLES STURT UNIVERSITY AND TAFE NSW RIVERINA INSTITUTE TO COORDINATE STRATEGIES AND ACTIVITIES FOR MUTUAL BENEFIT AND SYNERGY			
KPI00344	Meet with Charles Sturt University and TAFE NSW Riverina Institute	4 Meetings	4 Meetings	
THERE IS GROWING BUSINESS INVESTMENT IN OUR COMMUNITY				
3.2	ENSURE WAGGA WAGGA AIRPORT IS A MARKET LEADER IN DELIVERING REGIONAL AIR SERVICES			
3.2.1	PROMOTE WAGGA WAGGA AIRPORT AS A REGIONAL BUSINESS HUB AND KEY CONTRIBUTOR TO THE REGIONAL ECONOMY			
KPI00345	Develop a Marketing Plan	100%	0	
KPI00346	Implement Marketing Plan	100%	0	
KPI00347	Print media/industry journals and advertorials	2 Advertorials	2 Advertorials	
KPI00348	Run industry networking events – Aviation after five	2 Events	2 Events	
Comments: Council's Commercial and Economic Development staff are working with Sauce Communications in 2015 to discuss contracting them on a retainer basis to develop and implement an Airport marketing strategy.				
3.2.2	MANAGE AIRPORT PUBLIC FACILITIES			
KPI00349	Conduct daily maintenance of Airport Public facilities	100%	100%	
3.2.3	MANAGE AIRPORT CAR PARK			
KPI00350	Ensure the car park is operational	100%	100%	
3.3	ENSURE THE LIVESTOCK MARKETING CENTRE IS A MARKET LEADER IN PROVIDING LIVESTOCK SALES AND SERVICES			
3.3.1	DELIVER LIVESTOCK MARKETING CENTRE OPERATIONS IN COMPLIANCE WITH INDUSTRY AND STAKEHOLDER REQUIREMENTS			
KPI00351	Convene Livestock Marketing Centre user group meetings	4 Meetings	4 Meetings	
KPI00352	Maintain infrastructure and systems to enable auctions and other permitted activities by members of Wagga Wagga Selling Agents Association	100%	100%	

		TARGET	ACTUAL	
3.3.2	PROMOTE THE LIVESTOCK MARKETING CENTRE AS A REGIONAL BUSINESS HUB AND KEY CONTRIBUTOR TO THE RURAL ECONOMY			
KPI00353	Participate in Australian Livestock Markets Association annual conference	1 Conference	1 Conference	
KPI00354	Print media advertorials	1 Advertorial	1 Advertorial	
KPI00355	Provide specific content in Council's Annual Report	1 Report	1 Report	
3.3.3	CONSTRUCT A NEW WORKSHOP BUILDING AT THE LIVESTOCK MARKETING CENTRE			
KPI00542	Complete construction of the workshop building	100%	100%	
3.3.4	IMPLEMENT SITE ACCESS CONTROL SYSTEM AT THE LIVESTOCK MARKETING CENTRE			
KPI00543	Install site access control system	100%	0%	
Comments: This project is on hold pending final road designs for the Riverina Inter-modal Freight and Logistics Hub project.				
3.3.5	DESIGN AND INSTALL IMPROVED LIGHTING IN TRUCK WASH FACILITIES AT LIVESTOCK MARKETING CENTRE			
KPI00544	Design	100%	100%	
KPI00545	Construction	100%	100%	
3.3.6	DESIGN AND INSTALL LIGHTING OVER SHEEP YARD LOADING RAMPS AT LIVESTOCK MARKETING CENTRE			
KPI00546	Design	100%	0%	
KPI00547	Construction	100%	0%	
Comments: Project placed on hold to determine the need for possible extra lights before the end of 2014/15 Financial Year.				
3.3.7	EXPANDED FEMALE TOILET FACILITIES IN MAIN OFFICE/CATTLE SELLING RING AT LIVESTOCK MARKETING CENTRE			
KPI00548	Design	100%	100%	
KPI00549	Construction	100%	100%	
3.4	IMPLEMENT BOMEN STRATEGIC MASTER PLAN			
3.4.1	DEVELOP BOMEN BUSINESS PARK THROUGH IMPLEMENTING THE RIVERINA INTERMODAL FREIGHT AND LOGISTICS (RIFL) HUB PROJECT			
KPI00551	Complete construction for the Eunony Bridge Road Project	100%	100%	
TOURISM IS A LARGE INDUSTRY IN OUR COMMUNITY				
3.5	PROMOTE A POSITIVE IMAGE OF COUNCIL IN BOTH THE LOCAL COMMUNITY AND THE BROADER REGION			
3.5.1	PROVIDE ORGANISATIONAL GRAPHIC DESIGN			
KPI00365	Respond to requests to deliver Council documents as per corporate guidelines and community need	100%	83%	
KPI00366	Respond to requests to develop material and support usage of city brand across Council and the community	100%	100%	
KPI00367	Respond to requests for design material to support the delivery and increase community understanding of Council works, services and projects	100%	100%	
3.5.2	MAINTAIN AND ADMINISTER CORPORATE AND CITY BRAND GUIDELINES			
KPI00368	Council signage guidelines completed	100%	30%	
KPI00369	Graphic design internal work request implemented	100%	100%	
KPI00370	Corporate brand guidelines reviewed	100%	100%	

		TARGET	ACTUAL	
3.6	DEVELOP AND IMPLEMENT TOURISM ACTIVITIES AND PLANS TO ATTRACT VISITORS TO WAGGA WAGGA			
3.6.1	ASSIST AND MONITOR PRODUCT AND INDUSTRY DEVELOPMENT			
KPI00371	Respond to opportunities to develop tourism product such as tours and trails	100%	81%	
KPI00372	Participate in the implementation of the Destination Management Plan	2 Meetings	2 Meetings	
KPI00373	Maintain a comprehensive calendar of events and produce the monthly 'What's On' guide	12 Guides	12 Guides	
3.6.2	PROVIDE A CO-ORDINATED CALENDAR OF EVENTS			
KPI00374	Support events that have the potential to attract local, State and national participation providing an economic benefit to Wagga Wagga	100%	100%	
KPI00375	Provide assistance to event organisers to encourage the hosting of events	100%	100%	
3.6.3	RECORD VISITOR STATISTICS			
KPI00376	Gather and record visitor enquiry statistics	2 Reports	5 Reports	
KPI00377	Record Tourism Research Australia, Destination NSW statistics on Visitation and spend	2 Reports	5 Reports	
3.6.4	WORK IN COLLABORATION WITH STATE AND REGIONAL PARTNERS TO INCREASE VISITATION TO WAGGA WAGGA AND THE REGION			
KPI00378	Participate in regional campaigns and promotional activities	100%	100%	
KPI00379	Update STDW (State Tourism Data Warehouse) to populate Visit NSW and Visit Riverina websites	100%	100%	
THERE IS GOVERNMENT INVESTMENT IN OUR COMMUNITY				
3.7	PROVIDE FINANCIAL ASSISTANCE TO COMMUNITY GROUPS AND PROJECTS			
3.7.1	IMPLEMENT THE ANNUAL COMMUNITY GRANTS PROGRAM			
KPI00552	Finalise payment of the 2013/2014 grants	100%	100%	
KPI00553	Advertise 2014/2015 Grants Program	100%	100%	
KPI00554	Information workshops held	100%	100%	
KPI00555	Assess applications	100%	100%	

4 WE HAVE A SUSTAINABLE BUILT AND NATURAL ENVIRONMENT

		TARGET	ACTUAL	
WE MONITOR THE QUALITY OF OUR ENVIRONMENT				
4.1	EFFECTIVELY MANAGE WATER RESOURCES			
4.1.1	CONDUCT WATER QUALITY MONITORING OF LOCAL WATERWAYS			
KPI00384	Monthly monitoring completed	100%	100%	
KPI00385	Monthly urban salinity monitoring completed	100%	100%	
WE PROMOTE ENVIRONMENTAL SUSTAINABILITY THROUGH EDUCATION AND SUSTAINABLE PRACTICES				
4.2	IMPLEMENT THE RESOURCE RECOVER STRATEGY			
4.2.1	PROVIDE COMMUNITY EDUCATION ON WASTE MINIMISATION AND RECYCLING			
KPI00386	Run waste related workshops	2 Workshops	12 Workshops	
4.2.2	CONSTRUCT RESOURCE RECOVERY CENTRE AT GREGADOO WASTE MANAGEMENT CENTRE			
KPI00556	Complete roads and drainage works	100%	0%	
KPI00557	Construction of Resource Recovery Centre (building and services)	100%	0%	
Comments: The project is on hold while we review opportunities to improve resource recovery as part of the Tipping Point campaign.				
4.3	IMPLEMENT ENVIRONMENTAL PRACTICES AND INITIATIVES			
4.3.1	MONITOR COUNCIL'S ENERGY AND WATER CONSUMPTION			
KPI00389	Prepare quarterly report from Planet Footprint on Council's energy usage	4 Reports	4 Reports	
KPI00390	Prepare quarterly report from Planet Footprint on Council's water usage	4 Reports	4 Reports	
4.3.2	IMPLEMENT ENERGY AND WATER REDUCTION INITIATIVES			
KPI00391	Energy efficiency programs delivered	100%	88%	
KPI00392	Water efficiency programs delivered	100%	63%	
4.3.3	DEVELOP GREENHOUSE ACTION PLAN			
KPI00393	Plan developed	100%	50%	
Comments: The scope of the plan has changed slightly and will now include climate change adaptation and mitigation actions as a result of the recent risk assessment undertaken with key internal stakeholders.				
4.4	IMPLEMENT COMMUNITY PROGRAMS TO IMPROVE ENVIRONMENTAL SUSTAINABILITY			
4.4.1	COORDINATE NATIONAL ENVIRONMENTAL EVENTS			
KPI00394	Coordinate Clean Up Australia Day	100%	100%	
KPI00395	Coordinate National Tree Day	100%	100%	
KPI00396	Coordinate Earth Hour promotion	100%	100%	
KPI00397	Coordinate National Recycling Week	100%	100%	
4.4.2	COORDINATE COMMUNITY EDUCATION INITIATIVES FOCUSING ON ENVIRONMENTAL SUSTAINABILITY			
KPI00398	Environmental sustainability education workshops/ programs run	4 Programs	19 Programs	

		TARGET	ACTUAL	
4.5	MINIMISE DETRIMENTAL IMPACTS IN THE ENVIRONMENT			
4.5.1	COMPLY WITH ALL STATUTORY REQUIREMENTS FOR SOLID WASTE MANAGEMENT AND SEWAGE TREATMENT WORKS			
KPI00399	Statutory requirements for Environmental Protection Licences are met	100%	81%	
4.5.2	PROCESS LIQUID TRADE WASTE APPLICATIONS			
KPI00400	Renew all applications every 5 years	100%	100%	
KPI00401	Ensure all relevant new developments are enrolled with an agreement for a period of 5 years	100%	100%	
KPI00402	Monitor illegal/non-compliant dischargers	100%	100%	
KPI00403	Inspect and advise non-residential dischargers	100%	100%	
4.5.3	MANAGE CARBON PRICING MECHANISM (CPM)			
KPI00405	Ensure 100% compliance with the CPM	100%	100%	
4.5.4	COMPLY WITH ENVIRONMENTAL LEGISLATION			
KPI00406	Environmental complaints and breaches are investigated	100%	100%	
KPI00407	Statutory requirements for Environmental Protection Licences are met	100%	100%	
KPI00408	Development applications assessed for environmental impacts	100%	100%	
WE IMPROVE THE QUALITY OF OUR ENVIRONMENT				
4.6	PROTECT AND ENHANCE NATURAL AREAS			
4.6.1	IMPLEMENT RESTORATION AND REHABILITATION PROJECTS			
KPI00409	Submit application for grant funding	1 Grant application	5 Grant applications	
KPI00411	Lloyd environmental restoration project	100%	100%	
4.6.2	IMPLEMENT NOXIOUS WEED CONTROL PROGRAMS			
KPI00412	Roadsides sprayed for noxious weeds	2400kms	2400kms	
KPI00413	Private properties inspected	320 Inspections	320 Inspections	
KPI00414	Awareness and extension activities conducted	4 Activities	10 Activities	
4.6.3	DEVELOP A VEGETATION MANAGEMENT PLAN			
KPI00415	Plan developed	100%	75%	
4.7	MANAGE CONTAMINATED SITES			
4.7.1	MONITOR AND REMEDIATE POTENTIALLY CONTAMINATED SITES			
KPI00417	Monitor potentially contaminated sites	100%	81%	
WE MAINTAIN OUR CURRENT AND FUTURE INFRASTRUCTURE				
4.8	PLAN, CONSTRUCT, MAINTAIN AND MANAGE SEALED ROADS			
4.8.1	RENEW AND MAINTAIN SEALED ROADS			
KPI00418	Complete pavement rehabilitation program	100%	100%	
KPI00419	Complete reseal program	100%	100%	
KPI00420	Complete urban asphalt program	100%	100%	
4.8.2	RENEW AND MAINTAIN KERB AND GUTTER			
KPI00421	Complete kerb and gutter replacement program	100%	100%	
4.8.3	MAINTAIN CAR PARKS			
KPI00422	Routine maintenance undertaken as scheduled	100%	100%	
KPI00423	Reduction in number of customer requests received	2% Reduction	3% Reduction	
4.8.4	MANAGE PERMANENT ROAD CLOSURES			
KPI00424	Initiate application process and subsequent disposal of land within 3 months of Council resolution	100%	100%	
4.9	PLAN, CONSTRUCT, MAINTAIN AND MANAGE UNSEALED ROADS			
4.9.1	RENEW AND MAINTAIN UNSEALED ROADS			
KPI00558	Complete gravel sheet program	100%	100%	

		TARGET	ACTUAL	
4.10	PLAN, CONSTRUCT, MAINTAIN AND MANAGE STREETSCAPES			
4.10.1	CONSTRUCT, RENEW AND MAINTAIN BUS SHELTERS			
KPI00426	Routine maintenance undertaken as scheduled	100%	100%	
KPI00427	Complete bus shelter construction and renewal program	100%	100%	
4.10.2	ENHANCE AND MAINTAIN STREETSCAPES			
KPI00428	Deliver the annual new and replacement Street Tree program	650 Trees	650 Trees	
KPI00429	Respond to all street tree customer requests within 30 days	100%	93%	
4.11	PLAN, CONSTRUCT, MAINTAIN AND MANAGE PATHWAYS			
4.11.1	CONSTRUCT, RENEW AND MAINTAIN FOOTPATHS AND SHARED PATHS			
KPI00430	Complete footpath replacement program	100%	100%	
4.11.2	IMPLEMENT PEDESTRIAN ACCESS AND MOBILITY PROGRAM (PAMP)			
KPI00559	Scheduled pedestrian access ramps constructed	100%	100%	
4.12	PLAN, CONSTRUCT, MAINTAIN AND MANAGE LEVEES			
4.12.1	UPGRADE THE MAIN CITY LEVEE BANK FLOOD PROTECTION			
KPI00560	Detailed design complete	100%	90%	
4.13	PLAN, CONSTRUCT, MAINTAIN AND MANAGE SEWER SYSTEMS			
4.13.1	IMPLEMENT RENEWAL PROGRAM FOR GRAVITY SEWER			
KPI00433	Complete all identified renewals as per the priorities on the Black Spot list	100%	100%	
4.13.2	IMPLEMENT SEWER MAINS REHABILITATION PROGRAM			
KPI00434	Deliver a minimum of 2km of rehabilitated/re-lined sewer main	2kms	2.52kms	
4.13.3	MAINTAIN SEWER ASSETS			
KPI00435	Complete maintenance of scheduled sewer assets	100%	100%	
4.13.4	ELIMINATE JOINT SEWER CONNECTIONS			
KPI00436	Respond to all applications received	100%	100%	
4.13.5	EXTEND BOLTON PARK RISING MAINS (SPS01)			
KPI00561	Design complete	100%	100%	
Comments: No budget has been made available for this item within the 2014/15 financial year.				
4.13.6	CONSTRUCT NEW BOMEN PUMP STATION			
KPI00562	Initiation	100%	100%	
KPI00563	Planning	100%	10%	
Comments: The project is in the initiation phase. A catchment analysis has been completed and is currently being reviewed. Officers will engage an external contractor to undertake detailed designs of both rising main and sewer pump station. Construction is unlikely to begin until 2016/17.				
4.13.7	RENEW MECHANICAL PUMP AT WAGGA BEACH PUMP STATION			
KPI00564	Replacement complete	100%	100%	
4.13.8	CONSTRUCT FOREST HILL PUMP STATION			
KPI00565	Design	100%	50%	
KPI00566	Construction commenced	100%	0%	
Comments: We await further information from developers before completing designs. Officers are still confident of 2015 completion.				
4.13.9	CONSTRUCT RETICULATION SYSTEM, MANGOPLAH			
KPI00567	Construction complete	100%	80%	
4.13.10	CONSTRUCTION OF SEWAGE TREATMENT WORKS, MANGOPLAH			
KPI00568	Construction Complete	100%	50%	
Comments: The Package Plant and Earthworks contracts have been signed. Completion of the project is anticipated by December 2015.				
4.13.11	UPGRADE SEWERAGE PUMP STATION CONTROL SYSTEM			
KPI00569	Upgrade current RADTEL control system with new ClearScada system. Program is to be undertaken over a two year period	100%	95%	

		TARGET	ACTUAL	
4.13.12	COORDINATE PRESSURE SEWER CONNECTIONS (E1'S)			
KPI00446	Complete all submissions through a Development Application process, and referrals from Councils Environmental Health Division	100%	100%	
4.13.13	OPERATION OF SEWAGE TREATMENT PLANTS			
KPI00447	Comply with all statutory requirements for management and operations of sewage treatment plants	100%	100%	
4.13.14	DESIGN OURA SEWER RETICULATION SCHEME			
KPI00570	Survey Complete	100%	100%	
KPI00571	Draft Design	100%	45%	
KPI00572	Planning Phase Complete	100%	0%	
Comments: Survey work is complete and reticulation designs are nearing completion. Commencement of concept initiation phase for a stand-alone treatment plant may be required for the village of Oura. This project will be scheduled for completion by December 2017.				
4.14	PLAN, CONSTRUCT, MAINTAIN AND MANAGE DRAINAGE SYSTEMS			
4.14.1	PROGRESSIVELY UPGRADE FLOOD PUMPS			
KPI00451	Review and maintain compliant standards for flood pumps	100%	100%	
KPI00452	Install gross pollutant traps around Wollundry Lagoon	100%	60%	
4.14.2	MAINTAIN STORMWATER ASSETS			
KPI00453	Completed schedule of maintenance for stormwater assets	100%	100%	
4.14.3	ASSESS ENCUMBRANCE OF MAINS/EASEMENT APPLICATIONS			
KPI00454	Process all submissions received through a Development Application process within set timeframes	100%	100%	
4.14.4	DUPLICATE STORMWATER DRAINAGE - 1050 COPLAND ST TO PROPOSED PUMPING STATION - WAGGA EAST DEVELOPER SERVICING PLAN AREA			
KPI00573	Initiation	100%	5%	
KPI00574	Planning	100%	5%	
KPI00575	Execution	25%	0%	
Comments: This project has been established through a Developer Servicing Plan (DSP) document. Council officers are currently reviewing all DSP related projects with the intention of updating the current servicing plan for stormwater. This project is on hold until completion of the review.				
4.14.5	COPLAND ST INDUSTRIAL LAND - PUMP STATION FOR DRAINAGE PURPOSES			
KPI00576	Initiation	100%	0%	
KPI00577	Planning	100%	0%	
KPI00578	Execution	25%	0%	
Comments: This project has been established through a Developer Servicing Plan (DSP) document. Council officers are currently reviewing all DSP related projects with the intention of updating the current servicing plan for stormwater. This project remains on hold until completion of the review.				
4.14.6	IMPLEMENT STORMWATER DRAINAGE - NEW ESTELLA WESTERN AND SOUTHERN SUBDIVISION PIPED DRAINAGE PINE GULLY ROAD /OLD NARRANDERA ROAD TO OLYMPIC HIGHWAY			
KPI00579	Initiation	100%	0%	
KPI00580	Planning	100%	0%	
KPI00581	Execution	25%	0%	
Comments: This project has been established through a Developer Servicing Plan document. Council officers are currently reviewing all DSP related projects with the intention of updating the current servicing plan for stormwater. This project is on hold until completion of the review.				
4.14.7	MANAGE STORMWATER			
KPI00464	Develop mitigation solutions for hot spots	100%	0%	
KPI00465	Implement hot spot mitigation solutions	100%	0%	
KPI00466	Develop mitigation solutions for known stormwater risks	100%	0%	

		TARGET	ACTUAL	
KPI00467	Implement mitigation solutions for known stormwater risk items	100%	0%	
KPI00468	Undertake annual CCTV inspections	100%	25%	
Comments: The funding available to undertake the Major Overland Flow Flood Risk Management Study and Plan was too little to deliver the required scope. The funding was used to improve the model. The modelling has been completed. When reviewed it will be put on public exhibition. We have applied for stage 2 funding of the Major Overland Flow Flood Risk Management Study and Plan. This stage will develop overland flow flood mitigation solutions. It will be implemented as funding becomes available.				
4.14.8	COMPLETE ANNUAL FIRE TRAILS PROGRAM			
KPI00469	Complete annual fire trails program	100%	100%	
4.15	PLAN, CONSTRUCT, MAINTAIN AND MANAGE COMMUNITY BUILDINGS			
4.15.1	MANAGE LEASING AND LICENSING OF COUNCIL OWNED OR CONTROLLED REAL PROPERTY			
KPI00470	Initiate new lease or licence agreements within 3 months of Council resolution	100%	100%	
KPI00471	Manage rent reviews, outgoing, lessee/licensee insurance certificates of currency	100%	100%	
KPI00472	Renew leases and licences	100%	100%	
KPI00473	Maintain leased and licensed premises	100%	100%	
4.15.2	PROPERTY MANAGEMENT			
KPI00474	Initiate acquisitions by agreement, compulsory acquisitions and disposals within 3 months of Council resolution	100%	100%	
KPI00475	Title research (e.g. ownership, easements, covenants, etc.) to inform decision making within agreed timelines	100%	100%	
KPI00476	Maintain Council owned and Council controlled real property data in GIS system within 1 month of implemented change	100%	100%	
KPI00477	Review of Development Applications potentially impacting Council property	100%	100%	
4.15.3	MAINTAIN AND RENEW COUNCIL BUILDINGS			
KPI00478	Maintain and renew buildings to agreed standard and within adopted budgets	100%	100%	
4.15.4	MANAGE SERVICE CONTRACTS			
KPI00479	Manage contracts for Security, Cleaning, Fire Safety Systems, Lifts	100%	100%	
4.15.5	UPGRADE AIR-CONDITIONING CONTROL AT WAGGA WAGGA CIVIC CENTRE			
KPI00582	Initiation	100%	100%	
KPI00583	Planning	100%	100%	
KPI00584	Execution	100%	100%	
KPI00585	Closure	100%	100%	
4.16	IMPLEMENT SUSTAINABLE PROCUREMENT PRACTICES			
4.16.1	PROVIDE PROCUREMENT SERVICES			
KPI00484	Stock turnover ratio of Council stores	4.1 Ratio	4.2 Ratio	
KPI00485	Average utilisation of major plant	75%	74.25%	
WE PLAN FOR RESILIENT AND SUSTAINABLE BUILT ENVIRONMENTS				
4.17	MAINTAIN AND UPDATE STRATEGIC LAND USE PLANS			
4.17.1	AMEND THE WAGGA WAGGA LOCAL ENVIRONMENTAL PLAN 2010			
KPI00486	Receive and process requests for amendments to the Wagga Wagga Local Environmental Plan on a bi-annual basis	100%	100%	
KPI00487	Receive and process individual Planning Proposals to amend the Local Environmental Plan that have significant positive economic and social impacts for the whole of the Wagga Wagga Local Government Area separately to the bi-annual amendments	100%	100%	

		TARGET	ACTUAL	
KPI00488	Consult with internal and external stakeholders in relation to proposals to alter the Local Environmental Plan	100%	100%	
KPI00489	Undertake a 5 yearly review of the Wagga Wagga Local Environmental Plan 2010	40%	5%	
4.17.2	AMEND THE WAGGA WAGGA DEVELOPMENT CONTROL PLAN 2010			
KPI00490	Liaise with all Directorates and Advisory committees to ensure consistent and ongoing review of the Wagga Wagga Development Control Plan 2010	100%	93.75%	
KPI00491	Implement ecologically sustainable development principles and programs	100%	100%	
KPI00492	Prepare amendments to the Development Control Plan 2010 that support amendments to the Local Environmental Plan 2010	100%	100%	
4.17.3	DEVELOP AND IMPLEMENT STRATEGIES AND POLICIES			
KPI00493	Implement actions of the Wagga Wagga Spatial Plan 2013-2043	10%	10%	
KPI00494	Undertake a 5 yearly review of the Wagga Wagga Spatial Plan 2013-2043	20%	5%	
KPI00495	Maintain contaminated (potential) land register	100%	50%	
KPI00496	Review and update Traffic Model in conjunction with Roads and Maritime Services	50%	30%	
KPI00497	Maintain and update Property Vegetation Plan register	100%	50%	
<p>Comments: The actions in the Spatial Plan have yet to be completed. The Strategic Planning Unit has not been adequately resourced (with either money or staff) to undertake the actions in the plan. Work will commence 2015-16 using an existing resource to progress the Residential and Rural Land Strategy; however, due to the complexities of projects of this kind and with only one resource committed to these, they will take well into 2 years to complete.</p> <p>Council is involved in a working group to develop policies and procedures for the management of contaminated land.</p>				
4.17.4	PROCESS AND ISSUE SECTION 149 (2) AND (5) PLANNING CERTIFICATES			
KPI00498	Process applications within 5 working days	90%	80%	
KPI00499	Update certificate templates to reflect amendments to the Wagga Wagga Local Environmental Plan and Development Control Plan	100%	100%	
4.17.5	CAR PARKING STUDY			
KPI00586	Review and update the 2008 Wagga Wagga CBD Parking Study	50%	50%	
4.18	ASSESS AND DETERMINE PLANNING AND DEVELOPMENT APPLICATIONS			
4.18.1	ASSESS COUNCIL LODGED CONSTRUCTION CERTIFICATE APPLICATIONS AND UNDERTAKE THE ROLE OF PRINCIPAL CERTIFYING AUTHORITY			
KPI00501	Construction Certificates (CC) determined within 40 days from the date of approval of the Development Application or date the CC is lodged	60%	85.58%	
4.18.2	ASSESS AND DETERMINE DEVELOPMENT APPLICATIONS			
KPI00502	Development Applications determined within 40 days	70%	80.37%	
4.18.3	ASSESS AND DETERMINE PLUMBING AND DRAINAGE APPLICATIONS AND UNDERTAKE INSPECTIONS TO ENSURE COMPLIANCE			
KPI00503	Assess and determine Section 68 applications within 7 days of receipt	70%	86.50%	



**FINANCIAL
SUMMARY**

2014/15 FINANCIAL SUMMARY

This report provides analysis of Council's 2014/15 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 produced and included in the statements are:

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

SUMMARY OF 2015 KEY RESULTS

Operating surplus of \$25.6M

Net Operating Deficit before capital grants and contributions of \$3.6M

Investment Income ▼ \$0.5M as a result of the record low cash rate and maturity of investments that were earning well above current cash rate

New Infrastructure, Property, Plant and Equipment of \$44.7M

Total assets ▲ 3.8% to \$1,420M as a result of asset additions and renewals.



FINANCIAL OVERVIEW

Council's financial position as at 30 June 2015 has improved in comparison to the previous financial year's result. The draft financial statements show a preliminary net operating deficit of \$3.6M (before capital grants and contributions). This \$3.6M deficit is an improved result from the 2013/14 year of \$13.6M deficit which illustrates Council's continued focus on ensuring financial sustainability into the future. Council's current liquidity position as determined by the unrestricted current ratio of 2.68:1 shows an improved position for 2014/15. This represents a relatively strong level of liquidity. Council's 2014/15 Long Term Financial Plan stated proposed borrowings of \$3M for a variety of capital projects (exclusive of the Local Infrastructure Renewal (LIRS) Program). In order to delay the need to borrow from the external market, Council funded the non-LIRS capital projects from its internal loans reserve, and will repay the reserve in 2015/16. It is expected that the Debt Service Ratio will increase

during the delivery of Council's Long Term Financial Plan when a number of proposed capital projects are implemented that are to be primarily funded by external borrowings - namely the Riverina Intermodal Freight and Logistics Hub (RIFL) and the Multipurpose Stadium. Whilst borrowing levels are still quite conservative, the completion of the above capital projects will substantially increase debt servicing ratios to around 9.0% (Office of Local Government benchmark for acceptable level of debt servicing is 10%). Council intends to limit external borrowings to those levels as proposed in the Long Term Financial Plan and will continue to use internal borrowings from reserves as was the case this financial year, as an alternative to external loans where funds are available.

As of 30 June 2015 Council held \$26.7M in internal reserves, a decrease of \$1.6M on the previous year. The decrease has been mainly due to the use of the Internal Loans Reserve as opposed to external loans borrowings. Internal reserves are those funds

that have been restricted in their use by resolution or policy of Council. These reserves provide a funding source for planned works and allow Council the capacity and flexibility to respond to future funding demands that may not yet be identified.

Council's Working Funds result is calculated on unrestricted funds and gives an indication of Council's working liquidity. On 30 June 2015, Council held an adjusted amount of \$3.7M in available working capital. This level of working liquidity is considered to be adequate in the short term, and in the future it is proposed to increase this to \$4.0M, appropriate for a regional Council of this size.

A final review of the 2014/15 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 surplus of \$447K which has increased Council's unrestricted working funds from an adjusted \$3.2M to \$3.7M.

TREASURY CORPORATION PERFORMANCE MEASURES

The Office of Local Government (OLG) commissioned NSW Treasury Corporation (TCorp) in 2012 to conduct a financial sustainability assessment of all NSW Councils and to establish appropriate benchmark indicators.

In developing appropriate benchmark indicators to be used in the analysis, TCorp considered the work undertaken by Queensland Treasury Corporation, the Independent Pricing and Regulatory Tribunal (IPART) and the OLG. Based on the work previously undertaken, TCorp compiled a list of 10 key benchmarks to use to measure performance on a common basis across all Councils. In

2013/14 these 10 indicators were incorporated into the Code of Accounting Practice and Financial Reporting and as such each NSW Council has reported them in their 2014/15 Financial Statements.

This table summarises Council's results based on the TCorp Performance Measures for 2014/15.

RATIO	PURPOSE	WWCC RATIO	TCORP BENCHMARK	MEET BENCHMARK
Operating Performance Ratio	Measures Council's achievement in containing operating expenditure within operating revenue	-3.59%	Minimum 4.00%	✘
Own Source Operating Revenue	Measures fiscal flexibility. Degree of reliance on external funding such as operating grants & contributions	58.19%	Minimum 60.00%	✘
Unrestricted Current Ratio	Assesses adequacy of unrestricted working capital & Council's ability to meet short term obligations as they fall due	2.68	Minimum 1.50	✔
Debt Service Cover Ratio	Measures the availability of operating cash to service debt including interest, principal and lease payments	3.56 times	Minimum 2.00 times	✔
Capital Expenditure Ratio	Assesses the extent to which Council is expanding its asset base with capital expenditure (on new assets, replacement & renewals of existing assets)	1.85 times	Minimum 1.10 times	✔
Infrastructure Backlog Ratio	Shows the proportion of backlog against the total value of Council's infrastructure	0.04 times	Minimum 0.01 times; Maximum 0.02 times	✘
Asset Maintenance Ratio	Compares actual vs. required maintenance. A ratio of > 1.0x indicates enough has been spent to stop the backlog from growing	1.16 times	Minimum 1.00 times	✔
Building & Infrastructure Renewals	Assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating	0.58 times	Minimum 1.00 times	✘
Cash Expense Cover Ratio	Liquidity Ratio that indicates the number of months that Council can continue paying its immediate expenses without additional cashflow	1.17 months	Minimum 3.00 months	✘
Interest Cover Ratio	Indicates the extent to which a Council can service its interest bearing debt and take on additional borrowings through operating cash.	5.47 times	Minimum 4.00 times	✔

INCOME

SUMMARY

Total Income ▲12.33% to \$133.78M

Overall income for 2014/15 increased by \$14.69M which is mainly attributed to:

- ▷ \$1.83M increase in Rates and Annual Charges to \$54.28M
- ▷ \$2.11M increase in User Charges and Fees to \$23.43M
- ▷ \$4.33M increase in Other Revenues to \$7.34M
- ▷ \$13.55M increase in Grants & Contributions provided for Capital Purposes to \$29.23M
- ▷ (\$6.35M) decrease in Operating grant income with the Roads and Maritime Service funded 2010 & 2012 Flood Restorations works programs largely being completed in 2013/2014.

RATES & ANNUAL CHARGES

▲ 3.5% to \$54.28M

The increase in property numbers from 26,862 in 2013/14 to 27,219 in 2014/15 together with the Rate peg increase of 2.3% added \$1.83M to operating revenue.

USER CHARGES & FEES

▲ 10.9% to \$23.43M

Revenue from user charges and fees increased by 10.9% for the 2014/15 financial year. The main contributing factor relates to a record sales year for the Livestock Marketing Centre which saw revenue increase by \$977K (22%) over 2013/14. The Civic Theatre income increased by \$184K (34%) over 2013/14. Development Services income increased by \$126K (6.3%) over 2013/14 with the increased development activity experienced during 2014/15.

INTEREST & INVESTMENT REVENUES

▼ 12.39% to \$3.62M

Council's return on investments fell by approximately 12.3% compared to 2013/14. This was forecast as a result of softening interest rates and reduced cash reserves available to place on investment as major reserve funded capital projects were completed.

OTHER REVENUES

▲ 128% to \$7.34M

Other Revenues increased by \$4.12M during 2014/15. \$3.7M of the increase was attributable to re-measurement adjustments to provisions for remediation, including the completion of the Tarcutta Street Gasworks remediation and the review of the remediation requirements for the Solid Waste and Sewer Plant operations. Insurance claim income increased by 136K from 2013/14 which is based on actual claims for the respective years. Traffic infringement income increased by \$230K whilst Rental Income from Investment and Other Council Properties decreased by \$122K for 2014/15.

GRANTS & CONTRIBUTIONS

▲ 18% to \$44.85M

Grants & Contributions have increased by \$6.86M in 2014/15.

The Financial Assistance Grant has in recent years been paid 50% in advance; however, the Commonwealth announced in the 2013/14 Federal Budget that it would be discontinuing this practice as a cost saving measure from 2013/14. The grant is now paid during the current financial year (\$10.1M received in 2014/15 and \$4.8M received in 2013/14).

The high level of funding for Natural Disaster Grants for storm damage repairs to infrastructure assets in 2010 and 2012 was largely completed in 2013/14 with \$11.4M received for these projects. In 2014/15 \$602K was received for the completion of these outstanding restoration works.

A high level of development activity occurred throughout 2014/15 with \$2.9M increase in developer cash contributions received in 2014/15. The significant subdivision development experienced in 2014/15 resulted in developer dedicated infrastructure (i.e. local roads, stormwater and sewer assets) increasing by \$8.92M over 2013/14.

NET SHARE IN INTEREST OF JOINT VENTURES

▲ 25.12% to \$0.24M

Council participates in the Riverina Regional Library Service along with 12 other member Councils. Council's share in the Joint Venture is determined by the percentage of population based on the latest Australian Bureau of Statistics population figures for all member Councils. For 2014/15 Council's share of the net operating result of Riverina Regional Library increased by \$49K to \$240K.

EXPENSES

SUMMARY

Total Expenses ▼ 7.45% to \$108.14M

The decrease in expenditure for the 2014/15 financial year is a result of savings in employee benefits and on-costs as well as the completion of the flood works programs. Savings in employee benefits & on-costs is a direct result of a reduction of FTEs (full-time equivalent positions) from 462 in 2013/14 to 451 in 2014/15. Council completed the final works for the RMS flood works programs during 2014/15. This resulted in a decrease in expenses of \$11.4M from 2013/14 to 2014/15.

EMPLOYEE BENEFITS & ON-COSTS

▼ 2.28% to \$39.38M

Total employee costs decreased by \$918K (2.28% decrease) for 2014/15. The key factor contributing to the decrease was Council's full time equivalent (FTE) workforce falling by 11 FTEs during the year to 451 FTEs.

MATERIALS & CONTRACTS

▲ 7.69% to \$29.88M

The total costs to Council for materials and contracts increased in 2014/15 by \$2.1M. This is a result of increased expenditure on contractors and consultancy during the year. The detailed notes to the Financial Statements provide further information.

DEPRECIATION & AMORTISATION

▼ 1.34% to \$22.31M

Depreciation is a non-cash expense that reduces the value of an asset over time due to wear and tear, ageing of an asset or obsolescence. The depreciation rates are set out in Note 1 of the Financial Statements. The Office of Local Government requires that a revaluation of an asset class is undertaken every five years. In 2014/15 Council undertook a revaluation of its Roads and associated assets, Bridges, Footpaths, and Stormwater Drainage. The outcome of this revaluation is that Council will see an increase in depreciation expenditure for the 2015/16 financial year.

Other Expenses

▼ 47.26% to \$10.93M

The detailed notes to the Financial Statements provide information on Other Expenses. The main reason for the decrease in Other Expenses in 2014/15 was the completion of the flood works programs. Council's expenditure was down from \$12.1M in 2013/14 to \$722K in 2014/15.

ASSETS

SUMMARY

▷ Total Assets ▲ 3.8% to \$1,420M

▷ Infrastructure, Property, Plant & Equipment
▲ 4.12% to \$1,318M

▷ Net Assets ▲ 4.57% to \$1,337M

▷ Asset \$ per head of population is \$22,244

CASH POSITION

An analysis of Council's cash holdings at 30 June 2015 highlights that cash and investments increased slightly by \$6.5M for the year. Much of this was due to an increase in external restrictions for developer contributions and domestic waste management for 2014/15.

Council's interest on investments, however, underperformed in comparison to the original budget. This was mainly due to less than expected returns on short term investments due to a low interest rate environment. Council's medium to long term investments generally outperformed benchmarks for the year; however, many of these higher yielding investments have matured during the financial year and as such Council will no longer have the benefit of higher performing investments to bolster the overall result of the portfolio.

Council, as at 30 June 2015, held 29.8% 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 of 26.5% but still remains in line with Council's strategy to change some shorter term investments in the portfolio to longer term investments in order to secure better returns.

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 used for their intended purpose or end use.

External restrictions increased for the 2014/15 financial year, as stated above, while internal reserves reduced mainly due to using the internal loans reserve as an interim alternative to external loan borrowings.

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 Industrial Land Development, Infrastructure Replacement, and Employee Leave Entitlements. The main intent of internal reserves is to ensure that Council has the ability to use these funds at a future date when and as required.

UNRESTRICTED CURRENT RATIO

The Unrestricted Current ratio for 2014/15 was 2.68:1. The ratio increased from the 2013/14 ratio of 2.46:1 which illustrates Council's relatively steady liquidity position. The improvement relates mainly to reduced provisions for remediation assets including the tip assets and the former Tarcutta St Gasworks remediation which was completed during the year.

RECEIVABLES

Receivables for 2014/15 totalled \$11.83M, a decrease of 33.13% on the previous year. This is mainly due to the outstanding debt Council had been carrying for Douglas Aerospace which has since been impaired.

The amount of Rates and Annual Charges Outstanding is 6.21% as at 30 June 2015 (a decrease of 0.23% on the previous year). While this is still slightly higher than Council's benchmark of 6% for rates and charges outstanding, it reflects the effectiveness of the debt recovery team and the strategies implemented to ensure successful debt recovery for Council.

INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

Infrastructure, Property, Plant & Equipment (IPPE) increased for the year by 4.29% to \$1,318M. Note 9 in the Financial Statements shows the detail of the asset classes that contribute to the total amount of IPPE. The increase of \$54M relates mainly to the Roads and associated assets class. This asset class saw an increase of \$47M during the year resulting from fair value revaluations being undertaken as well as asset additions and renewals.

ASSET ADDITIONS	
PLANT AND EQUIPMENT	
Vehicles purchased	35
Vehicles sold	52
Plant items purchased	18
Plant items sold	10
Total value \$2,190,883 including:	
- Dynapac smooth drum roller	\$181,818
- Isuzu FYH 2000 medium truck	\$136,166
- Mitsubishi Fuso Fighter FK600	\$104,770
- Vermeer BC15000XL chipper	\$72,477
- Isuzu FRR600 medium auto	\$84,315
- Isuzu NNR200 medium truck	\$52,376
FURNITURE AND FITTINGS & OFFICE EQUIPMENT	
Total value \$717,160 including:	
- HP Elite 800 Small form factor desktop PCs (x142)	\$155,490
- HP 3PAR StoreServ 7200 storage array	\$49,520
- House curtains, Civic Theatre	\$32,581
- HP Elite display E190i 18.9" LED monitors (x152)	\$29,640
- HP ProLiant DL3801 Gen9 Rackmount (x2)	\$27,800
- HP Elite Book Folio 9470m i7 Ultrabook (x12)	\$23,076
- APC UPS System Rackmount 5000VA UPS (x2)	\$22,080
- Aplex APC-3519T Industrial All in One PC	\$18,180
- Digital wireless microphone and PA system	\$16,983
- Canon IPF785 36" large format printer	\$16,699
- Chairs and trolley, Civic Theatre	\$8,770
BUILDINGS & OTHER STRUCTURES	
Total value \$4,972,902 including:	
- Airport painting and refurbishment of hangar	\$2,766,165
- Dog Pound/Cattery animal shelter expansion	\$556,559
- Indoor Multi-Purpose Stadium	\$407,966
- Replace electrical substation at Jubilee Park	\$328,644
- McDonalds Park transformer upgrade	\$173,886
- VMG Eternal Flame upgrade	\$102,695
- Free flight aviary	\$83,930
- Rugby League clubhouse/grandstand McDonalds Park upgrade	\$75,800
- Amenities block (near Botanic Gardens Adventure Playground)	\$69,160
- Cattle delivery yard extension, Stage 1	\$68,877
- Depot - new sheds on Western side (x3)	\$60,671
- Civic Centre air-conditioning upgrade	\$54,590
- Civic Centre lift upgrade	\$41,371

ASSET ADDITIONS	
INFRASTRUCTURE DEDICATIONS	
Roads dedications	\$4,016,983
Drainage dedications	\$3,649,630
Sewer dedications	\$1,724,344
Footpaths dedications	\$534,005
ROADWORKS AND DRAINAGE	
Drainage works (excluding dedications)	\$1,781,632
Footpath works	\$200,325
Bridge works	\$0
ROAD WORKS (EXCLUDING DEDICATIONS) INCLUDING:	
Roads	\$15,088,688
Kerb and gutter	\$92,110
Culverts	\$43,985
OTHER ASSETS	
Total value \$5,120,286 including:	
- Gregadoo Waste Management Centre construction of new cell	\$1,276,494
- Riverside Master Plan landscaping	\$914,445
- CCTV installation - CCTV communications network	\$642,110
- Soccer development - City-wide	\$452,590
- Develop precinct 2A - Runway 12/30 & Taxiway A	\$290,000
- Connolly Park Rugby expansion	\$170,000
- CCTV installation - CCTV cameras	\$147,157
- Bosley Memorial Park boating access improvements	\$133,375
- Airport public art	\$125,009
- Fitzmaurice Street lighting project	\$116,683
SEWER (EXCLUDING DEDICATIONS)	
Total value \$2,655,636 including:	
- Mangoplah reticulation construction	\$606,622
- Sewer Main rehabilitation program	\$514,105
- Equex sewer main & pump station relocation works	\$271,053
- Sewer rising main & pump station from Gobbagombalin to Pump Station 91	\$173,728
- Waste Water Re-use network extensions	\$134,816
- Gravity Operation blackspot renewals	\$112,283
- Narrung Street Treatment Plant flood protection infrastructure	\$103,931
- Sewer Pump Station 19 Estella/Gobbagombalin & rising main	\$43,680



MAJOR CAPITAL PROJECTS	
Eunony Bridge Road deviation	\$6,303,284
Airport painting and refurbishment of hangar	\$2,766,165
MR384 Tumbarumba Road rehabilitation	\$1,358,238
Gregadoo Waste Management Centre construction of new cell	\$1,276,494
Urban reseals	\$1,227,355
Urban asphalt	\$1,010,113
Riverside Master Plan Landscaping	\$914,445
Chaston Street rehabilitation	\$733,079
CCTV installation - CCTV Communications Network	\$642,110
Mangoplah reticulation construction	\$606,622
Dog Pound/Cattery Animal Shelter Expansion	\$556,559
Sewer Main Rehabilitation Program	\$514,105
Forsyth Street Rehabilitation (Dockers Street to Murray Street)	\$513,502
Soccer Development - Citywide	\$452,590
Lakeside Drive rehabilitation	\$422,377
Indoor Multi-Purpose Stadium	\$407,966
Inglewood Road rehabilitation	\$392,734
Replace electrical substation at Jubilee Park	\$328,644
TOTAL	\$20,426,384

LIABILITIES

SUMMARY

Total liabilities ▼ 7.5% to \$82.9M

▷ Payables ▼ 18.2% to \$12.4M

▷ Borrowings ▼ 2.1% to \$56.1M

▷ Provisions ▼ 19.1% to \$14.3M

BORROWINGS

Total borrowings for Council now stand at \$56.1M, a decrease of \$1.2M from 2013/14. Council has a significant borrowing program projected which aims to address required upgrades to infrastructure, provide additional community facilities which will be used by current and future generations as well as new infrastructure including the Riverina Intermodal Freight & Logistics Facility (RIFL) which aims to facilitate the future growth of the city.

PROVISIONS

Council's provision for Employee Leave Entitlements (i.e. annual leave and long service leave) increased by \$161K (4.9%) for 2014/15.

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 the Sewerage Network, the Livestock Marketing Centre and the Wagga Wagga Airport.

SEWERAGE NETWORK

Wagga Wagga City Council's sewerage network services over 26,500 connections. The sewerage network consists of 623km of gravity and pressure mains and 38 pump stations. Last year around 5,520 ML of sewage was transported through Wagga's sewerage system.

INCOME

▲ 6.87% to \$16.2M

Income from sewerage for 2014/15 has increased on the 2013/14 financial year. The main contributing factor was the remediation provision for sewer assets which for 2014/15 saw a favourable adjustment to 'sewer income - other'.

EXPENSES

▲ 2.6% to \$18.82M

Sewerage expenses for 2014/15 increased by \$489K. The main factor was an increase in operational and maintenance expenses for the treatment facilities.

NET OPERATING RESULT (AFTER TAX)

\$1.1M surplus ▲ 116.06%

The Sewerage business saw a surplus result after tax for the 2014/15 financial year. This is mainly due to increased revenue and capital grants & contributions. Capital grants & contributions increased as a result of increased developer contribution charges of \$800K.

ASSETS

▲ 1.14% to \$278.36M

Total assets for the year increased by \$3.17M as a result of asset additions and renewals to the Sewer network. Cash, cash equivalents and investments increased by \$1.1M which contributed to the surplus result.

LIABILITIES

▼ 4.65% to \$35.78M

Liabilities for Sewer primarily relate to the principal outstanding for loans for the Sewer 2010 project. The reduction in liabilities is a result of a reduction in the provision for future sewer remediation works.

RESERVE BALANCE

▲ 5.28% to \$20.42M

The increase in the reserve balance is reflective of the overall surplus result for 2014/15.

AIRPORT

Wagga Wagga Regional Airport had another successful and busy year in 2014/15, with a significant amount of operational improvement being initiated. These improvements add to security, safety and the passenger experience.

The Riverina continues to be well serviced by Wagga Airport with Qantaslink providing four (4) return services to Sydney each weekday and Rex providing five return flights to Sydney. Rex also operates two return flights to Melbourne each day. This excellent frequency saw 209,539 passengers over the course of the year. There were a total of 21,092 aircraft movements across all categories, including 7,282 regular public transport movements and 3,808 training movements.

The public car park management system continues to provide a good return on investment with \$266,518 in revenue generated. Security screening operations at the airport are contracted to an external provider and have continued to be compliant and meet or exceed the expectations of the Department of Infrastructure and Transport, Office of Transport Security.

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

The Airport generated a surplus from ordinary activities before depreciation of \$407K and a closing balance of \$48K in the Airport Reserve as at 30 June 2015.



INCOME

▲ 4.03% to \$3.43M

Income for the Airport increased for the 2014/15 financial year.

EXPENSES

▼ 0.05% to \$3.83M

Operating expenses were similar to the 2013/14 year.

NET OPERATING RESULT (AFTER TAX)

\$2.36M surplus ▲ 425.42%

The net operating result for the Airport of a \$2.36M surplus is mainly due to the non-cash capital contribution recognised for the acquisition of the Douglas Aerospace Hangar 1.

ASSETS

▲ 1.01% to \$32.75M

Airport assets have increased for 2014/15 by \$328K as a result of the recognition of the acquisition of Hangar 1 (\$2.77M) at the Airport and offset by the impairment of the Douglas Aerospace receivable of \$2.15M.

LIABILITIES

▼ 10.29% to \$17.71M

Liabilities have decreased for the year as loan commitments have been paid which has resulted in the total principal outstanding being reduced. There were no new external borrowings entered into in 2014/15 for the Airport.

RESERVE BALANCE

▼ 89.79% to \$0.05M

The reserve balance for the Airport decreased by \$421K for 2014/15 due to minor capital works that were completed during the financial year.

LIVESTOCK MARKETING CENTRE

The Wagga Wagga Livestock Marketing Centre (LMC) is the premier livestock selling centre in Australia for the marketing of cattle, sheep and lambs. The LMC was established in 1979 and continues to lead the way in livestock sales throughout the nation. The facility is located approximately 10km north of the city in rapidly expanding Bomen and is neighboured by several key agricultural businesses supporting the region.

The LMC remains a major driver of agribusiness, employment and economic growth in the Wagga Wagga regional economy and community. The LMC is wholly owned by Council and operates on a completely self-funded financial model that delivers a significant dividend to Council annually and is distributed to a number of rural and regional projects. Through a broad cross sectional series of internal service recharges the LMC itself is continually increasing its support as a major customer to Council.

The LMC continues to rank as the largest sheep and lamb selling centre in Australia selling 1,837,938 head in the 2014/15 financial year. The LMC also sold 226,419 head of cattle for the same period and continues to be ranked in the top group of cattle yards throughout Australia. These figures demonstrate a significant amount of growth for the business with some 46,000 extra cattle sold compared with the previous financial year.

Approximately \$387 million worth of livestock was sold through the LMC over the course of the 2014/2015 financial year. On Monday January 19 2015, the LMC sold a record 7,054 head of cattle to the value of \$6.3M; the sale was extremely efficient and demonstrated the overall cooperation and team focus of all stakeholders of the LMC. The month of September 2014 was also a standout for the LMC with 30,659 cattle sold for more than \$24.1M.



INCOME

▲ 22.11% to \$5.3M

Income for the Livestock Marketing Centre continued to increase this year due to continued high volumes of sheep and cattle sold through the facility.

EXPENSES

▲ 15.38% to \$3.84M

Expenses for the year rose because of an increase in freight and delivery costs associated with the continued high volume of livestock being sold through the facility.

NET OPERATING RESULT (AFTER TAX)

\$1.02M surplus ▲ 44.4%

The increased surplus result this year is due to the increased income as a result of the volume of livestock sold through the facility.

ASSETS

▲ 5.53% to \$24.24M

Assets have increased this year due to the favourable operating result (after tax) for the financial year.

LIABILITIES

▲ 44.41% to \$0.47M

Liabilities for Livestock Marketing Centre have increased due to payables outstanding at the end of the financial year.

RESERVE BALANCE

▲ 32.1% to \$6.63M

The increase in the Livestock Marketing Centre reserve balance is primarily due to the surplus result for the year.

PRIVATE WORKS

SECTION 428(2)K 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 2014/15.

EXTERNAL BODIES, COMPANIES AND PARTNERSHIPS

SECTION 428(2) EXTERNAL BODIES THAT EXERCISED FUNCTIONS DELEGATED BY COUNCIL

Council did not delegate any function to an external body in the 2014/15 financial year.

SECTION 428(2)Q PARTNERSHIPS, COOPERATIVES OR OTHER JOINT VENTURES TO WHICH COUNCIL WAS A PARTY 2014/15

- ▷ Riverina Regional Library (RRL): Council participates in cooperative arrangements with twelve other councils (Bland, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut and Urana) for the provision of services and facilities through the RRL Service. Wagga Wagga City Council is the executive Council for the RRL service.
- ▷ Riverina Eastern Regional Organisation of Councils (REROC): A voluntary organisation of Councils through which the member Councils work together for the benefit of their local communities and the region as a whole. REROC acts as an advisory body to develop regional strategies and initiatives of benefit to member Councils. Members of the body are the Councils of Bland, Coolamon, Cootamundra, Greater Hume, Gundagai, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana, Wagga Wagga City Council, Goldenfields Water County Council and Riverina Water County Council.
- ▷ NSW Statewide Mutual Insurance Scheme: Wagga Wagga City Council is a member of this scheme.
- ▷ NSW Statecover Mutual Ltd: Wagga Wagga City Council is a member of this worker's compensation mutual scheme.

STORMWATER LEVIES AND CHARGES

Stormwater charges during 2014/15 applied to all properties, with the following exemptions as specified under the Local Government Act:

- ▷ Crown land
- ▷ Council owned land
- ▷ Land held under lease for private purposes granted under the Housing Act 2001 or the Aboriginal Housing Act 1998
- ▷ Vacant land
- ▷ Rural residential land or rural business land, not located in a village, town or city
- ▷ Land belonging to a charity or public benevolent institution.

RESIDENTIAL STANDARD STORMWATER

A charge of \$25.00 was applied to all residential properties (including rural residential lands) that are not exempt from the charge.

RESIDENTIAL MEDIUM/HIGH DENSITY STORMWATER

A charge of \$12.50 per occupancy was applied to all residential strata, community title, multiple occupancy properties (flats and units), and retirement village style developments that are not exempt from the charge. Subject to a maximum charge of \$250.00.

BUSINESS STORMWATER

A charge of \$25.00 was applied to all business properties (including rural business lands) that are not exempt from the charge. Properties are charged on a basis of \$25.00 per 350 square metres of land. Subject to a maximum charge of \$250.00.

BUSINESS STRATA STORMWATER

A charge of \$5.00 was applied to all business strata title properties that are not exempt from the charge. Subject to a maximum charge of \$250.00.

STORMWATER MANAGEMENT PLAN

Council's Stormwater Management Plan was introduced in 2010. It outlines Council's proactive plans to improve the management of stormwater within the Local Government Area. These plans included actions such as the modelling of the overland flow of stormwater, removal of 45,000 cubic metres of sediment from within the Wollundry Lagoon to improve its stormwater detention capacity, installation of additional flood mitigation infrastructure in Bolton Park, condition surveys of the flood levee system and the use of closed circuit TV technology to assess the condition of the underground stormwater pipe network. Council's Infrastructure staff use the condition assessment data to develop and prioritise stormwater maintenance and renewal works based on risk criticality.

DEVELOPMENT CONTRIBUTIONS SYSTEM

The Developer Contributions are determined through the development of the Section 94 Contributions Plan adopted in April 2010 and Section 94A Contributions Plan, and Sewerage and Stormwater Development Servicing Plans adopted in February 2013. These plans provide for quarterly increases in contributions based on Consumer Price Index increases.



**STATE OF THE
ENVIRONMENT
REPORT**

CLIMATE

Wagga Wagga has a temperate climate with hot dry summers and cold winters. At an elevation of 147 metres above sea level, Wagga Wagga generally has four distinct seasons. With a local government area (LGA) spanning 4,862km² climate can show some minor variability in different areas, but overall, in 2014/2015 the Wagga Wagga LGA had a hotter, drier year than normal.

Nine out of the twelve months had a higher than average 'mean maximum temperature' and nine out of the twelve months had a higher than average 'mean minimum temperature'.

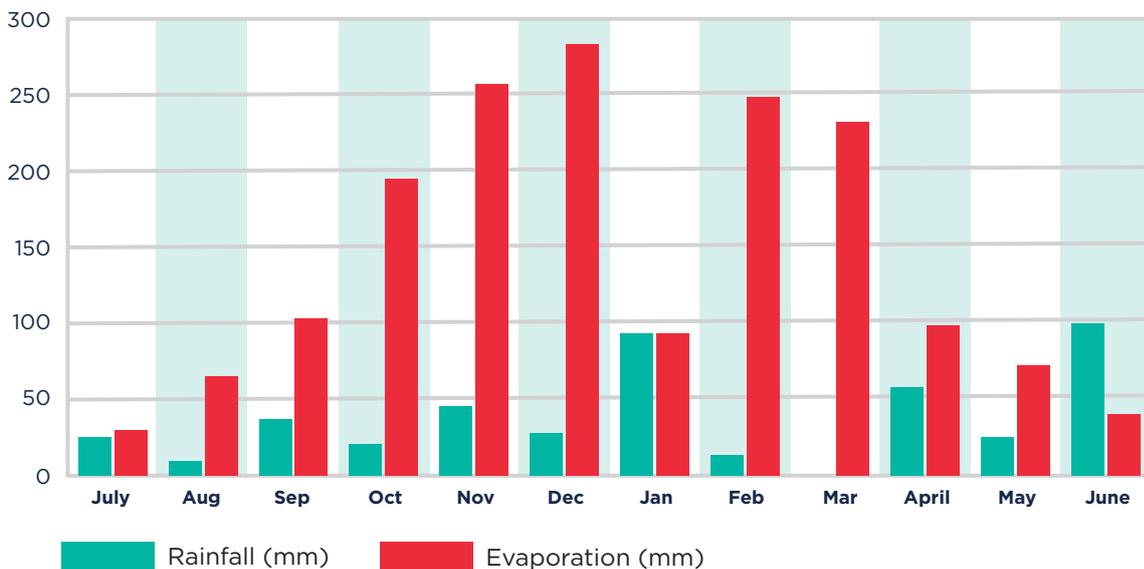
EVAPORATION AND RAINFALL

Rainfall for 2014/15 in the Wagga Wagga LGA saw seven out of the twelve months with below average rainfall. The annual rainfall in Wagga Wagga was 458mm which is well below the long term average of 570mm. Evaporation was more than four times the amount of rainfall, with June being the only month where rainfall was greater than evaporation.

EVAPORATION AND RAINFALL

2014/2015	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Rainfall (mm)	25.4	9.8	36.8	20.4	45.6	27.8	93.6	13.6	1.8	57.8	25.4	100
Evaporation (mm)	30	65.4	103	195.2	257	283.2	93.6	248.4	232.2	98.6	72.2	40.6

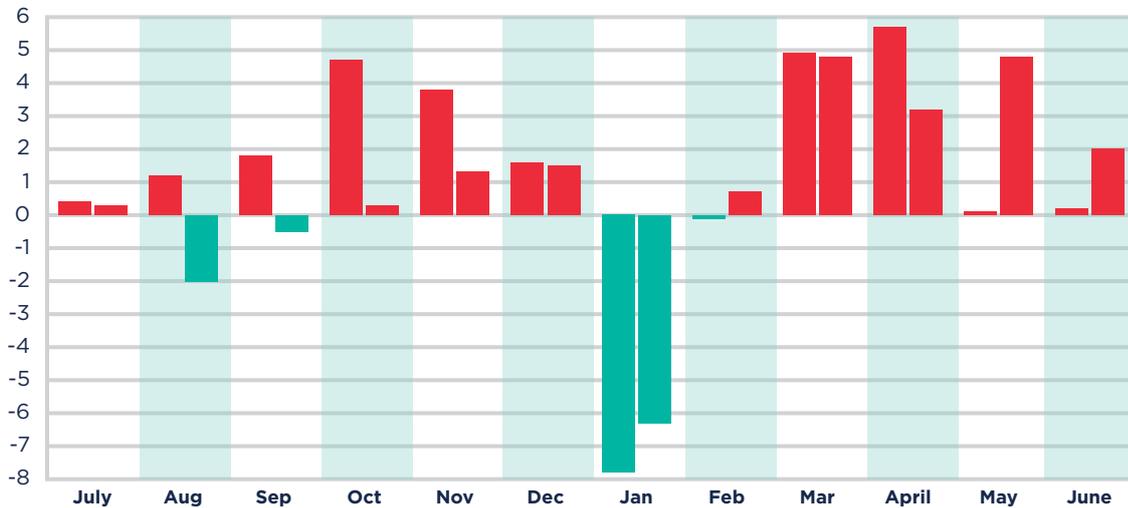
Source: Bureau of Meteorology, Forest Hill station data



MINIMUM AND MAXIMUM TEMPERATURES

TEMPERATURE (°C)	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Average High 2014/2015	13.1	15.7	19.4	26.1	29.6	31.0	23.8	30.7	32.5	28.2	17.4	14.0
Long Term Average High	12.7	14.5	17.6	21.4	25.8	29.4	31.7	30.8	27.6	22.5	17.3	13.8
Average Low 2014/2015	3.0	1.5	4.6	8.0	12.1	15.3	9.9	17.1	18.2	12.3	10.6	5.7
Long Term Average Low	2.7	3.5	5.1	7.7	10.8	13.8	16.2	16.4	13.4	9.1	5.8	3.7

Source: Bureau of Meteorology, Forest Hill station data



Temperature records for the Wagga Wagga LGA showed that our average high temperatures were 1.4°C hotter than the long term average, and our low temperatures were 1.2°C hotter as well.

AIR

A State-wide air quality monitoring network provides information on air quality to the community. Data from the monitoring network is presented online as ambient concentrations and air quality index (AQI) values. In Wagga Wagga they measure particulate matter (PM10 and PM2.5). Solid or liquid particles may be suspended in the air and reduce visual amenity and adversely impact health. The size of a particle determines its potential impact on human health. Larger particles are usually trapped in the nose and throat and swallowed. Smaller particles may reach the lungs and cause irritation there.

STANDARDS/GOALS FOR AQI

POLLUTANT	AVERAGING PERIOD	MAXIMUM CONCENTRATION	GOAL (MAXIMUM ALLOWABLE EXCEEDENCES)
PM10	1 day	50 µg/m ³	5 days a year
PM2.5	1 day 1 year	25 µg/m ³ 8 µg/m ³	Goal is to gather sufficient data nationally to facilitate a review of the standards for PM2.5.

In 2014/2015 there were seven (7) recorded PM10 exceedences. These occurred in November, December, April and May. There were no recorded exceedences for PM2.5.

WATER

WATER USAGE

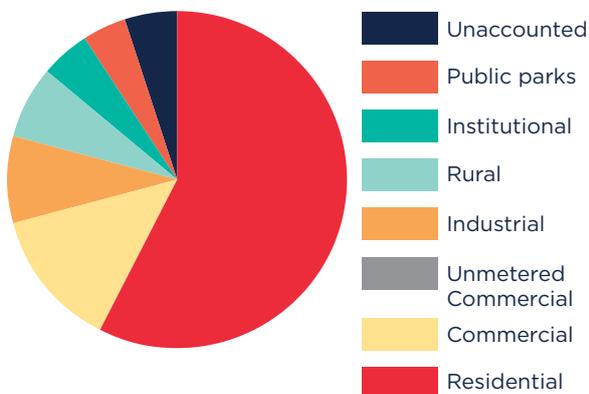
Riverina Water County Council owns and operates all of the potable water supply for the Wagga Wagga LGA. 88% of this is sourced from groundwater and the remaining 15% from the river.

YEAR	TOTAL FOR WAGGA WAGGA LGA (KL)	AVERAGE PER CAPITA (L)
2014/2015	13,962,000	222,324
2013/2014	12,297,000	197,868
2012/2013	14,236,000	230,429
2011/2012	11,186,000	181,065

Source: Riverina Water County Council data

As the graph below illustrates, almost 60% of this was for residential purposes.

WATER CONSUMPTION 2013/14 (ML)



Source: Riverina Water County Council data

WATER QUALITY MONITORING

Council conducts water quality testing of Lake Albert, the Murrumbidgee River, Flowerdale Lagoon and Wollundry Lagoon. This is done to monitor the health of the waterways as well as highlight any important concerns for human health. The river and the lagoons are tested for nutrients and Lake Albert is monitored for nutrients, bacteria and algae. The lake was closed on three instances for a total of 41 days in 2014/2015 due to unsuitable water quality.

Lake Albert Alert Levels	BLUE-GREEN ALGAE			CYANO-BACTERIA		
	GREEN	AMBER	RED	LOW	MED	HIGH
2011-2012	22	1	0	7	16	0
2012-2013	18	7	3	6	19	3
2013-2014	16	4	2	5	13	2
2014-2015	15	7	3	9	11	3

Source: WWCC data. Green: routine monitoring only. Amber: increase sampling to enable risks to be more accurately assessed. Red: warn the public that the water body is considered to be unsuitable for water contact activities. Low: no restrictions on use. Medium: advise against primary contact. High: advise against all use.

WASTE WATER

There are three main sewage treatment plants (STP) currently servicing the Wagga Wagga area. These are at Narrung Street, Koorungal and Forest Hill. There are also two minor STPs, at Uranquinty and Tarcutta. The Bomen industrial area also has a pre-treatment facility. Each sewage treatment plant has to be licensed under the Environment Protection Authority (EPA) and operated according to the licence conditions.

EFFLUENT RE-USE FOR IRRIGATION

Treated effluent from the Narrung Street and Koorungal STPs is used for irrigation purposes on a number of sites around Wagga Wagga. The use of this effluent is closely monitored and occurs on a number of sites, including: Bolton Park, Wagga Wagga Cricket Ground, McPherson Oval, Rawlings Park and at the treatment sites themselves.

2014/2015	TOTAL DISCHARGE (ML)	% TO RIVER	% TO RE-USE
Narrung STW	3,895	96.5	3.5
Koorungal STW	1,315	92.5	7.5
Forest Hill STW	190	0	100.0
TOTALS	5,400	92.1	7.9

Source: WWCC EPA licence data

INDUSTRIAL TRADE WASTE

Liquid trade waste means all liquid waste other than sewage of a domestic nature. Liquid trade waste discharges to the sewerage system include liquid wastes from:

- ▷ Business/commercial/industrial premises
- ▷ Community/public premises
- ▷ Trade activities
- ▷ Sale yards, racecourses, stables and kennels
- ▷ Septic tank waste, chemical toilet waste, waste from the discharge of pan content from mobile homes/caravans to the sewerage system.

Industries that dispose of industrial treated wastewater into the Wagga Wagga sewage reticulation system are monitored by Wagga Wagga City Council on a monthly basis.

Companies are charged based on the level of contaminants in the discharge. Water quality testing is conducted by Wagga Wagga City Council and samples are sent to an accredited laboratory.

WASTE

Wagga Wagga City Council provides the following solid waste services:

- ▶ Kerbside collection of domestic and commercial waste within specified collection areas
- ▶ Waste management facilities, including landfills and transfer stations
- ▶ Provision and servicing of street bins and park bins
- ▶ Provision of a resource recovery and resale facility at Gregadoo Waste Management Centre.

WASTE STREAM	2014-15	2013-14	2012-13	2011-12
Recycled(kg/capita)	156	156	177	174
Percentage comparison	14	17	21	18
Landfilled (kg/capita)	993	930	856	968
Percentage comparison	86	83	79	82

Source: WWCC data, Kurrajong Recyclers data.

Data from the weighbridge at the Gregadoo Waste Management Centre and the Kurrajong Recycling Centre indicates that the Wagga Wagga community (on average) reduced the amount of waste recycled compared to past years and increased the amount of waste being sent to landfill.

ENERGY AND CARBON

Essential Energy operates the electricity network in this region. The table below illustrates the amount of electricity used in the Wagga Wagga Local Government Area. While energy use continues to rise, it also demonstrates that the number of customers with solar PV contributing to their energy consumption and exporting excess energy back to the grid is also on the rise.

TYPE	MWH ELECTRICITY				NUMBER OF CUSTOMERS			
	2011/12	2012/13	2013/14	2014/15	2011/12	2012/13	2013/14	2014/15
Business	247,238	257,965	262,444	266,241	3,029	2,985	3,040	3,081
Controlled Load	22,150	20,077	18,840	18,626	8,250	8,080	8,089	7,997
Export	4,722	6,417	12,843	14,079	1,250	1,854	2,285	2,662
Residential	135,319	136,700	133,984	135,552	24,875	24,877	25,539	25,821

Note - Export is the total electricity exported to the grid from small solar power stations as recorded by electricity meters.

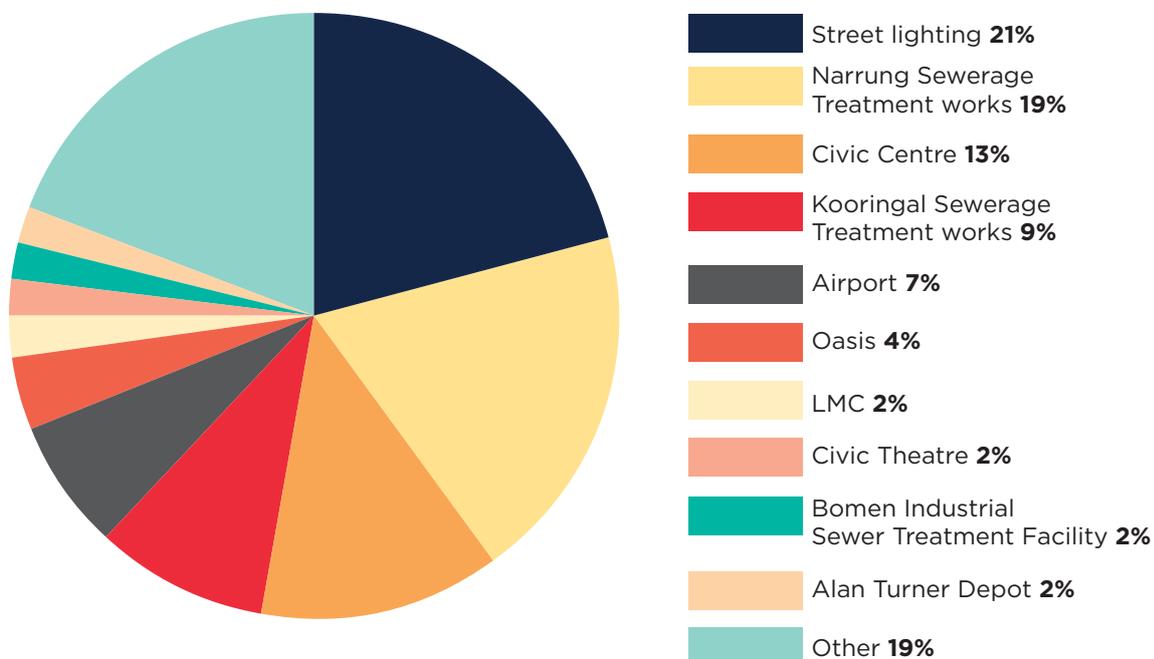
The total includes electricity exported from both gross and net metered solar power systems, this total does not include the solar power used directly within the homes with a net metering arrangement.

Source: Essential Energy data

As at the end of the 2014/2015 financial year, Council's total expenditure on electricity was \$2.98 million. This does not include gas, which was an additional \$259,000. Council's electricity consumption decreased by 684,575kWh and \$548,058 compared to the same period in the previous financial year on a business as usual scenario.

Council currently has approximately 6,500 street lights, which is the largest user of electricity making up 21% of the overall electricity profile. The graph below gives a breakdown of Council's electricity profile with street lighting using 2,887,000 kWh of electricity at a cost of approximately \$440,000 per annum. This does not include the maintenance cost that Council pays, which is around \$385,000 per annum.

BREAKDOWN ELECTRICITY CONSUMPTION - TOP 10



SOLAR PROJECTS

Council now has solar photo-voltaic installations totalling 59.77 kW which can produce an estimated 80,000 kWh per year.

These sites include:

- ▶ Senior Citizens Centre - 6.24 kW
- ▶ Glenfield Community Centre - 5.46 kW
- ▶ Alan Turner Depot - 25.04 kW
- ▶ Livestock Marketing Centre - 23.03 kW

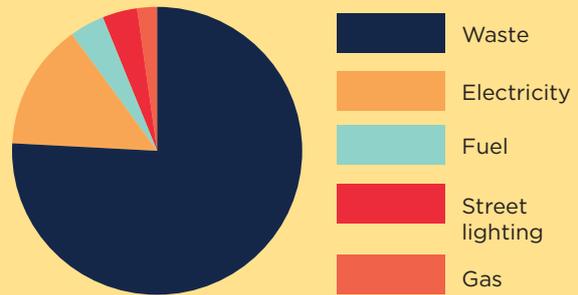
Council's solar installations generated 56,681 kWh in 2014/15 which is enough to fully power at least eight average Australian homes for an entire year. These are sited at the Alan Turner Depot on Fernleigh Road, and the Livestock Marketing Centre at Bomen. Two new smaller systems were installed at the Senior Citizens Centre on Tarcutta Street and at the Glenfield Community Centre in late June 2015.

WWCC SOLAR PV SITE	TOTAL YIELD [KWH] 2014/2015	TOTAL YIELD [KWH] 2013/2014	TOTAL YIELD [KWH] 2012/2013
Livestock Marketing Centre	24,706	29,806	33,871
Alan Turner Depot	31,975	32,717	34,656
Total Yield Kwh	56,681	62,523	68,527

Source: Sunny Portal data - online dataset for the entire year was incomplete- figures above may be lower than actual yield.

Council also uses energy in the form of gas, and liquid transport fuels for its fleet of vehicles and heavy plant. Council also pays for the city's street lighting network to be operated and maintained by Essential Energy. The graph below gives a breakdown of Council's emission profile for the year. In terms of energy consumption, the electricity for all of Council's facilities and assets is the biggest user. In terms of our overall emissions, the operation of the Gregadoo Waste Management Centre where the community's waste is sent to landfill accounts for three quarters of our total emissions. This is inclusive of 'legacy waste' that is still emitting greenhouse gases into the atmosphere as it continues to break down.

WWCC CO2e Emissions Profile



Source: Planet Footprint data

LAND

URBAN SALINITY

Urban salinity is recognised as one of Wagga Wagga's most significant land degradation concerns. Council works with the community to adopt management practices to reduce salinity in the urban environment.

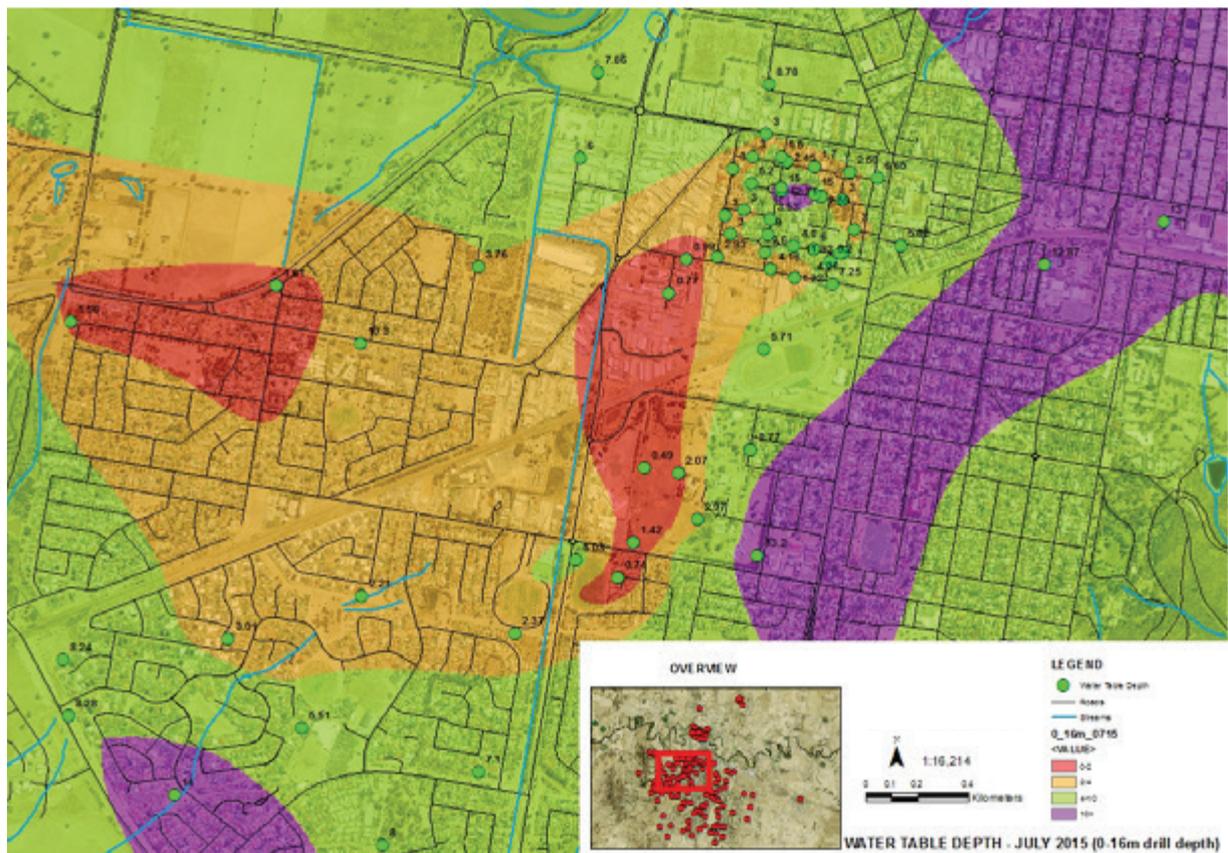
Salinity in the urban environment impacts on us all by damaging infrastructure and impacting on the surrounding natural environment through loss of vegetation.

The establishment of a rear block drainage replacement system, an evaporation basin and dewatering bores are examples of major capital works programs used by Council to control urban salinity, as well as targeted revegetation where possible.

The status of urban salinity is monitored through an extensive network of 198 piezometers and reported on annually.

During 2014/15, Council streamlined its local urban salinity reporting via the creation of revisable groundwater level and electrical conductivity contour maps of shallow aquifers using updated piezometric data collected by Council.

Figure 1 shows the depth to groundwater (metres below surface) contour map from July 2015 piezometer readings for an area including Turvey Park, Mount Austin, Glenfield, Ashmont and Central Wagga. Green dots indicate piezometer locations (a cluster of green dots north of centre shows the Calvary Hospital Borefield area).





TARCUTTA STREET GASWORKS REMEDIATION

The Tarcutta Street former gasworks site remediation was completed with the reopening of the car park in December 2014.

The Tarcutta Street Gasworks operated between 1881 and 1964 (83 years) during which time significant amounts of gasworks waste were disposed of on-site. Some site cleanup occurred in the 1970s; however, significant amounts of contaminants remained including tar, coke, ammoniacal liquors, benzene, naphthalene and spent oxides.

Although it had been some time since the gasworks ceased operation, the declaration of the site as a remediation site by the NSW Government imposed an obligation on Council to remediate the site through a voluntary remediation agreement. If Council did not proceed, the NSW Government would issue an enforceable remediation order.

The NSW Environmental Trust provided some funding to assist, aiming to ensure compliance with legislative obligations in a manner that provided the best outcomes for the environment, community and future use of the site. Advantages of remediating the site include:

- ▶ Remediation of contaminated soil
- ▶ Reduction of environmental and health risks posed by contaminated soils

- ▶ Existing and long term risks to public health and the environment minimised
- ▶ Prevention of the spread of contaminated groundwater off-site.

The works involved excavation of coal tar which had historically been dumped and buried on the site. The excavation reached depths of 10m below the car park. The excavation was supported by a concrete shoring wall designed to withstand a flood should the Murrumbidgee River have a major flood event. It also allowed excavations to occur within one metre of the large theatre building in one corner of the site.

Over 14,000t (500 truck loads) of heavily contaminated soil was excavated and treated off-site using bioremediation methods prior to disposal. A licensed water treatment plant was constructed on-site to treat contaminated water extracted from the excavation. Air, noise, dust and odour were also monitored throughout the remediation.

On-site work for the remediation project commenced in March 2013 and was completed by December 2014. Ongoing monitoring of residual groundwater contamination will continue in line with the auditor endorsed monitoring plan.

POLLUTION COMPLAINTS

The following complaints were received in 2014/2015 and resulted in 16 Clean-Up Notices issued, and 11 Penalty Notices. These figures do not include complaints related to development.

Woodsmoke/Open burning	36
Noise	49
Dust	7
Dumped Rubbish	175
Odour	2
Asbestos related	6

BIODIVERSITY AND VEGETATION

Since settlement in Wagga Wagga in the 1930s, more than 90% of the native vegetation cover has been cleared for agriculture and urban development. As a result a number of ecological communities have been declared endangered within the Local Government Area. For this reason, it is just as important that we manage remnant vegetation as restore what has been degraded through past practices. The five Endangered Ecological Communities of the Wagga Wagga area are:

- ▷ Fuzzy Box
- ▷ Myall Woodland
- ▷ Inland Grey Box
- ▷ White Box Yellow Box Blakely's Red Gum Woodland
- ▷ Aquatic Ecological Community of the Lower Murray River Catchment.

THREATENED SPECIES

Council staff maintain a database of threatened species that have been found in the Local Government Area. These records are used to guide decisions for works on revegetation and habitat restoration. Squirrel gliders are foremost among these species and the population in the Wagga Wagga LGA is listed as an endangered population under the Threatened Species Conservation Act 1995. There are a small number of these gliders found in Wilks Park (North Wagga Flats) and elsewhere along the river margins in the urban area.

Superb parrots are also threatened. They are regularly seen in small numbers along the river and in Silvalite Reserve.

Biodiversity Month and National Threatened Species Day saw 35 participants attend the annual 'Wilks Park After Dark' guided walk to spotlight for our nocturnal natives.

NOXIOUS WEEDS

Noxious weeds in the Wagga Wagga City Council LGA can be a serious threat to our natural environment, agricultural productivity and community health. Noxious weeds are those plant species that can harm individuals and the broader community, are difficult to control and may spread quickly within and to other areas.

Owners or occupiers of private land are required under the Noxious Weeds Act 1993 to control any declared noxious weed which may be present on their property. Council staff provide advice on weed control issues and carry out regular property inspections. In addition, 340 inspections were carried out on 'high risk sites', as well as 2,600km of 'high risk pathways'.

PEST ANIMALS

Some of the main pest species in the Wagga Wagga Local Government Area include red deer, fallow deer, pigs, goats, rabbits and foxes. Foxes are a major predator of native animals and ground nesting birds. The other pest mammal species are destructive, causing detrimental impacts on the habitat of native species.

Carp are a major pest found in the Murrumbidgee River and tributary creeks. Carp are a vigorous species that out-compete our native fish for food, habitat and breeding sites.

A recently arrived pest with only a few sightings is the Common (Indian) Myna. Mynas are aggressive and deprive native birds of food and shelter, kill native nestlings, and evict native species from nests in tree hollows.

BIRRAMAL CONSERVATION AREA

In 2010, the Minister for Climate Change and the Environment signed an Order conferring biodiversity certification on the new Wagga Wagga Local Environmental Plan.

As part of this Order, 128ha of land has been transferred to Wagga Wagga City Council, to be used for conservation purposes. This area has been zoned Environmental Conservation (E2) and comprises high quality native vegetation of the Endangered White Box Woodland. The area also has several sites containing Aboriginal artifacts and includes the public Wiradjuri Walking Track.

A unique name was required for this Lloyd conservation area so that it can be readily identified by the public, by Council staff for referencing in management activities, and by emergency services whenever an emergency situation happens. After community consultation, the name 'Birramal Conservation Area' was submitted to the NSW Geographical Naming Board and accepted and gazette. The name Birramal is Wiradjuri for 'the bush'.



REVEGETATION WORKS

In the 2014-2015 financial year, 1,236 native seedlings covering a total area of 1.136ha of were planted under the requirements of Development Control Plan 2010, Section.5.3 'Minimum Native Vegetation'.

National Tree Day 2014 also saw the community gather to plant more than 3,360 seedlings in the local government area.

The 'Green Army' commenced in June 2015 under the Federal Government program. The team of six commenced work at Wilks Park and Wiradjuri Reserve where they are undertaking woody weed control and thinning works. They will move onto the Marrambidya Wetland site in 2015/2016 where they will plant around 20,000 native seedlings.

MARRAMBIDYA WETLAND

Council staff have been working on a concept and design to transform the disused sewage treatment ponds at Narrung Street into a valuable community asset in the form of a wetland.

In 2014/2015, contractors have been undertaking the bulky earthworks component of the project- shaping the deep water channel, pond walls and walkways. The next stage of the project will involve revegetation works, an open air outdoor learning shelter, bird hides and installation of interpretive signage.

Council have partnership agreements with Riverina Local Land Services (LLS), the NSW Environmental Trust and the Federal Governments Green Army initiative to complete the project in 2015/2016.

GREEN GLOBE AWARD

Wagga Wagga City Council was the winner of the NSW Government's 'Green Globe 10-year Sustainability Achievement Award' in October 2014.

This was awarded for substantial actions over the past 10 years have increased Wagga Wagga City Council's aim to create and embed lasting, integrated resource savings.

Highlights over this period included:

- ▶ Signing the NSW Mayor's Agreement on Climate Change (2008), committing to reduce Council's carbon emissions by 20% by 2020.
- ▶ Developing an Energy Savings Action Plan (2008).
- ▶ Developing a Water Savings Action Plan (2011).
- ▶ Adopting environmental performance targets in 2011.
- ▶ Being awarded the Gold Standard from Planet Footprint in 2013 for its commitment to monitoring and reporting.
- ▶ Being awarded the Bronze Award (2011) and the Silver Award (2013) from NSW OEH for its achievements in the Sustainability Advantage Program.
- ▶ Continually implementing initiatives to reduce energy on an annual basis with projects such as lighting upgrades, solar hot water, path lighting, and PV systems, green power purchasing, power factor correction, variable speed drives and a Co-generation system at the Oasis Aquatic Centre. The installation of a co-generation system at the Oasis Aquatic Centre will save about \$260,000 every year, with an estimated 40% reduction of greenhouse emissions.
- ▶ Being awarded the Gold Energy Smart Business Award (2005) by DEUS for achieving a massive 37% energy reduction.
- ▶ Council's executive team and managers participated in a 'Sustainability Health Check' in 2008 with the LGMA.
- ▶ Developing the Wagga Wagga 'Environmental Sustainability Strategy' (2009).
- ▶ Being the first Council to complete Biocertification of its Local Environment Plan.
- ▶ Coordinating the bid for NSW government to declare five 'Aboriginal Places' of significance in our LGA.
- ▶ Establishment of a voluntary Staff Environment Committee (G - Team)
- ▶ Being a member of 'SustainableChoice' procurement program.
- ▶ Facilitating a community 'Environmental Advisory Committee' for 4 years.
- ▶ Auspicing the Tidy Towns Committee for 10 years.
- ▶ Coordinating the 'Schools Sustainability Challenge' grants program (2004-2013).
- ▶ Coordinating 'School Sustainability Sessions' and 'WasteWatchers' Programs.
- ▶ Implementing over 20 Grant funded projects focusing on environmental education or rehabilitation and restoration.



While Wagga Wagga continues to grow and develop, Council has managed to reduce energy use from street lighting, as well as generate more than 200,000 kilowatt hours of clean energy with two solar installations.

Council has also worked hard to form trusted partnerships with various sponsors such as Low Carbon Australia and the Clean Energy Finance Corporation to help deliver these important projects.

The NSW Government's Green Globe Awards are the State's leading environment awards, recognising environmental excellence, leadership and innovation in NSW. For more award detail, go to www.environment.nsw.gov.au/greenglobes.

COMMUNITY EDUCATION AND ENGAGEMENT

ANNUAL GRANTS

As part of its ongoing Annual Grants Program, Council has a funding stream specifically targeting Sustainable Environments. Grants to the value of \$7,000 were awarded in 2014 to not for profit community groups who were carrying out projects deemed to have environmental benefit, such as solar and native gardens.

NATIONAL TREE DAY

Wagga Wagga City Council, in partnership with the Charles Sturt University Green, coordinated a National Tree Day community planting on Sunday 27 July 2014. Despite the cold and fog, 83 volunteers planted 1,360 seedlings in an effort to extend an important vegetation corridor that will assist populations of our locally threatened Superb Parrot and Squirrel Glider. The species planted will provide food and shelter for these animals over the years ahead. A total of 19 local schools also planted 2,000 seedlings during the week leading up to National Tree Day.

INTRODUCTION TO COMPOSTING WORKSHOPS

Council celebrated International Composting Awareness Week in May 2015 by arming 44 Wagga Wagga households with the tools and knowledge to start composting at home. Residents who participate in home composting are reducing waste to landfill, reducing greenhouse gas emissions and creating a free compost for their own gardens. Workshops were held in the Community Learning Space in the Wagga Wagga City Library. In the 5 months following the workshop, 88% of attendees are actively participating in composting.

CLEAN UP AUSTRALIA DAY

Council again coordinated the national Clean Up Australia Day campaign in March, as well as our local Clean Up Wagga Day in August. More than 70 residents participated in clean-up activities with volunteer groups who helped remove large quantities of litter and dumped rubbish from our public areas and roadsides. A total of 23 local schools also participated, cleaning up their school areas during the week.

SCHOOL SUSTAINABILITY SESSIONS

Council provides free workshops to local schools and pre-schools through the Schools Sustainability Sessions initiative. More than 650 students participated in a Session in 2014/15. Workshop topics included:

Biodiversity Blooms

Through this workshop students learn the basics of biodiversity including what it is, why it is important and how we can all help in enhancing our natural environment.

This workshop also includes a schoolground biodiversity investigation, either through a mini-beast hunt or biodiversity audit.

Cleaning Up Our Catchment

Water is a precious resource, but the activities that take place within a catchment can affect the quality of the water in our creeks, rivers and lakes. This workshop demonstrates how our actions can affect waterways, the animals that live there and ultimately the water we drink. Students conduct a schoolground catchment assessment and identify potential areas of pollution.

Rethinking Waste

The way we consume resources and dispose of our waste is one of the greatest challenges facing our environment. This workshop looks at ways we can reduce our consumption of waste products, looks at ideas for re-use of items and, when we must dispose of these wastes, how to do so responsibly.

Urban Salinity Tours

Urban salinity is the accumulation of salt in the upper limits of the soil profile due to a high water table. Salt can impact roads, footpaths, vegetation and buildings. It is important that residents understand the causes of urban salinity as well as how this issue can be managed and the impact minimised. Senior students are taken on a bus tour of key sites around Wagga Wagga.





SOCIAL MEDIA

- 402** subscribers to the Sustainable Wagga monthly eNews
- 167** 'likes' on the Sustainable Wagga Facebook page
- 11** monthly EnviroChat radio spots on 2AA

SUSTAINABILITY AT COUNCIL

Wagga Wagga City Council has existing targets to increase sustainability in the areas of Energy, Fleet, Waste, Water, Biodiversity, Procurement and Paper which all contribute towards the target set by the NSW Mayors' Agreement on Climate Change.

Accepting this target, Council aims to reduce its CO₂e emissions (carbon dioxide equivalent, this measure combines several greenhouse gases in one measure for ease of reference) by 20% by 2020 based on 2005 levels.

PLANET FOOTPRINT

Council uses the Planet Footprint scorekeeping service to track our consumption data, costs and any emissions from energy, fleet, waste and water.

STAFF ENVIRONMENT COMMITTEE

Council's Staff Environment Committee (G-Team) focused attention on engaging staff in actions to reduce waste to landfill from Council operations in 2014/2015. The committee aimed to achieve a 20% reduction in waste to landfill from the Civic Centre within one year. To meet this target, individual desk bins were removed and replaced with 18 bin stations located throughout the three story building. The new bin system allowed staff to separate their waste into paper recycling, mixed recycling, organic waste and landfill waste. By the target date, a total of a 34% reduction of waste to landfill was achieved.



CONTACT US

GENERAL ENQUIRIES? REQUESTS? FEEDBACK?

There are many ways you can get further information or provide feedback on this report:

TALK WITH US

Phone 1300 292 442 or (02) 6926 9100, or chat online with a Council representative.

EMAIL US

council@wagga.nsw.gov.au

WRITE TO US

PO BOX 20, Wagga Wagga NSW 2650

COME SEE US

Corner Baylis Street and Morrow Street
Wagga Wagga NSW 2650

SEND US A FAX

(02) 6926 9199

VISIT OUR WEBSITE

www.wagga.nsw.gov.au

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