

WAGGAWAGGA

Diverse City

City of Wagga Wagga Annual Report 2009/10



City of
Wagga Wagga



Diverse City

Living in Wagga Wagga gives you all the services and facilities of bigger cities with none of the 'big city' drawbacks.

There are [diverse choices](#) and opportunities here in every sector – health, education, agriculture, business, sport, recreation, arts and culture.

This way of life is further enriched by our environment – the magnificent Murrumbidgee River, our cultural heart, a rich rural landscape and our City's heritage. We have much to be thankful for and to offer others.



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 others 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 the richness of Aboriginal cultures and values in promoting social diversity within the community.

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annual report 2009/10

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Diverse City

Community Vision and Values

Vision

In early 2010 the community developed a vision for Wagga Wagga as part of the This Way Wagga Wagga - Vision 2030 project:

A thriving, innovative, connected community on the Murrumbidgee, rich in opportunity, choice, learning and environment, where paths cross, where people meet.

Values

Also as part of the This Way Wagga Wagga - Vision 2030 project, the community developed values.

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

Together Wagga Wagga will:

Live and lead with courage, compassion and commitment. Think and act with respect, beyond ourselves, beyond today.

Council's Vision, Mission and Values

Vision

In 2009, Council developed a Vision for the organisation:

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

Mission

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

Values

Council adopted seven (7) corporate values in 2005. Our values shape what we do and provide a picture of what we want for both community and Council and how we want to work together to transform our systems, processes and practices.

Our corporate values are:

Honesty, Respect, Cooperation, Fun, Accountability, Professionalism, Trust.

How to read this Annual Report

This report is divided into four sections:

Section 1: SUMMARY

Section 2: STRATEGIC SPHERES

Section 3: STATUTORY INFORMATION

Section 4: STATEMENT OF AFFAIRS

Section 2 : Strategic Spheres is divided into the four key strategic spheres; Social, Economic, Environment and Governance. Each strategic sphere includes information on performance summary, achievements, future plans, challenges and performance detail against the projects in the four year management plan 2009/13.

Status:

Council's performance against the projects in the 2009/13 Management Plan are illustrated by the symbols below:

Not Completed  In Progress  Completed 

This report is available on CD and can be obtained by contacting Council.

Other documents that complement the Annual Report include:

2009/10 ANNUAL COMMUNITY REPORT

2009/10 AUDITED FINANCIAL STATEMENTS

2009/10 STATE OF THE ENVIRONMENT REPORT

The above documents are also available on Council's website: www.wagga.nsw.gov.au



There are choices and *opportunities* here in every sector - health, education, agriculture, business, sport, recreation, arts and culture



Diverse City

Purpose of the Annual Report

The Annual Report is the key point of accountability between Council and its community.

This report details Council's performance against the actions outlined in the 2009/13 Delivery Program and incorporates all operational activities of the City of Wagga Wagga. The Annual Report also integrates information about Council's state of the environment for 2009/10 in summary form and the separate document is also available.

This Annual Report is broken down into four main sections:

Section 1 - Report Summary, is a summary of the report containing information on Council and Wagga Wagga.

Section 2 - Strategic Spheres, outlines the performance against the actions in the 2009/13 Management Plan and the achievements, challenges and future plans facing the city based on the quadruple bottom line spheres - Social, Economic, Environment and Governance.

Section 3 - Statutory Information, contains information based on the Division of Local Governments requirements

Section 4 - Statement of Affairs, contains Council's Statement of Affairs under the Freedom of Information Act

Council has made the decision to reduce its impact on the environment by not printing the full Annual Report document. A summary version has been printed with the full Annual Report available online at www.wagga.nsw.gov.au or by request.

Purpose of the State of the Environment Report

The 2009/10 supplementary State of the Environment (SoE) Report covers the reporting requirements outlined in Section 428 of the Local Government Act 1993.

Under Section 403 of the Local Government Act 1993, the SoE Report should guide the development of the following year's Council Management Plan. In particular, the Council Management Plan must contain "a statement of the principal activities that the Council proposes to conduct", and that the statement must include:

"Activities to properly manage, develop, protect, restore, enhance and conserve the environment in a manner that is consistent with and promotes the principles of Ecologically Sustainable Development (ESD requires the effective integration of economic and environmental considerations in Council's decision-making processes)."

This year's SoE report incorporates an overview of initiatives implemented from the Wagga Wagga Environmental Sustainability Strategy 2009/2013. The Strategy's aims and objectives have been developed to incorporate the outcomes of research and community engagement during its development and is integrated with the SoE report and Council's Strategic Plan.

The Strategy highlights the important role environmental sustainability plays in place making and the objectives are aligned with the State of the Environment themes of Water, Waste, Heritage, Land, Biodiversity, Climate, Air & Energy. A number of key initiatives are outlined for each area, to be actioned by Council. Importantly, the objectives also reflect the integration of environmental sustainability with Social, Economic and Governance considerations.

The Strategy aims to improve the sustainability of the local environment, balance the needs of the built and natural environments and ensure development strengthens the connection between the community

and the natural environment to create a sense of place and enhance community well-being. The objectives of the Strategy are outlined as follows:

Land

Develop Sustainable built environments for current and future generations through effective land management and planning

Climate air & energy

Improve air quality and reduce the impact of climate change by educating the community and reducing both energy consumption and greenhouse gas emissions

Water

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

Biodiversity

Effectively manage the natural environment so that biodiversity is understood, enhanced and protected

Waste

Minimise our environmental impact by using alternative technologies and implementing effective waste management strategies

Heritage

Effectively manage heritage and Aboriginal culture so it is understood, enhanced and protected

Governance

Continuously improve systems and practices at Wagga Wagga City Council to become a leader in sustainable environmental management

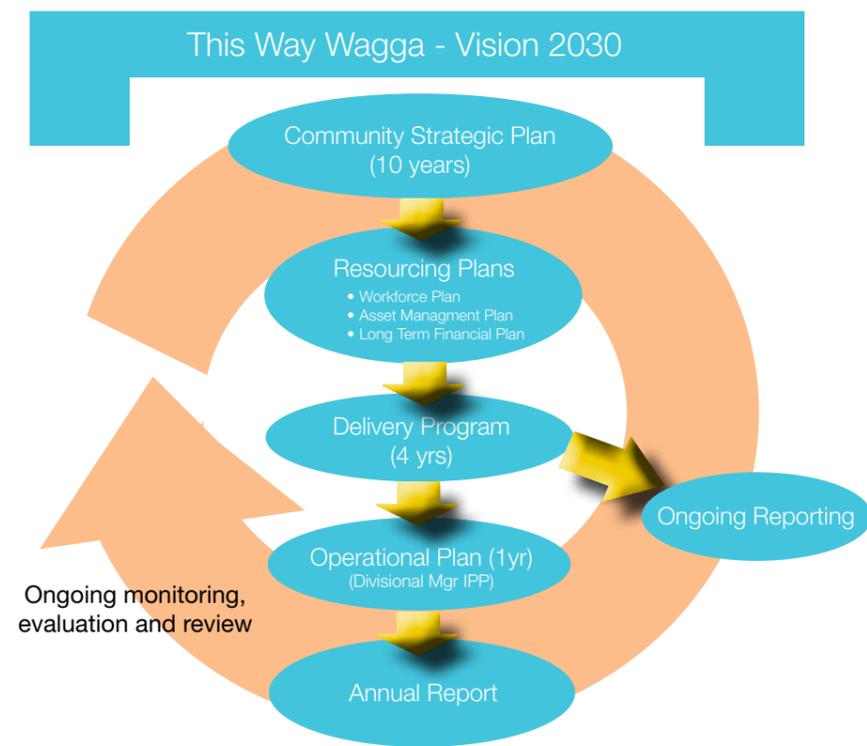
Social

Promote environmentally sustainable principles for healthy living through community initiatives

Economic

Effectively manage partnerships to facilitate and enhance environmentally sustainable economic

Reporting Framework:



Integrated Planning and Reporting

The Integrated Planning and Reporting (IPR) framework for local councils has been developed by the NSW Division of Local Government in consultation with the local government sector. This framework is intended, amongst other things, to help Councils strengthen community participation in decision making, reduce duplication and strengthen council's strategic focus. This change in planning and reporting is being introduced via three transition phases and Wagga Wagga City Council has nominated to be in the second group resulting implementation of the framework by 30 June 2011. Council commenced the implementation of the framework via This Way Wagga – Vision 2030 during 2009.

This Way Wagga - Vision 2030

This Way Wagga Wagga - Vision 2030 includes a vision and values to shape behaviour and future directions that will lead to strategies to achieve the vision. This Way Wagga Vision 2030 is a community owned document and can only be implemented by the community working together to achieve the future described.

Community Strategic Plan

The current Community Strategic plan was adopted in early 2008 and was developed in consultation with Councillors, community and staff to outline the strategic direction for Council and the wider community. The Community Strategic Plan is currently being reviewed to align with This Way Wagga - Vision 2030.

Resourcing Plans

The Resourcing Plans consist of the Long Term Financial Plan, Workforce Plan and the Asset Management Plan (money, people and assets) and plans for how the Council-relevant Objectives identified in the Community Strategic Plan will be delivered.

Delivery Program

Council's Delivery Program is essentially a Statement of Commitment from the elected Council body as to what will be delivered in the Council term, that will achieve the Objectives in the Community Strategic Plan.

Operational Plan

The Operational Plan identifies the specific actions (the 'how's') which will be undertaken to achieve the Objectives in the Community Strategic Plan. It is linked to the Delivery Program and includes a detailed annual budget.

2009/10 Highlights

Parks and Recreation

Parks and Recreation completed a wide range of projects for the benefit of the community across the entire LGA, including the delivery of \$1.28 million worth of works for the Regional and Local Community Infrastructure Program (RLCIP) Projects. This included the Adventure Playground and associated picnic and toilet facilities at the Wagga Wagga Botanic Gardens. New playing fields and amenities worth \$1.7m were constructed for Junior Rugby League at the Exhibition Centre.

Two grants totalling \$960,000 were received from the Murrumbidgee Catchment Management Authority which funded two Aboriginal work crew to undertake further works along the Murrumbidgee River and various works at Wollundry Lagoon and Lake Albert. Road sealing at McPherson Oval North Wagga Wagga was completed to reduce traffic dust for local residents at a cost of \$50,000.

Ongoing works at Lake Albert worth \$250,000 included the construction of five picnic shelters with electric barbecues at Apex Park, Ray Beddoe Park and Bosley Memorial Park with the assistance of the South Wagga Apex Club members. Outdoor gym equipment was also installed for \$40,000 in a City Partnership project with the Wagga Business Chamber.

At the Indoor Stadium a new roof was installed at a cost of \$180,000 which also included the replacement of the solar hot water system for the outdoor pool at the Oasis Regional Aquatic Centre.

Council managed 85 playgrounds, 63 sportsgrounds and 200 parks and reserves in the Local Government Area.

Council employed the services of a consultant to pull together Master Plan documents for the Bolton Park / Robertson Oval and Wagga Wagga Exhibition Centre areas in 2009. Thorough research and community consultation occurred as part of the process for both areas. Following public exhibition the finalised Master Plans were adopted by Council at the February 2010 Council Meeting. Council is now progressing with the implementation of the Bolton Park / Robertson Oval Master Plan through developing Stage 1 of the Robertson Oval Upgrade.

Riverside Wagga Wagga

The Riverside Wagga Wagga Strategic Master Plan was adopted in May 2010. The Master Plan means that Council and the community have an outstanding contemporary blueprint to assist Council in implementing projects that will connect the River and its environs to the community. Council will shortly commence construction of the boat ramp at Wiradjuri Reserve and begin allocating funds to various projects within Riverside in the coming years. Council and the NSW Land and Property Management Authority will continue to work in partnership on this exciting project that has the ability to become a defining feature for Wagga Wagga. Importantly, the Strategic Masterplan provides a resource from which funding submissions can be prepared.

Vision 2030

This Way Wagga Vision 2030 is our community's long-term vision for the Wagga Wagga Local Government Area which was developed by the community during 2009/10. The process for designing our preferred future has explored how our community should grow and develop over the coming years and take us into the year 2030. Everyone in our community including residents, community groups, businesses and visitors can live our vision, abide by our values and work towards our Future Directions.

Bomen Strategic Master Plan

The Bomen Strategic Master Plan was adopted in December 2009. This ambitious plan has established a framework for growth for the next 30 years at the Bomen Business Park. The State Government has acknowledged the importance of Bomen to the NSW economy by approving \$2.5 million towards new road infrastructure that will provide improved access to the Bomen Business Park from the Sturt Highway.

Wagga Wagga Local Environment Plan Gazetted

The Wagga Wagga Local Environment Plan (LEP) 2010 was approved by the NSW Minister for Planning in July 2010. A large amount of planning, consultation and community engagement was involved in creating the new plan. The LEP 2010 is crucial to Wagga's future social, economic and environmental development and will ensure residents and businesses have certainty regarding the City's desired direction for growth. The LEP 2010 addresses the unique natural and built environment within the Wagga Wagga LGA and provides the framework for future planning decisions. Completion of the first full scale review is scheduled for June 2011.

Sewer 2010

The need for the project was largely driven by the need to comply with tightening environmental regulations and to manage risk and allow for growth in the sewerage system. The project included the augmentation and upgrade of Council's sewage treatment facilities and the collection and transportation network. The project comprised of the following components:

- Augmentation/upgrade of the Narrung Street and Koorngal Sewage Treatment Plants
- Duplication of the Murrumbidgee river pipeline crossing rising main from the northern catchment
- The operation of the Narrung Street and Koorngal Sewage Treatment Plants and the Bomen Industrial Sewage Treatment Facility for a minimum of 10 years with 2 possible extensions of 5 years each

2009/10 Performance Summary

SUMMARY	STATUS
SOCIAL	
A vibrant and attractive place that offers a range of lifestyle choices and a liveable environment	
A growing, diverse and dynamic community	
A broad range of leisure, sport, cultural and educational pursuits for the varying needs of the community	
A safe, healthy and active community	
ECONOMIC	
A strong, sustainable and well balanced economy that generates growth & employment opportunities	
Sustainable infrastructure and services that support current and future needs of the community	
A skilled workforce that accommodates the changing needs of the Wagga Wagga Local Government Area	
ENVIRONMENT	
An integrated approach to water resource management	
A sustainable built and natural environment	
Sustainable management of natural resources	
Promotion of environmental sustainability	
GOVERNANCE	
Lead the Region into the future	
Effective and transparent leadership that enjoys the support and confidence of the community	
Council's operations and activities are effective, efficient and customer focussed	
Council has the necessary financial, human and other resources and management systems to provide appropriate services and infrastructure	



Message from the Mayor and General Manager

2009/10 was a year of achievement for Wagga Wagga City Council and we are pleased to present this annual report to the community.

The completion of a range of significant projects over the past 12 months has meant that considerable progress has been made towards mapping out Wagga Wagga's future and the creation of a healthy and sustainable physical, business and social environment.

Foundations for success

At the top of these achievements was the adoption in May 2010 of a blueprint for the Wagga Wagga Local Government Area for the next 20 years. "This Way Wagga Vision 2030" results from collaboration across all sectors of the community and details the shared vision and values and eight strategic objectives for the community, including Council, to work towards.

This important community document will inform our planning over the coming years and aid our move towards an integrated framework of planning and reporting. This framework will demonstrate how the services Council offers are those that are the most desired and needed by our community. Future Community Strategic Plans and subsequent Delivery Plans will stem from the strategic objectives detailed in "This Way Wagga Vision 2030".

Other specific strategic projects which received considerable community interest and input over 2009 before being finalised in 2010 were the masterplans for the river precinct (Riverside); major sporting facilities; the Airport and Bomen Business Park.

We already have evidence that with well considered plans for these assets Council is in a strong position to seek government funding and private sector investment. In September 2009 the NSW State Government committed \$2.5 million towards the cost of a new road to access the Bomen Business Park. This road is an important element in Council's plans for an inter-modal road and rail hub and in encouraging new business.

Similarly, the Federal Government's commitment in May 2010 of more than \$1 million through the Regional and Local Community Infrastructure Program for the installation of an Instrument Landing System (ILS) at Wagga Wagga Airport (with the balance being funded by Regional Express, Airservices Australia and Council) helps to achieve the goal of establishing Wagga Wagga as a pilot training and aviation technical training hub.

Further federal government support

Council was also successful in securing federal funding for a number of big ticket community facilities, including:

- \$660,000 under the Regional and Local Community Infrastructure Program Strategic Projects for the Ashmont community centre and improvements to several rural halls
- \$544,000 to upgrade Netball courts under Round 2 of the Regional and Local Community Infrastructure Program
- An additional \$552,000 under Round 3 of the Regional and Local Community Infrastructure Program for projects to commence in the 2010/11 financial year
- \$11,744,300 under the Natural Disaster Relief Arrangements for the storm damage that occurred on 7th March 2010

Additionally, Council finished six projects which received \$1.3 million in federal funding in March 2009 including the adventure playground and BBQ and picnic facilities at the Botanic Gardens; upgrades to children's playgrounds at Currawarna, Tarcutta, Ladysmith and Collingullie; an upgrade of the Mangoplah Tennis Club courts; construction of a basketball half-court at Belling Park; and a shade structure over the stage in the Victory Memorial Gardens.

Reaching out

As Council moves towards ensuring the services we deliver and the areas we focus our efforts on are those the community most wants, we must also ensure we are communicating with people in ways most relevant to them. Aside from public meetings for specific purposes, community members are afforded the opportunity to address Council Standing Committees and encouraged to speak with Councillors. Contact details for Councillors are available on the "Councillors" section of the website, under the "Council" tab.

Information is provided through quarterly community newsletters and on Council's website which took on a new appearance this year as the first stage of a review of its usefulness as a source of important information for our community, businesses and visitors to the city. Further reviews will ensure content is current and relevant, easy to find and easy to understand.

Message from the Mayor and General Manager

Council also made use of the new technologies which encourage two-way interaction. Social networking tools like Facebook and Twitter are utilised as part of everyday communications by our library, museum, theatre and gallery. For example, followers of the library are regularly informed of services, programmes and events and are able to provide feedback and ask questions. The Museum of the Riverina has more than 750 "Facebook Friends" and uses the medium to promote coming events and exhibitions.

A review of our community engagement strategy has commenced, with the outcome being a range of tools and strategies to ensure Council are effectively working with our community to deliver our services.

Community assets

As custodians of community assets Council has invested in improving and extending the life of what we currently have and taken on new infrastructure projects. Of note is the Sewer 2010 project which is nearing finalisation and in accordance with expected timelines and budget. Sewer 2010 is Council's largest ever capital project that, when completed, will ensure that Council not only fulfils its environmental obligations in terms of the quality of effluent produced, but it also sets an example of best practice in the provision of sewerage services. Council entered into a \$42 million contract with Tenix in December 2007 to complete the works.

The Lake Albert Foreshore received a number of improvements with the support of community and business groups. Members of the Apex Club of Wagga Wagga constructed BBQ's and shaded picnic areas; and members of the Wagga Wagga Business Chamber, through the City Partnership Program, funded the installation of eight fitness stations along Eastlake Drive. These improvements, along with a full lake courtesy of the good rain we received in March with subsequent falls, have ensured Lake Albert is again a well-used recreational asset.

Throughout the year Council also made improvements to playgrounds at Jubilee and Henwood Parks and

built new playgrounds at Galore, Humula, San Isidore and Uranquinty. Additionally, new park furniture was installed at Ladysmith, Hopwood Park, Norman Duck Oval, McPherson Street Playground and Lake Albert. Upgrades to sporting facilities included the adoption of the Bolton Park/Robertson Oval Master Plan in February; Senior Rugby League facilities and Junior Rugby League facilities at the Exhibition Centre and improved lighting at Kessler Park.

Council also funded refurbishments to the back stage of the Civic Theatre and the City Library.

Environmental focus

Several key environmental initiatives were implemented which provide clear examples of our commitment to environmental sustainability and the sensible use of natural resources.

In terms of Council operations, we adopted a "green vehicle" policy for Council vehicles; added a Toyota Camry Hybrid to our fleet; and joined the Sustainability Advantage Program, an initiative of the Department of Environment, Climate Change and Water (DECCW) with the purpose of improving our environmental performance, and leading the way in sustainability. In May, Councillors approved a contract to provide green power to the Civic Centre, which represents around 20 percent of Council's overall energy consumption.

In a first for regional NSW, council made available for loan through the Wagga Wagga City Library Home Energy Audit Kits. The kits allow people to check the energy usage of their home appliances to see how much power they are using and how much each is costing them to run.

Council continued work on an Integrated Water Cycle Management project and resumed the Global Water Smart Cities project, a partnership with Charles Sturt University.

Message from the Mayor and General Manager

A solid foundation for future planning

Two critical documents to guide our future growth were completed. The draft Development Control Plan was placed on public exhibition in January 2010 and a month later the draft Local Environmental Plan was forwarded to the NSW Minister for Planning for determination. Both now gazetted.

The Local Environmental Plan addresses the unique natural and built environment factors within the Wagga Wagga Local Government Area and therefore provides a context for planning decisions and a framework for future growth.

Together with the new Development Control Plan, the documents influence the supply of residential and industrial land; lot sizes; housing types; the provision

of retail and commercial space and car parking in the central business district (CBD) and suburban areas; recreation and open space; the management of the natural environment, including urban salinity; and protection of Indigenous and European heritage and the area's biodiversity.

Local government is often referred to as "grassroots" government. The reason for this can be clearly seen in the projects and services outlined here, plus the many other achievements detailed in this annual report. We hope you enjoy reading it and look forward to a successful 2010/11 in which we will endeavour to further align our resources to best meet the needs of the Wagga Wagga Local Government Area.



Cr Kerry Pascoe*
Mayor of the City of Wagga Wagga



Phil Pinyon
General Manager

* Cr Wayne Geale OAM was elected Mayor of the City of Wagga Wagga on 1 September 2010. Cr Kerry Pascoe was Mayor during the 2009/10 financial year.



National Manufacturing Week 2010, left to right - Kerry Pascoe, Mayor of Wagga Wagga City Council and Phil Pinyon, General Manager Wagga Wagga City Council

Wagga Wagga Profile

The Local Government Area of Wagga Wagga is part of the Murrumbidgee region in the heartland of the New South Wales Riverina. Wagga Wagga is a key industry and administration centre for the wider region and provides a wide range of community and cultural services and infrastructure. In recent years, Wagga Wagga has grown to become one of the largest inland cities of regional Australia and had a unique combination of established industry, existing infrastructure and quality of life that will enable future growth and prosperity.

STATISTIC	PERIOD	INDICATOR	ANNUAL CHANGE %
Population (No.)	2009	62,904	1.6%
Labour Force (No.)	Mar Q 10	32,608	1.1%
Unemployment Rate (%)	Mar Q 10	4.2%	-0.2%
Gross Regional Product (\$M)	2008-09	\$3,382.6	2.0%
Key Industry Sectors			
Property and Business Services (\$M)	2008-09	\$322.7	2.6%
Manufacturing (\$M)	2008-09	\$283.3	-4.0%
Financial and Insurance Services (\$M)	2008-09	\$252.1	1.8%
Health Care and Social Assistance (\$M)	2008-09	\$251.1	3.9%

Source: ABS (2010), DEWR (2010), AECgroup.

Our City

- Wagga Wagga, the largest inland city in New South Wales, is situated at a junction of major transport routes midway between Sydney and Melbourne. The Local Government Area (LGA) occupies an area of 4,866 square kilometres, made up of the City of Wagga Wagga and the villages of Collingullie, Currawarna, Galore, Humula, Ladysmith, Mangoplah, Oura, Tarcutta, Uranquinty and surrounding farmland
- 17.3 % of the population is under the age of 11
- The 17-24 year age group constitutes 13.5% of Wagga's population as opposed to 9.2% for NSW
- 6.7% of people were born overseas and 3.5% of people are from non-English speaking backgrounds
- 4.1% of Wagga Wagga's population is Aboriginal
- The current population growth rate is 1.6% pa which compares very favourably with the NSW State population growth rate of 0.9%.
- The Wagga Wagga population has grown 7.3% since 2001 to 62,904 in 2009
- There are 25,592 rateable properties in Wagga Wagga

Wagga Wagga Profile

Our Community

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

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

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

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

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

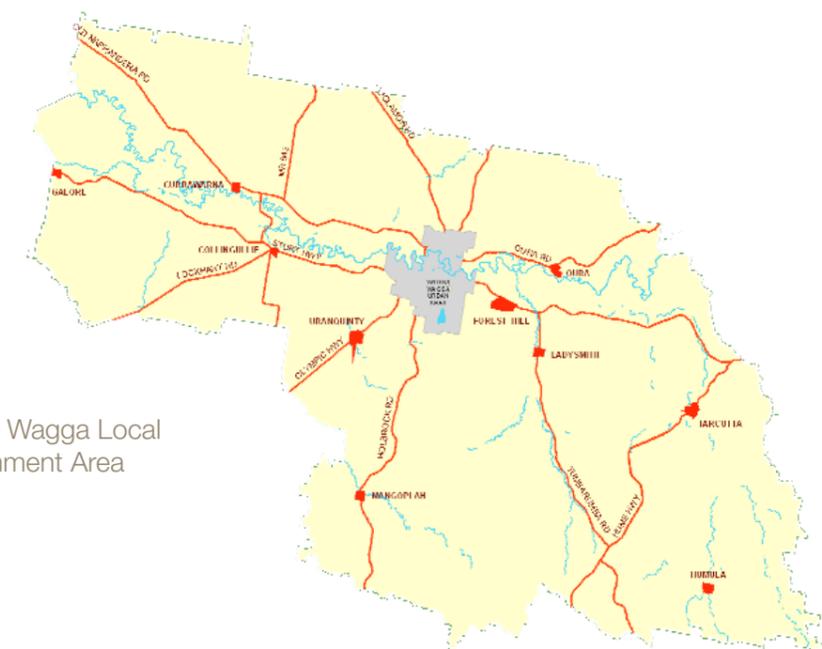
All three arms of the Defence force have a presence in the local area, RAAF and Army are large employers.

Wagga Wagga is an important health centre servicing the southern region of NSW. There is a major regional hospital and a private hospital

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

What we do

- Manage 200 parks and reserves and 85 playgrounds and 63 Sportsgrounds
- Maintain a local road network of 2129 km's
- Maintain a local footpath network of 235 kms
- Provide learning to 13,456 children at Council's Library
- Administer vaccines to 617 babies, children and school students
- Collect waste and recycled materials from 43,600 households
- Provide family day care services to approximately 884 children and 578 families



Wagga Wagga Local Government Area

Councillors

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 1993 and Regulations. The Mayor and Deputy Mayor are elected annually in September by the Councillors at a full meeting of the Council.

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

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

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

Primarily, Councillors are responsible for the policy making functions of the Council, for strategic direction through planning and financial expenditure and to be representative of and provide leadership and direction to the community. The General Manager is responsible for enacting the decisions (goals and strategies) of Council through the effective and efficient day to day operation of the Council as an organisation. This includes the management and direction of staff. These roles are clearly defined to ensure transparent, accountable and open government which enables the trust and confidence of the community.

The following are the current members of Council:

Mayor Kerry Pascoe

Councillor Kerry Pascoe was first elected to Council in 2004 and has served continually since that date.

Cr Pascoe was elected Mayor in 2004, 2005, 2006, 2007, 2008 and 2009

Cr Pascoe is a member of the following Council Committees:

- Planning Standing Committee
- Infrastructure Standing Committee
- Commercial and Economic Standing Committee
- Corporate Governance Standing Committee
- Environment & Community Standing Committee
- Honours Committee
- Audit and Risk Committee
- Sister City Committee

Ex-officio Committee Member:

- Arts Advisory Committee
- Business Advisory Committee
- Multicultural Advisory Committee
- Recreation and Sport Advisory Committee
- Youth Advisory Committee

External organisations and committees:

- Australia Day Committee
- Australian Livestock Markets Association
- Alcohol Management Steering Committee (Chair)
- Aviation Education and Training Initiative Steering Group
- Community Safety Precinct Committee
- Eastern Riverina Noxious Weeds Committee
- Lake Albert Community Committee
- NSW Country Mayors' Association
- NSW Inland Forum
- NSW Land and Property Management Authority
- REROC Executive Board
- Riverina Conservatorium
- Riverina Regional Libraries
- Wagga Wagga Tidy Towns

Home: 02 6931 0664
Mobile: 0408 692 306
Email: mayor@wagga.nsw.gov.au



Deputy Mayor Lindsay Vidler

Councillor Lindsay Vidler was first elected to Council in 1991 and has served continually since that date.

Cr Vidler was elected Deputy Mayor in 1999, 2001, 2002, 2003, 2004, 2008 and 2009

Cr Vidler is a member of the following Council Committees:

- Environment and Community Standing Committee (Alternate)
- Honours Committee

External organisations and committees:

- Riverina Water County Council

Home: 02 6922 4806 Mobile: 0412 694 254
Email: councillor.vidler@wagga.nsw.gov.au



Councillor Donna Argus

Councillor Donna Argus was first elected to Council in 2008.

Cr Argus is a member of the following Council Committees:

- Planning Standing Committee (Chair)
- Environment & Community Standing Committee
- Commercial & Economic Standing Committee (Alternate Member)
- Honours Committee

External organisations and committees:

- Riverina Regional Libraries

Mobile: 0457 989 684
Email: councillor.argus@wagga.nsw.gov.au



Councillor Yvonne Braid

Councillor Yvonne Braid was first elected to Council in 2008.

Cr Braid is a member of the following Council Committees:

- Corporate Governance Committee (Chairperson)
- Environment & Community Standing Committee (Deputy Chairperson)
- Planning Standing Committee (Alternate Member)
- Honours Committee

External organisations & committees:

- Riverina Regional Libraries

Home: 02 6921 4556 Mobile: 0402 214 556
Email: councillor.braid@wagga.nsw.gov.au



Councillor Alan Brown*

Councillor Alan Brown was first elected to Council in 2008.

Cr Brown is a member of the following Council Committees:

- Infrastructure Standing Committee (Chairperson)
- Corporate Governance Standing Committee (Deputy Chairperson)
- Honours Committee

External organisations & committees:

- Rural Fire Service Zone Agreement Management Committee
- Riverina Water County Council

Home: 02 6928 4205 Mobile: 0409 284 205
Email: councillor.brown@wagga.nsw.gov.au

* Cr Alan Brown was elected Deputy Mayor of the City of Wagga Wagga on 1 September 2010. Cr Lindsay Vidler was Deputy Mayor during the 2009/10 financial year.



Councillor Wayne Geale* OAM

Councillor Wayne Geale OAM was first elected to Council in 2008.

Cr Geale is a member of the following Council Committees:

- Commercial and Economic Standing Committee (Chairperson)
- Environment & Community Standing Committee
- Honours Committee

External organisations & committees:

- Lake Albert Community Committee
- Riverina Water County Council

Home: 02 6926 6510

Mobile: 0407 266 515

Email: councillor.geale@wagga.nsw.gov.au

* Cr Wayne Geale OAM was elected Mayor of the City of Wagga Wagga on 1 September 2010. Cr Kerry Pascoe was Mayor during the 2009/10 financial year.



Councillor Ray Goodlass

Councillor Ray Goodlass was first elected to Council in 2008.

Cr Goodlass is a member of the following Council Committees:

- Environment & Community Standing Committee (Chairperson)
- Planning Standing Committee
- Infrastructure Standing Committee
- Honours Committee

External organisations & committees:

- Riverina Regional Libraries
- Murray Darling Association
- Public Libraries

Home: 02 6931 7192

Office: 02 69219353

Mobile: 0412 363 718

Email: councillor.goodlass@wagga.nsw.gov.au



Councillor Garry Hiscock

Councillor Garry Hiscock was first elected to Council in 2008.

Cr Hiscock is a member of the following Council Committees:

- Commercial & Economic Standing Committee (Deputy Chairperson)
- Corporate Governance Standing Committee
- Honours Committee

External organisations & committees:

- Local Traffic Committee

Home: 02 6925 7171

Office: 02 6921 2458

Mobile: 0402 885 669

Email: councillor.hiscock@wagga.nsw.gov.au



Councillor Rod Kendall

Councillor Rod Kendall was first elected to Council in 2004 and has served continually since that date.

Cr Kendall is a member of the following Council Committees:

- Infrastructure Standing Committee (Deputy Chairperson)
- Commercial & Economic Standing Committee
- Corporate Governance Standing Committee (Alternate)
- Planning Standing Committee (Deputy Chair Person)
- Honours Committee
- Audit & Risk Committee

External organisations & committees:

- Bushfire Management Committee
- Riverina Regional Libraries
- Riverina Water County Council

Home: 02 6922 5563

Mobile: 0467 552 263

Email: councillor.kendall@wagga.nsw.gov.au

Councillor Clint Uden

Councillor Clint Uden was first elected to Council in 2008.

Cr Uden is a member of the following Council Committees:

- Commercial & Economic Standing Committee
- Infrastructure Standing Committee
- Honours Committee

External organisations & committees:

- Riverina Conservatorium (Reserve member)

Mobile: 0416 335 532

Email: councillor.uden@wagga.nsw.gov.au



Councillor Kevin Wales

Councillor Kevin Wales was first elected to Council in 1995 & has served continually since then.

Cr Wales was elected Mayor in 1999, 2000, 2001, 2002, 2003 & 2004.

Cr Wales is a member of the following Council Committees:

- Corporate Governance Standing Committee
- Planning Standing Committee
- Infrastructure Standing Committee (Alternate)
- Honours Committee

External organisations & committees:

- North South Rail Corridor

Home: 02 6931 5155

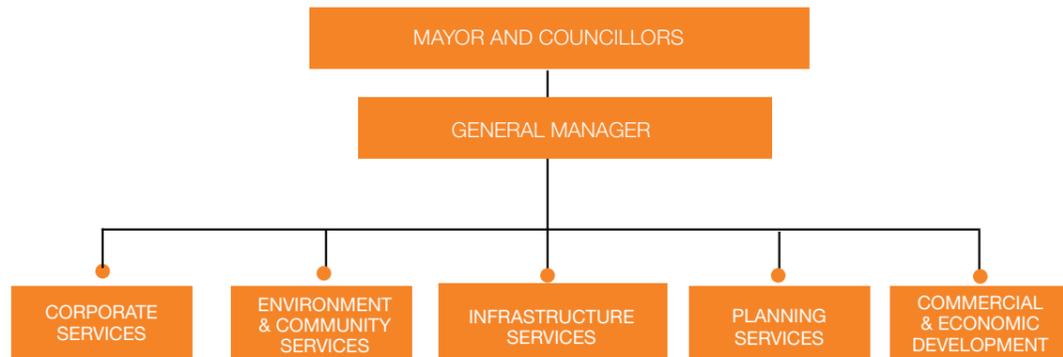
Mobile: 0413 098 531

Email: councillor.wales@wagga.nsw.gov.au



The Organisation

Wagga City Council consists of five directorates - Corporate Services, Environment and Community Services, Infrastructure Services, Planning Services and Commercial and Economic Business Development - all of these directorates are responsible for the Delivery of the four year program.



Community and Council

Council has many responsibilities in serving the local community and working towards meeting the actions in the 2010/14 Delivery Program. These include directly running services, maintaining and building local infrastructure, overseeing and supporting local services, working with State and Federal Governments, organisations, businesses and community groups as well as understanding and advocating for local needs.



The Executive Team



GENERAL MANAGER | Phil Pinyon

The Internal Audit function and all Directors report directly to the General Manager. The General Manager leads the employees and is directly responsible to the elected Council. The General Manager is responsible for the day-to-day management of the whole organisation.



CORPORATE SERVICES | Director, Andrew Crakanthorp

Corporate Strategy and Information
Finance
Information Services
Human Resources
Marketing, Communications and Media
Corporate Governance
Corporate Planning



ENVIRONMENT & COMMUNITY SERVICES | Director, Janice Summerhayes

Riverina Regional Library and Regional Family Day Care
Environmental Sustainability and Environment Compliance
Regulatory Services and Animal Management
Parks, Recreation & Cemeteries, Sporting Fields & Reserves
Community - Cultural Facilities & Programs
Social Planning and Community Capacity Programs
Public Health



INFRASTRUCTURE SERVICES | Director, Terry Dodds

Infrastructure Planning
Procurement Services
Fleet & Plant
Civil Infrastructure Services
Waste & Stormwater



PLANNING | Director, Bob Karaszekwych

Strategic Land Use Planning
Land Subdivision
Preparation & Review of LEP / DCP
Development Compliance
Building Services
Plumbing Services



COMMERCIAL & ECONOMIC DEVELOPMENT | Director, Fiona Wilson

Economic Development
Tourism Development
Visitors Information Centre
Council Business: • Airport • Livestock Marketing Centre
Property Management Maintenance

Financial Snapshot

This snapshot provides analysis on the 2009/10 Financial Statements which are available as a separate document through www.wagga.nsw.gov.au or by contacting Council on 1300 2 WAGGA (1300 292 442). It compares the reported financial results to Council's own financial objectives.

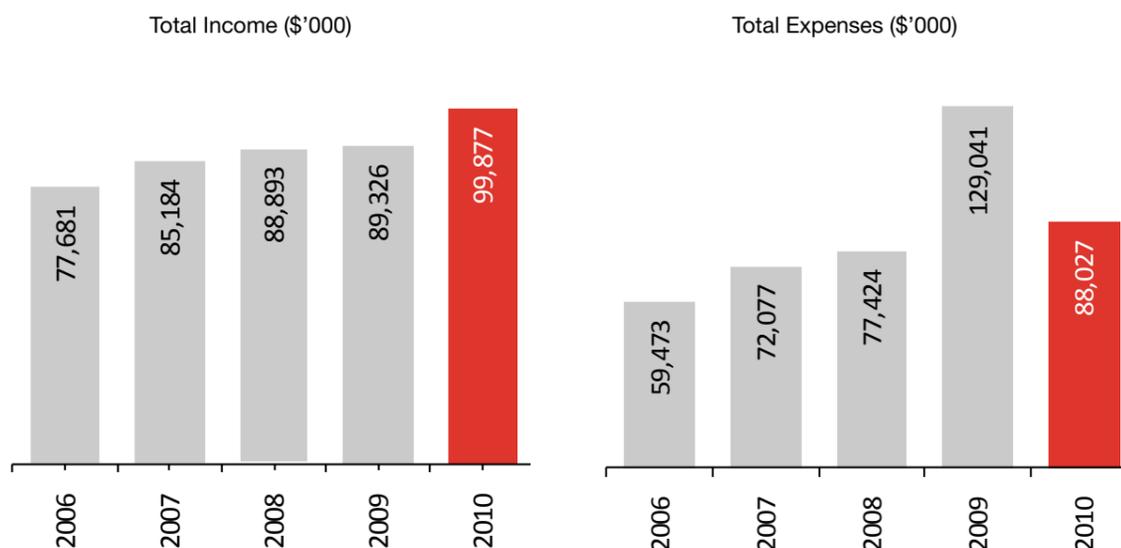
The Financial statements are produced in accordance with the Australian Accounting Standards and the NSW Local Government Code of Accounting Practice. These statements are independently audited, reported to Council, placed on public exhibition and lodged with the Division of Local Government (DLG) by early November each year.

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

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

Summary of 2010 Key Results and Events

- Total Operating Expenditure of \$88m
- Net Operating Result – Deficit of \$3.1m before Capital Grants & Contributions
- Interest and investment revenue increased to \$5.9m
- Impairment expense of \$4.2m resulting from storm event
- Total Assets increased by 2.3% to \$1.193m
- New Infrastructure, Property, Plant & Equipment of \$42.17m
- New borrowings of \$8.7m for Sewer Treatment Works and Airport runway
- Current Assets exceed Current Liabilities by a ratio of 4.33:1 (excluding external restrictions)
- Debt Service Percentage Ratio of 4.02%
- Rates & Annual Charges Outstanding 6.27%



Five Year Financial Summary

FOR THE YEAR ENDED 30 JUNE	UNITS	2010	2009	2008	2007	2006
Total Income from Continuing Operations	\$'000	99,877	89,326	88,893	85,184	77,681
Total Expenses from Continuing Operations	\$'000	88,027	129,041	75,783	72,077	59,473
Net Operating Result for Year	\$'000	11,850	(39,715)	13,110	13,107	18,208
Net Operating Result before Capital	\$'000	11,850	(39,715)	13,110	13,107	18,208
Grants and Contributions	\$'000	(3,129)	(53,217)	(2,247)	3,396	4,603
Current Assets	\$'000	60,126	49,183	76,551	77,582	74,224
Non-Current Assets	\$'000	1,133,042	1,117,781	778,527	498,515	397,109
Current Liabilities		21,308	20,207	20,567	16,154	15,026
Non-Current Liabilities	\$'000	51,745	43,712	5,786	3,838	4,809
Total Equity	\$'000	1,120,115	1,103,045	828,725	556,105	451,498
Rates Outstanding	%	6.27	6.22	6.45	5.45	5.65
Unrestricted Current Ratio	Ratio	4.33:1	3.68:1	4.37:1	4.99:1	4.56:1
Debt Service Ratio	%	4.02	2.83	0.05	0.05	0.06
Asset Renewal	%	99.03	257.94	132.15		

Financial Overview

Council's financial position as at 30 June 2010 reflected a very sound result for the financial year. After allowing for \$14.98m of capital grants and contributions Council finished the year with a surplus of \$11.85m. This result was assisted by a \$4.4m increase in interest and investment revenue. The net operating result before capital grants and contributions, includes impairment expenses associated with storm damage to infrastructure assets of \$4.2m and write-off of \$3.3m associated with the decommissioning of sewerage treatment plants at Narrung St and Kooringal Road.

Unrestricted current assets exceed current liabilities by a ratio of 4.33:1. This is well above the Division of Local Government (DLG) benchmark target of 1.5:1 and the average published by the DLG for Group 4 councils of 2.23:1. Council's ratio is relatively high because of the significant value and liquid nature of internal restrictions \$37.3m.

Council increased its external borrowings by \$8.7m which included the resealing of the airport runway and the drawdown of the final instalment of \$4m for the Sewer 2010 Project. Council also utilised internal borrowings of \$0.42M for the construction of the amenities building at the junior rugby league ground.

The total external borrowings liability at 30 June 2010 was \$40.4m of which \$35.8m relates to the upgrade of sewerage infrastructure. The Debt Service Ratio % has increased from 2.83% to 4.02% which is attributable to new borrowings and the first full year impact of the sewer borrowings of \$36m. The DLG's accepted benchmark for this ratio is less than 10%; 10% to 20% is fair and greater than 20% is of concern.

Internal (restricted) reserves totalled \$37.3m at 30 June 2010. This is an increase of 7.1% from the prior year (\$34.8m) and is due mainly to the better than expected investment and interest returns. This level of funding provides capacity for Council to fund future capital works identified in the Ten Year Financial Plan and the ability to respond to any unforeseen event or disaster. The infrastructure replacement reserve has increased from \$3.1m to \$4.4m. The reserve for the remediation of the former gasworks in Tarcutta Street has increased from \$3.2m to \$5.1m following the transfer of \$1m from additional interest on investments and \$0.9m from the residential land remediation reserve. The estimated cost of remediation is \$7.5m. The airport reserve has reduced from \$3.3m to \$1.1m following the capital expenditure on the airport runway.

The final review of the 2009/10 budget is prepared alongside the Financial Statements. Major budget variations from original budget are included in Note 16 of the Financial Statements. Council's budget result for the year was a surplus of \$317k which has increased Council's unrestricted working funds from \$3.667m to \$3.984m. This result could have been significantly higher if not for the additional funds transferred to Internal Reserves.

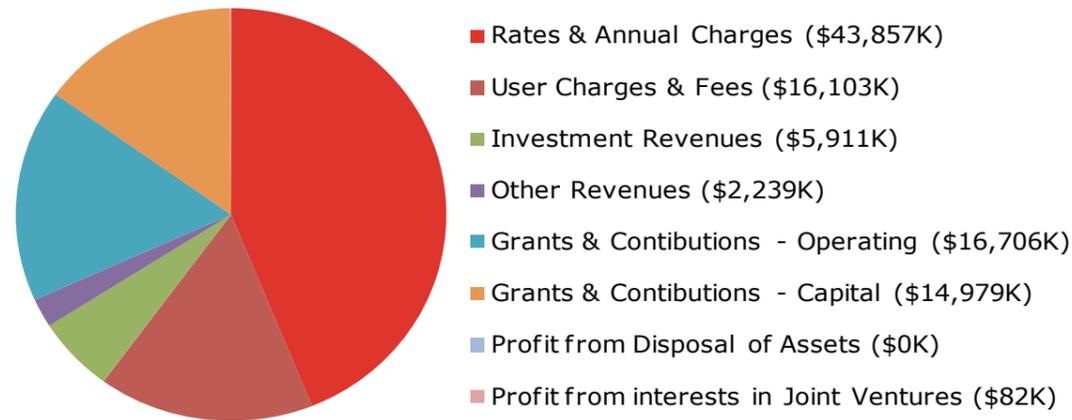
associated with the maintenance and renewal of key infrastructure remains. Special Schedule 7 reveals that Council has an annual maintenance funding shortfall of \$6.8m and the estimated cost to bring all assets up to a satisfactory standard is \$67.2m. In response to this issue, Council has increased the funding for asset maintenance and renewal programs by 9% in the 2010/11 financial year and will seek to introduce strategies which will manage the funding gap over the next ten year period.

Despite the overall very sound financial position and financial result for 2009/10 the key financial challenge

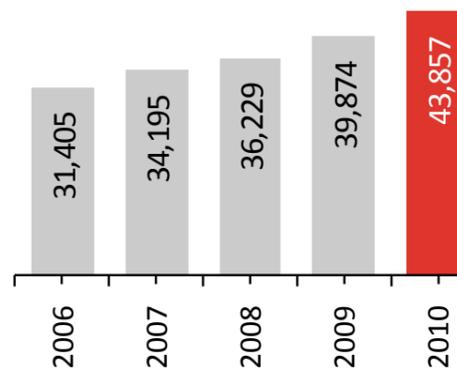
Income

Summary

- Overall income increased by 12% to \$100m
- Increases in income for the 2009/10 Financial Year resulted from increases in revenue from major sources, including Rates & Annual Charges, User Charges & Fees, Interest and Investments and Grants and Contribution



Rates and Annual Charges (\$'000)



Income

INCOME ITEM	2010 (\$'000)	2009 (\$'000)	% CHANGE
Rates & Annual Charges	43,857	39,874	10%
User Charges & Fees	16,103	14,280	13%
Investment Revenues	5,911	1,469	302%
Other Revenues	2,239	2,135	5%
Grants & Contributions - Operating	16,706	16,826	-1%
Grants & Contributions - Capital	14,979	13,502	11%
Profit from Disposal of Assets		1,211	-100%
Profit from interests in Joint Ventures	82	29	183%
Total Income from Continuing Operations	99,877	89,326	12%

Rates & Annual Charges

The increase in property numbers from 25,592 in 2009 to 25,826 in 2010, together with a Ministerial approved rate increase of 9.25% added \$3.98m to Operating Revenue. Rates Outstanding, a key industry indicator, increased from 6.22% in 2009 to 6.30% in 2010. The NSW average across all Councils is 5.4%.

The average for urban and coastal councils is 4.9% and 7.7% for rural councils. Council's target and the average for councils in the Group 4 category is 6%.

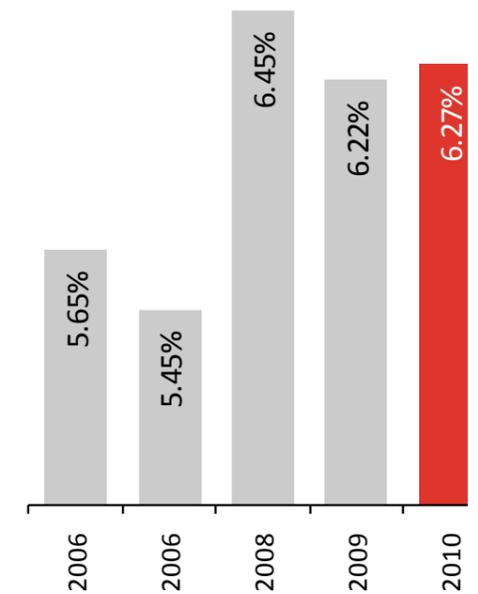
User Charges & Fees

Revenue from user Charges and Fees increased 13% over the 2009/10 financial year. Increases in volume based revenues for sewerage and waste management services have been the main contributing factors to this result. Oasis revenue from user charges and fees increased by 10%. Other fees and charges including planning and building fees and recreation facility fees have increased by 2.5%.

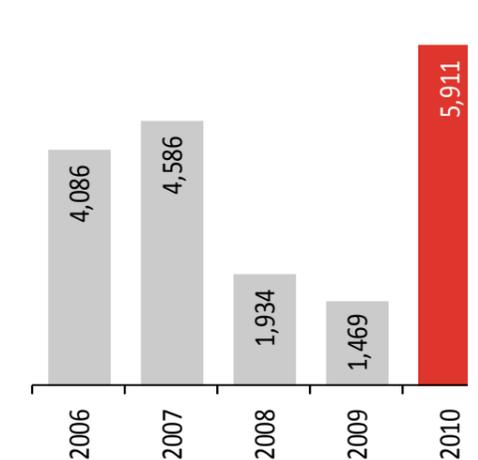
Interest & Investment Revenues

The recovery of global financial markets, increase in the size of the investment portfolio and rising interest rates have contributed to a 302% increase in interest and investment exposures. Council's exposure to the NSW Treasury Corporation (Medium Term Diversified Fund) and managed funds in credit markets has meant that Council has significantly benefited from the market recovery following a significant decline in valuations experienced in the 2008/09 financial year.

Rates Outstanding



Interest and Investment Revenues



Income

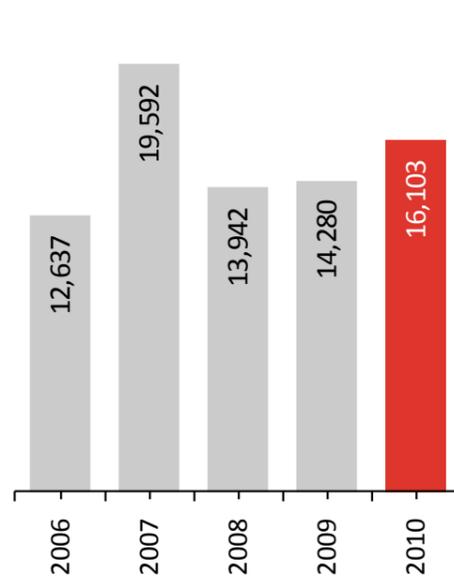
Other Revenues

Other Revenues increased by \$104k (5%) during 2009/10 which was due to an increase in the amount received from the commonwealth for the Diesel Fuel Rebate. The total amount received for the rebate was \$200k which included an adjusted claim following an internal audit review of previous years claims.

Grants & Contributions

Grants & Contributions have increased overall by \$1.4m. This result includes a RTA contribution for storm damage of \$3.2m. Council also received a second round of funding (\$544k) provided by the Federal Government as one of its stimulus initiatives. This funding has been directed to the upgrade of netball courts at the Exhibition Centre. The general purpose funding provided by the Commonwealth through the Financial Assistance Grant has decreased by \$1.8m as Council received the first quarter of the 2009/10 grant in the 2008/09 financial year. This new practice of early payment of the Financial Assistance Grant was repeated in the 2009/10 financial year.

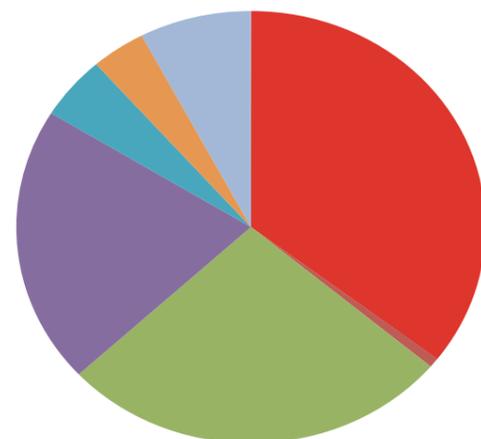
User Charges and Fees (\$'000)



Expenses

Summary

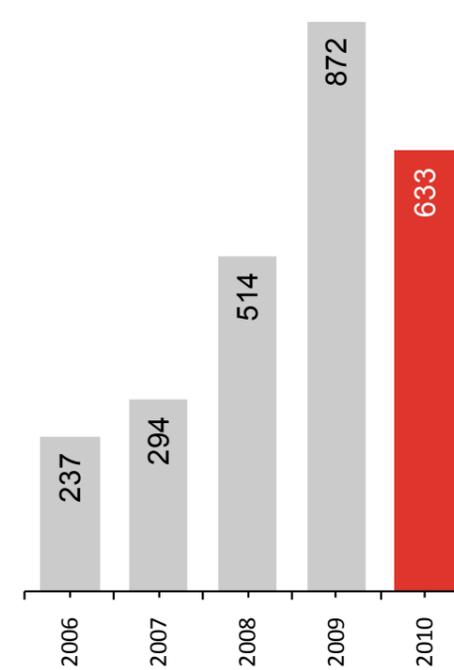
- Total Expenses reduced from 32% to \$88m
- Impairment Expense of \$4.2m
- Other Expenses reduced \$50.4m
- Employee Costs increased 7% to \$31.2m



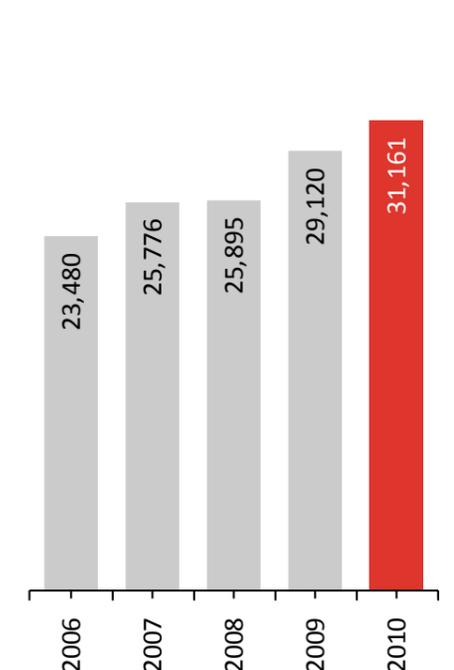
- Employee Benefits & On-Costs (\$31,161K)
- Borrowing Costs (\$633K)
- Materials & Contracts (\$23,758K)
- Depreciation & Amortisation (\$18,208K)
- Impairment (\$4,171K)
- Loss from Disposal of Assets (\$3,293K)
- Other Expenses (\$6,803K)

Expenses

Borrowing Costs (\$'000)



Employee Costs (\$'000)



Expenses from operations for the 2009/10 Financial year decreased by \$41.0m. The main factor contributing to this decrease for 2009/10 was that Council did not encounter any significant revaluation decrements in relation to infrastructure assets, as compared to the 2008/09 Financial year.

EXPENSE ITEM	2010 (\$'000)	2009 (\$'000)	% CHANGE
Employee Benefits & On-Costs	31,161	29,120	7%
Borrowing Costs	633	872	-23%
Materials & Contracts	23,758	24,084	-1%
Depreciation & Amortisation	18,208	17,722	3%
Impairment	4,171	-	100%
Loss from Disposal of Assets	3,293	-	100%
Other Expenses	6,803	57,243	-88%
Total Expenses from Continuing Operations	88,027	129,041	-32%

Expenses

Employee Benefits & On-Costs

Total employee costs increased by \$2.0m, a 7% increase for 2010. The key factors contributing to this increase are as follows:

- Award increase in November 2009 of 3.2%
- Workers' Compensation Premium increased 30% to \$1.6m
- Contribution to the Defined Benefits Superannuation Plan - \$567,000

Council contributes 9% Superannuation for all employees other than those who are members of the Local Government Superannuation Defined Benefit Scheme. Council makes contributions to this scheme as determined by the Superannuation Scheme's Trustees. Member Councils bear the responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due. Effective from 1 July 2009 Council was requested to contribute at twice the 'notional' or long term cost for a period up to ten years to rectify a deficit in the Local Government Superannuation Scheme – Pool B.

Materials & Contracts

Council entered into a number of contractual arrangements for the 2009/10 financial year. These arrangements included contracts for services such as kerbside waste collection, parking fine processing and a number of consultancy services for Council masterplans such as Riverside Masterplan and Airport Masterplan. The total cost to Council for materials and contracts of \$23.8m for the 2010 financial did not differ substantially from the previous years levels of \$24.0m.

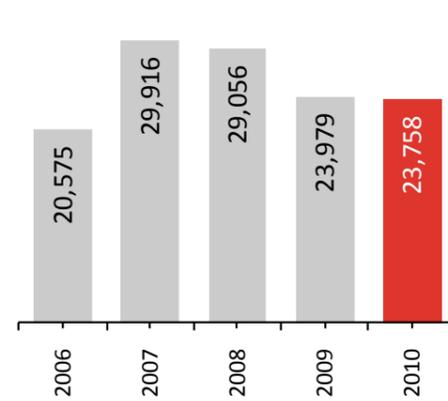
Depreciation & Amortisation

Depreciation is a non cash expense that reduces the value of an asset over time due to wear and tear, ageing of an asset or obsolescence. The depreciation rates are set out in Note 1 of the Financial Statements. In 2010 Council reviewed the condition of its infrastructure assets in order to accurately reflect the depreciation expense for these assets.

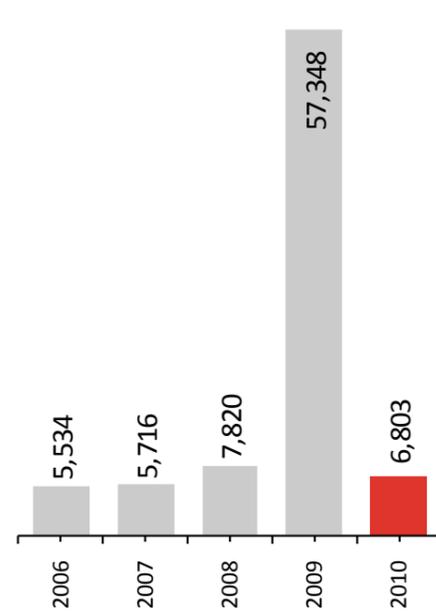
Impairment

In March 2010, much of Council's network of roads was affected by severe storm damage sustained during a weekend deluge of heavy rains. As a result Council made an application for Natural Disaster Relief compensation which was confirmed by the Roads & Traffic Authority (RTA) for the amount of the \$11.8m, due to the impairment of a large number of mainly regional roads. As per accounting standards (AASB136), Council has had to recognise the total cost of the impairment for 2010, even though only \$3.2m of repair works have been carried out for the period to 30 June 2010.

Materials & Contracts (\$'000)



Other Expenses (\$'000)



Electricity & Heating

In May 2010, Council agreed to adopt a policy of 100% green power for the Civic Centre, which will increase our annual costs of electricity by approx \$90k. This will be offset by savings in the reduced cost of power under a new contract for all other sites. Council will be renewing this contract when it goes back to market in March

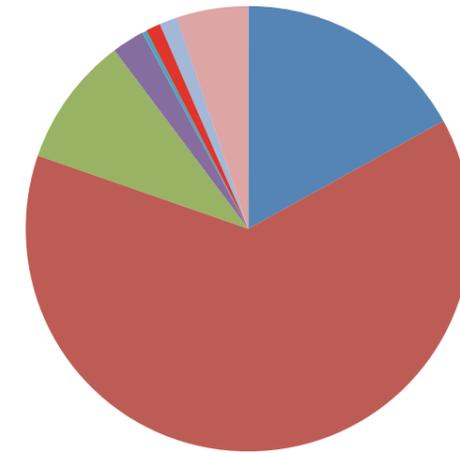
Other Expenses

The detailed Notes to the Financial Statements provide information on Other Expenses. The large number for the 2008/09 year includes one-off amounts for revolution documents and provision for remediation of the former gas works site in Tarcutta Street. For the 2009/10 year the following expenses warrant special mention due to their size and nature.

Assets

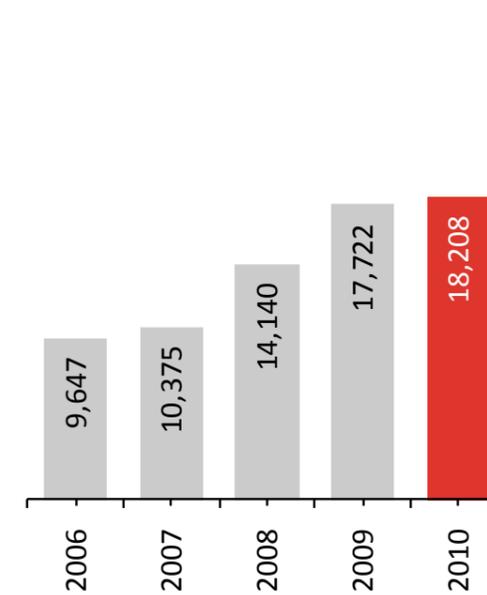
Summary

- Total Assets have increased by 2.2% to \$1,193m
- Infrastructure, Property, Plant & Equipment increased by 1.8% to \$1,091m
- Net Assets increased by 1.6% to \$1,120m
- Asset \$ per head of population is \$19,284

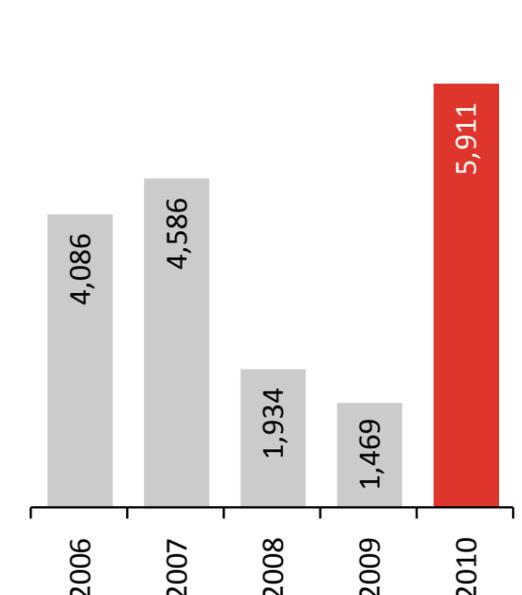


- Cash & Cash Equivalents (\$17,473K)
- Investments (\$65,250K)
- Receivables (\$9,717K)
- Inventories (\$2,445K)
- Other (\$331K)
- Infrastructure, Property, Plant & Equipment (\$1,091K)
- Equity Accounted Investments (\$1,359K)
- Investment Property (\$5,335K)

Depreciation & Impairment (\$'000)



Infrastructure, Property, Plant & Equipment (\$'000)



ASSET ITEM	2010 (\$'000)	2009 (\$'000)	% CHANGE
CURRENT ASSETS			
Cash & Cash Equivalents	17,473	29,929	-41.6%
Investments	30,372	9,767	211.0%
Receivables	9,505	6,822	39.3%
Inventories	2,445	2,428	0.7%
Other	331	237	39.7%
TOTAL CURRENT ASSETS	60,126	49,183	22.2%
NON-CURRENT ASSETS			
Investments	34,878	38,241	-8.8%
Receivables	212	1,212	-82.5%
Infrastructure, Property, Plant & Equipment	1,091,258	1,071,585	1.8%
Equity Accounted Investments	1,359	1,243	9.3%
Investment Property	5,335	5,500	-3.0%
TOTAL NON-CURRENT ASSETS	1,133,042	1,117,781	1.4%
TOTAL ASSETS	1,193,168	1,166,964	2.2%

Cash Position

An analysis of Council's cash holdings at 30 June 2010 substantiates the strong result for the year. An emergence of Australian markets from the GFC in the 9 months leading up to the end of the Financial Year coupled with an underspend in expected contractor payments for the Sewer 2010 project, has seen an increase in the amount of Cash, Cash Equivalents and Investments by 6.1% to \$82.7m.

Council holds some 20% of its entire investment portfolio in cash, deposits at call and short term deposits to ensure funds are immediately available for both working capital and cashflow purposes when required.

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

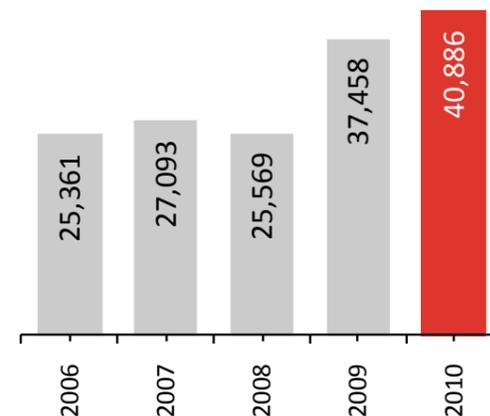
Reserves

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 and domestic waste services. These funds are held in reserve so that they are utilised for their intended purpose or end use.

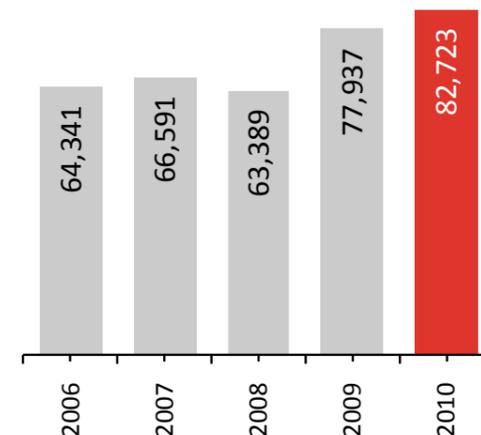
External restrictions increased for the 2010 Financial year by \$3.4m, of which \$2.0m alone related to developer contributions and \$1.0m each for Sewer and Specific Purpose Unexpended Grants.

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

External Cash Restrictions (\$'000)



Cash, Cash Equivalents & Investments (\$'000)



Unrestricted Current Ratio

Unrestricted Current Ratio for 2009/10 was 4.33:1. The increase in comparison to last year's ratio can be attributed to the \$2.5m increase in internal reserves for the year. The reserves which received significant increases this year were the Tarcutta Street Gasworks Remediation, Infrastructure Replacement and Employee Leave Entitlements.

Infrastructure, Property, Plant and Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased for the year by 1.8% to \$1,091m. Note 9 in the Financial Statements shows the detail of the asset classes that contribute to the total amount of IPPE. The main classes that resulted in major increases in value for this year were Other Structures (\$6.5m for Airport Runway Upgrade); Sewerage Network (\$6.9m for Sewer 2010 Project), and Other Assets (\$0.4m new Crematorium Furnace, \$0.3m Lake Albert Foreshore Improvements and \$0.2m for Riverside Masterplan). A summary of IPPE transactions for 2010 are shown on the following page.

Receivables

Receivables for 2010 totalled \$9.7m, an increase of 21% on the previous year. This was the twofold effect of an increase in receivables for Rates & Annual Charges of \$0.3m and User Charges & Fees of \$0.3m. Much of the Rates and Annual Charges receivables relate to outstanding rates for The Mill.

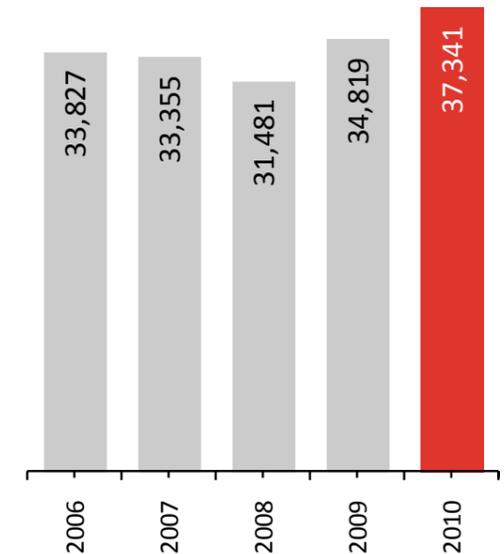
Council has exhausted all legal avenues in order to extinguish the debt in relation to rates owing for this property with little success. It is hoped that with the proposed sale of land by the liquidators the amount outstanding for this property will be recouped by Council in the near future.

Council has entered into arrangements with PRD Nationwide Realty for the sale of land for outstanding rates which is expected to recoup the amount of \$0.1m for Council later in 2010. This will also have the positive effect of reducing the Rates Outstanding for the 2010/2011 Financial Year.

Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased for the year by 1.8% to \$1,091m. Note 9 in the Financial Statements shows the detail of the asset classes that contribute to the total amount of IPPE. The main classes that resulted in major increases in value for this year were Other Structures (\$6.5m for Airport Runway Upgrade); Sewerage Network (\$6.9m for Sewer 2010 Project), and Other Assets (\$0.4m new Crematorium Furnace, \$0.3m Lake Albert Foreshore Improvements and \$0.2m for Riverside Masterplan). A summary of IPPE transactions for 2010 are shown on the following page.

Internal Cash Restrictions (\$'000)



MAJOR CAPITAL PROJECTS	AMOUNT
Airport Aircraft Pavement Upgrade	\$6.7M
Sewer 2010 Construction	\$6.9M
Storm Damage 07/03/2010 Repairs	\$3.3M
Airport Elizabeth Avenue Upgrade	\$228,322
Bolton Park Roof Replacement	\$314,407
Civic Theatre Backstage Upgrade	\$399,560
GWMC Construction of New Cell	\$937,700
Lake Albert Foreshore Improvements	\$325,036
Redevelopment of Rugby League	\$841,006
Replacement of Crematorium Furnace	\$365,790
RLCIP* Amphitheatre Shade Structure Installation	\$179,412
RLCIP Botanic Gardens Adventure Playground	\$392,725
RLCIP Botanic Gardens Amenities Building	\$148,772

* Regional and Local Community Infrastructure Program funded by the Federal Government

Assets - Infrastructure, Property, Plant & Equipment

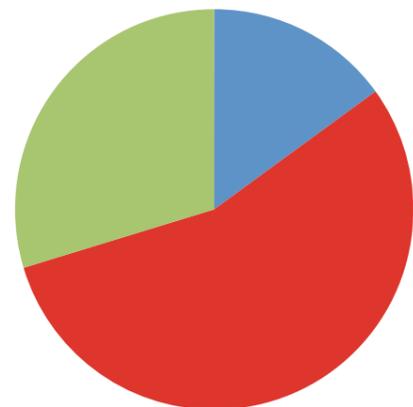
PLANT AND EQUIPMENT	AMOUNT
Plant and Equipment	
Vehicles Purchased	41
Vehicles Sold	42
Plant items purchased	5
Total value \$3.4M, including:	
Tana Landfill Compactor	\$795,700
New Holland Backhoe	\$154,474
Volvo FLZ Rigid Truck	\$107,000
Nissan UD PK10 Truck	\$94,000
Furniture and Fittings	
Library Refurbishment Stage 2	\$70,705
Council Meeting Room Refurb	\$30,255
Buildings and Other Structures	
Civic Theatre Backstage Upgrade	\$399,560
Bolton Park Roof Replacement	\$314,407
Redevelopment of Rugby League	\$841,006
Airport Runway Overlay	\$6.7M
Construction of New Waste Cell	\$937,700

PLANT AND EQUIPMENT	AMOUNT
Infrastructure	
Roads Dedications	\$2.1M
Drainage Dedications	\$1.6M
Sewer Dedications	\$921,397
Roadworks and Drainage	
Drainage Works (excluding deductions)	\$556,557
Roadworks (excluding deductions)	\$9.5M
Includes:	
Bus Shelters	\$87,812
Footpaths	\$793,764
Bridges	\$230,369
Kerb and Gutter	\$90,241
Other Assets	
Crematorium Furnace Replacement	\$365,790
Internal Flood Study - Aerial Laser Survey	\$196,749
Lake Albert Foreshore Improvements	\$325,036
Sewer	
Sewer Mains Rehabilitation	\$816,250

Liabilities

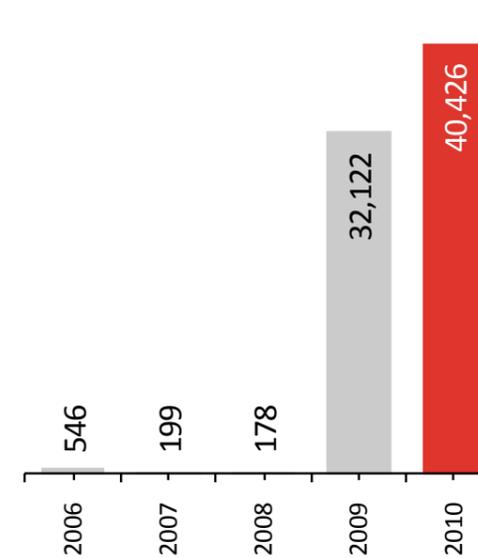
Summary

- Liabilities increased by 14.3% to \$73.0m
- Payables decreased by 3.7% to \$10.9m
- Borrowings increased by 26% to \$40.4m
- Provisions increased by 6.1% to \$21.7m

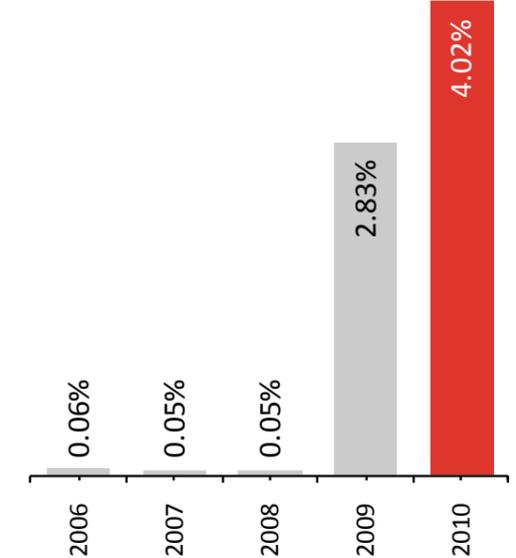


- Payables (\$10,914K)
- Borrowings (\$40,426K)
- Provisions (\$21,713K)

Borrowing Costs (\$'000)



Debt Service Ratio (\$'000)



LIABILITY ITEM	2010 (\$'000)	2009 (\$'000)	% CHANGE
CURRENT LIABILITIES			
Payables	10,914	11,335	-3.7%
Borrowings	735	318	131.1%
Provisions	9,659	8,554	12.9%
TOTAL CURRENT LIABILITIES	21,308	20,207	5.4%
NON-CURRENT LIABILITIES			
Borrowings	39,691	31,804	24.8%
Provisions	12,054	11,908	1.2%
TOTAL NON-CURRENT LIABILITIES	51,745	43,712	18.4%
TOTAL LIABILITIES	73,053	63,919	14.3%

Borrowings

Traditionally Council has had a very low, by industry standards, Debt Servicing Ratio and as at 30 June 2010 the ratio is still low by industry standards. In the 2010 Financial Year this ratio increased from 2.83% to 4.02%. This increase was due to Council drawing down the total amount of borrowings for the Sewer 2010 Project of \$32.0m, as well as \$4.7m for the Airport Runway Upgrade. This is the largest amount of external borrowings that Council has had exposure to since 1992, when Council borrowed \$4.0m to construct the Wiradjuri Bridge. Total borrowings for Council now stand at \$40.4m, an increase of \$8.3m (26%) over 2009.

Provisions

Council's provision for Employee Leave Entitlements (ie Annual Leave & Long Service Leave), has increased by \$1.1m (14.2%) for 2010. This is mainly due to an increase in the number of employees (20) with these types of leave provisions for the 2010 Financial Year.

The liability to remediate the former gasworks site on Tarcutta Street was initially recognised in the Financial Statements for 2008/09. Council has allocated \$5.1m in internal reserves for 2009/2010 to fund the project and intends to commence work on the site in December 2011. As a result of this commencement date the provision is required to be remeasured each year, and this has resulted in an increase of \$0.3m.

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 would come into effect.

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

Sewer

Wagga Wagga City Council's sewerage network services over 18,000 residential and 2,000 non-residential properties. The sewerage network consists of 531 km of gravity and pressure mains and 36 pump stations. Last year over 5,800 ML of sewage was transported through Wagga's sewerage network. In 2010 the majority of the work for the Sewer 2010 project was completed, at a total cost of \$38.2m.

Livestock Marketing Centre

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

Airport

The Wagga Wagga Airport is owned by the Commonwealth Government. The civil side was leased by Wagga Wagga City Council in 1992 for 30 years. The area covers some 500 acres, has two runways (one sealed, one grass), and recently established a Pilot Training facility on the grounds. Income for the Airport is mainly derived from passenger levies, landing fees and hangar rentals. Council completed a major upgrade of the sealed runway in June 2010 at a cost of \$6.4m, which now allows heavier aircraft to land and utilise the Airport facilities.

More detailed financial information on Council's Business Activities can be found in the Special Purpose Financial Reports in the 2009/10 Financial Statements.

CATEGORY 1	2010	2009
(turnover greater than \$2m)	Surplus/ (Deficit)	Surplus/ (Deficit)
Council Sewerage Services	417	1,742
Wagga Wagga Livestock Marketing Centre	251	468
CATEGORY 2	2010	2009
(turnover less than \$2m)	Surplus/ (Deficit)	Surplus/ (Deficit)
Wagga Wagga Airport	472	104

During the year, many events are held. Some of the main events have been detailed below. For information on any of the below events please contact the Visitor Information Centre on 1300 100 122.

DATE	EVENT
JULY	Murrumbidgee School of Arts Swap Meet
SEPTEMBER	Wagga Wagga Jazz and Blues Festival Lake to Lagoon Fun Run MG Car Club Gathering of the Faithful City of Wagga Wagga Eisteddfod Camellia Show
OCTOBER	Wagga Show Wagga Picnic Race Day Little Big Day Out Wagga and District Scale Model Club Annual Show Annual Garden and Outdoor Festival Uranquinty Folk Festival Wagga Wagga Antique Fair Kapooka Open Day Australian Truck Drivers Memorial
NOVEMBER	Children's Medical Research Institute Christmas Fair Annual Invitation Run
DECEMBER	Twilight by the Lagoon - Christmas Twilight Carols by Candlelight Kurrajong Waratah Christmas Spectacular
JANUARY	Riverina Summer School for Strings Sounds of Summer Concert Series Wagga Wagga Holiday and Travel Show
FEBRUARY	Twilight by the Lagoon Wagga Wagga Holiday and Travel Show
MARCH	Twilight by the Lagoon - Fireworks Finale Wagga Wagga Food and Wine Festival Sydney Travelling Film Festival Wagga Relay for Life Senior Week
APRIL	Geocaching Mega Event 2010 Rally Rally Wagga Wagga World War II and Military Scale Flying Weekend Re:generate Youth Festival National Trap Championships Wagga Home Xpo, Lifestyle & Outdoor Adventure Show CSU Graduations & Town and Gown Academic Procession
MAY	Wagga Wagga Gold Cup Festival Australian International Animation Festival Wagga Wagga Country Music Club Inc. Weekend of Country Music Rotary Club of Wagga Book Fair Barry Carne - Interstate Ski Challenge Myriad 2010 - Wagga Wagga Martial Arts Festival
JUNE	Wagga Wagga Veteran & Vintage Motor Club Annual June Rally Country Rugby League Under 15's/16's Junior Championships The Daily Advertiser Riverina Bridal Fair Wagga Wagga McDonald's Classic Cycling and Criterium Races Wagga Greyhound Gold Cup Kurrajong Waratah Charity Race Day Riverina Cat Club's Allbreeds Cat Show



Girls dancing during a Museum theatre program developed by the Museum of the Riverina in partnership with the Multicultural Council of Wagga Wagga. This program culminated in a short film called *The Day We Made Rain - Embracing Diversity by Working Together*.

Community life is *culturally* rich,
responsive to diversity, welcoming and fun



Diverse City

The adventure playground includes a maze, a 30m flying fox, a variety of climbing nets and rock climbing walls, an outdoor table tennis table, spinners and traditional play equipment. Overlooking the adventure playground are two new barbecue shelters which house 8 barbecues and 12 picnic settings. A new amenities building has also been constructed at the site which has two unisex toilets and a disabled toilet / baby changer room.

Key Strategic Spheres

The following section provides detail on our performance based around the following four key themes:

Social 38-57

We focus on:

- 1.1 A vibrant and attractive place that offers a range of lifestyle choices and a liveable environment
- 1.2 A growing diverse and dynamic community
- 1.3 A broad range of leisure, sport, cultural and educational pursuits for the varying needs of the community
- 1.4 A safe, healthy and active community

Economic 58-67

We focus on:

- 2.1 A strong, sustainable and well balanced economy that generates growth & employment opportunities
- 2.2 sustainable infrastructure and services that support current and future needs of the community
- 2.3 A skilled workforce that accommodates the changing needs of the Wagga Wagga Local Government Area

Environment 68-77

We focus on:

- 3.1 An integrated approach to water resource management
- 3.2 A sustainable built and natural environment
- 3.3 Sustainable management of natural resources
- 3.4 Promote environmental sustainability

Governance 78-107

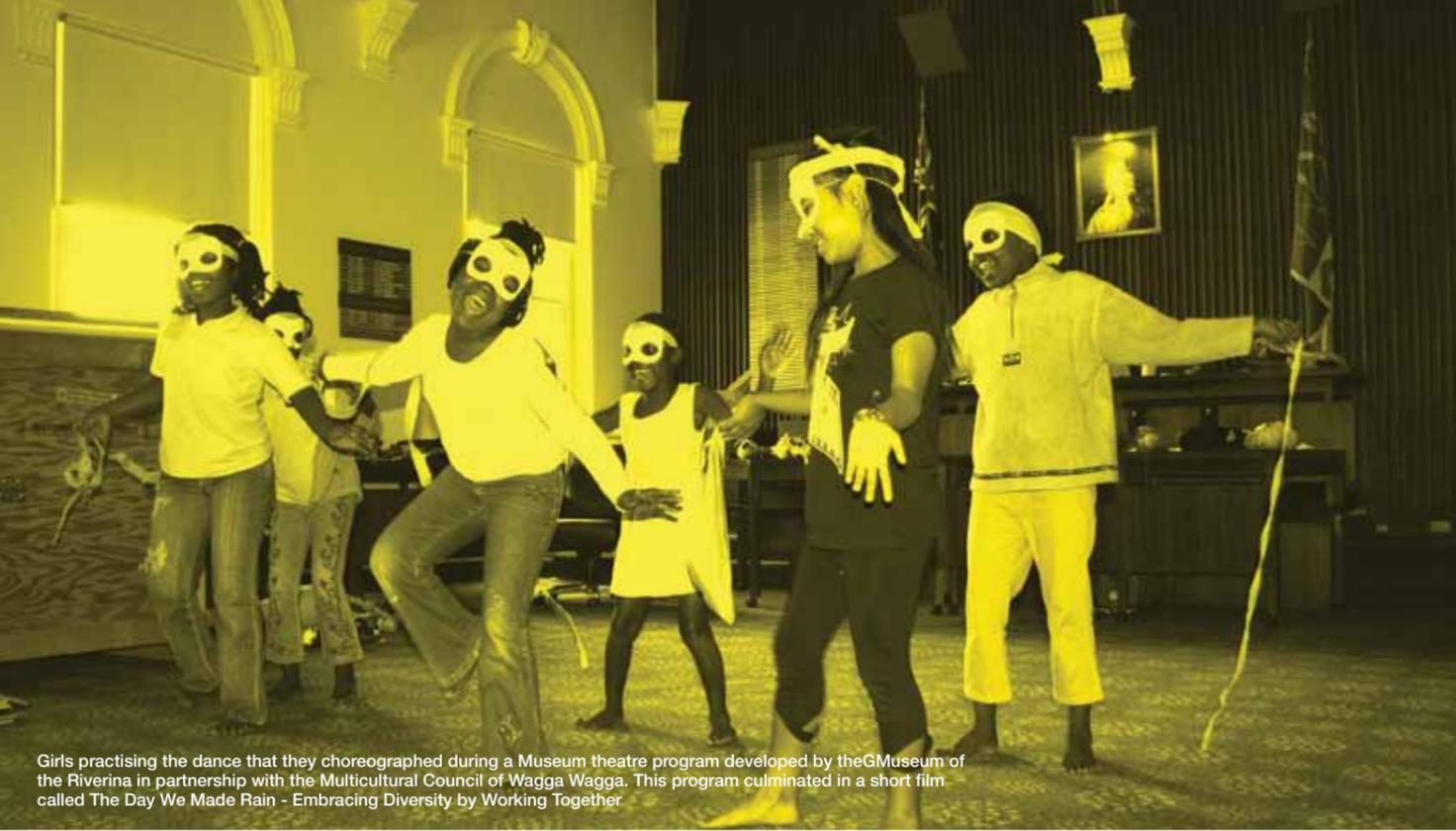
We focus on:

- 4.1 Lead the Region into the future
- 4.2 Effective and transparent leadership that enjoys the support and confidence of the community
- 4.3 Council's operations and activities are effective, efficient and customer focussed
- 4.4 Council has the necessary financial, human and other resources and management systems to provide appropriate services and infrastructure

Status:

The performance status of each objective outlined in the 2009/13 Management Plan is illustrated by the below symbols. A reason for variation is provided for objectives marked 'not completed'.

Not Completed  In Progress  Completed 



Girls practising the dance that they choreographed during a Museum theatre program developed by the Museum of the Riverina in partnership with the Multicultural Council of Wagga Wagga. This program culminated in a short film called The Day We Made Rain - Embracing Diversity by Working Together

Those who have a *connection* to Wagga Wagga will continue to grow



Participants in a Museum theatre program developed by the Museum of the Riverina in partnership with the Multicultural Council of Wagga Wagga. This program culminated in a short film called The Day We Made Rain - Embracing Diversity by Working Together.

Diverse City

Performance Summary

GOAL/STRATEGY		RESULT
1.1 A vibrant and attractive place that offers a range of lifestyle choices and a liveable environment		
1.1.1	Market the range of lifestyle choices	✓
1.1.2	Improve connections to the river and the environment which enhance the natural feel of the river precinct	✓
1.1.3	Strengthen opportunities for shopping, dining and entertainment	✓
1.2 A growing, diverse and dynamic community		
1.2.1	Develop the central business district as the regional commercial and retail centre whilst encouraging local neighbourhood hubs	✓
1.2.2	Facilitate higher population density in central Wagga and near neighbourhood	✓
1.2.3	Facilitate the provision of a range of housing types in a manner which builds strong residential communities	➔
1.2.4	Facilitate equal access for residents to community services and facilities	✓
1.2.5	Develop and promote partnerships for regional community programmes	✓
1.2.6	Acknowledge and celebrate diversity within the community	✓
1.2.7	Identify changing community needs and provide leadership to the community	✓
1.3 A broad range of leisure, sport, cultural and educational pursuits for the varying needs of the community		
1.3.1	Provide opportunities for life-long learning, social interaction and creativity	✓
1.3.2	Provide a range of social, sport, recreation and cultural services, facilities and programs for all stages of the life cycle	➔
1.3.3	Establish integrated community/cultural/tourism facility at the river precinct	✓
1.4 A safe, healthy and active community		
1.4.1	Encourage and facilitate an active and healthy community	✓
1.4.2	Support and promote the safety, health and wellbeing of the community	✓
1.4.3	Support preventative public and environmental health programs	✓

Not Completed  In Progress  Completed 

Achievements

Parks and Recreation

Parks and Recreation completed a wide range of projects for the benefit of the community across the entire LGA, including the delivery of \$1.28 million worth of works for the Regional and Local Community Infrastructure Program (RLCIP) Projects. This included the Adventure Playground and associated picnic and toilet facilities at the Wagga Wagga Botanic Gardens.

New playing fields and amenities worth \$1.7m were constructed for Junior Rugby League at the Exhibition Centre.

Two grants totalling \$960,000 were received from the Murrumbidgee Catchment Management Authority which funded two indigenous work crews to undertake further works along the Murrumbidgee River and various works at Wollundry Lagoon and Lake Albert.

Road sealing at McPherson Oval North Wagga Wagga was completed to reduce traffic dust for local residents at a cost of \$50,000.

Ongoing works at Lake Albert worth \$250,000 included the construction of five picnic shelters with electric barbecues at Apex Park, Ray Beddoe Park and Bosley Memorial Park with the assistance of the South Wagga Apex Club members. Outdoor gym equipment was also installed for \$40,000 in a City Partnership project with the Wagga Business Chamber.

At the Indoor Stadium a new roof was installed at a cost of \$180,000 which also included the replacement of the solar hot water system for the outdoor pool at the Oasis Regional Aquatic Centre.

Council managed 85 playgrounds, 63 sportsgrounds and 200 parks and reserves in the Local Government Area.

Civic Theatre

As part of the 2009/2010 Management Plan, the Civic Theatre completed its backstage capital upgrade. This upgrade ensures the Theatre is a more attractive venue for visiting productions. The theatre continues as a vital performing arts platform for 621 subscribers, with 71 paid performances, 62 community performance days, 15 commercial corporate hire and 91 internal hire days. Total number of visitors overall was 43,112. In addition to these programs Connect Ed funding was used to support Mount Austin students to attend the performance of Bangarra - True Stories with 35 students and 5 teachers in attendance.

Mawang Local Government Cultural Award

Council received a NSW Local Government Cultural Award for the successful delivery of its Mawang (Altogether) Cultural Festival delivered over June, July and August 2009. The Festival involved strong partnerships with the community and hosted 17 major events through Council's cultural facilities in the form of exhibitions, performances, cultural public programs and community development projects at various sites. These were visited by over 7500 people.

Wagga Wagga Library

The Library introduced a free WiFi service in May along with and 23 computers with computer lessons provided weekly to 160 people. Internet access enables people to read in their own languages and stay in touch with their families overseas. These initiatives will help build bridges in the community and encourage a higher percentage of library membership and access to the library's services, programs and resources. The library conducted 1071 tours, 592 holiday programs, 933 general programs for over 214,000 visitors.

Museum of the Riverina

The Museum of the Riverina has a diverse and exciting range of programs over two sites at the Botanic Gardens and the Historic Council Chambers and an intensive regional museum outreach program across the Riverina. Over the period 12 exhibitions, 148 public programs/ events were held at both sites with 36,000 visitors attending.

National Art Glass Gallery

The inaugural National Student Art Glass Prize was officially launched at the National Art Glass Gallery on Friday evening 12 March, by Kay Hull Federal Member for the Riverina in front of about 100 patrons of the arts and members of the Australian Glass community. The inaugural winner was Belinda Toll from the Australian National University who took up the prize of all expenses-paid master classes in the world renowned North Lands Creative Glass centre in Scotland in August 2010. The Art and Glass Gallery held 34 exhibitions over their 7 spaces with 8 public programs for 43,000 visitors.

Future Plans

Completion of the Wagga Wagga City Council Alcohol Management Strategy

Council will complete the Wagga Wagga City Council Alcohol Management Strategy in conjunction with its Alcohol Management Plan Steering Committee in 2010.

Community Planning - Village Plans

Council has completed a community needs assessment process for all our nine villages during 2009/10 which will result in an Integrated Village Plan and Individual Community Social Plans for each area for endorsement in 2010.

Healthy Ageing Framework

Council will complete its Healthy Ageing Framework which will assist long term planning for the community around issues for ageing across the life cycle.

Challenges

People with Disabilities

Consultation within the disability sector has indicated that there is a need for improved access in and around the Local Government Area, particularly indicating a need for better opportunities for usage of wheelchairs and mobility devices. Further pathways for inclusive education and employment opportunities are needed as well as accessibility for increased leisure and retail opportunities.

Health

Access to health services is a key priority issue of concern identified by both women and men and all age groups under 65 in our Local Government Area. Highest on the priority list is the need for a new hospital. There is an identified gap in several specialist services compounded by a difficulty to recruit and retain specialist health professionals within the community. There is a perceived need for better service delivery among a number of areas including, mental health, chronic illness, adolescent support services, dental services, women specific services and sexual health and sexual assault services.

Aboriginal Employment and Health

Wagga Wagga is home to a large Aboriginal community with 4.1% of the local government area of Aboriginal or Torres Strait Islander descent. This is higher than the State average, with around one third of that population aged under 19 years, raising expectations around the need for strong Aboriginal community planning especially in relation to youth engagement and education pathways to employment. Local Aboriginal health continues to be a significant issue for the community with only 17% of the community aged over 60 years.

Multiculturalism

Wagga Wagga City's population continues to diversify with the Riverina welcoming over 70 new refugee families during 2009, many from Africa and most recently Burma. There is an accompanying wave of secondary migration as well as asylum seeker population which has highlighted the need for the availability of multilingual translation services and publications in order for families to better engage and interact within the community and services. There is a growing demand to reflect this diversity in culturally appropriate programming as well as positive media coverage to both inform the community about this growing profile and to better support integration and engagement across the whole community.

Transport

The Riverina economy has proved a resilient and stable economy in relation to many of our regional counterparts. The growth of employment opportunities around the city and in areas such as Bomen highlight the continued lack of transport options for residents especially those demographics with low car ownership. Demand continues to exist for more routes around the city, especially from outer suburban areas such as Forest Hill to align with industry shift start and finish times.

Community Infrastructure Challenges

Growth creates new challenges and presents opportunities. Our role as the leading advocate for the City demands that Council capitalise and create opportunities through intelligent partnering, planning and representation. Being a growth centre brings opportunities however growth, along with the facilities and services must be supported by significant investment. There is also increasing pressure on local government to fill the gaps through higher levels of support for community infrastructure and community groups.

Ageing Community

Demographic and economic changes have increased the need for local government to increase long term planning efforts to create environments better suited for the community across the age life span. Healthy ageing strategies around leisure and engagement continue to sit high on the agenda especially in relation to the potential maximisation of a large volunteer workforce given expectations around retiring baby boomer populations in 2015.

Our Performance

OUR COMMITMENTS	STATUS
<p>Cultural Facilities Marketing Strategy The Cultural Marketing Strategy is at a stage of final draft after consultation with Council Marketing section and Facility Managers. This is still a working document with an estimated completion date of October.</p>	
<p>Conference/event Organisers and Group Markets The Tourism Team continued to work with Conference/Event Organisers and Groups to attract future events for the city. A sample of events that have been confirmed include: Rural Fire Regional Conference - June 2010, National Skeet Championship - May 2010, NSW State Skeet Championships - August 2010, Bridge Congress - August 2010, NSW and ACT Apex State Conference - February 2011, Livestock Bulk Carriers Conference - March 2011, Alvis Car Club Rally - May 2011, Sunbeam Car Club of NSW National Meeting - June 2011, Conservation Farming Conference - September 2010, NSW PSSA Rugby Union State Championships - August 2010.</p>	
<p>River Precinct The draft Strategic Master Plan was endorsed by the Working Group in early December. The Plan of Management that supports the Master Plan was prepared in early January. Both the Strategic Master Plan and the Plan of Management were endorsed by the Department of Lands and Council in late January and placed on exhibition. The Strategic Master Plan was adopted by Council in April 2010. Council will shortly recruit a Project Manager tasked with implementing the recommendations of the Masterplan.</p>	
<p>Wagga Wagga Development Control Plan - Retail The Wagga Wagga Local Environmental Plan 2010, makes provision to ensure the primacy of the Wagga central business area is not compromised. In addition, provisions are included to ensure that other retail centres are given opportunities to grow and prosper. The Wagga Wagga Development Control Plan 2010 controls and supports those aims and identifies the range of permitted uses which will assist in their realisation. The recent Retail Development Strategy initiated by Commercial and Economic Development directorate, will provide the basis for the ongoing reviews of LEP 2010.</p>	
<p>Community Facilities Both the Wagga Wagga Local Environmental Plan 2010 and the Wagga Wagga Development Control Plan 2010 make provision for all necessary community infrastructure before development approvals are issued. The Development Control Plan for the suburb of Lloyd makes allowance for parks and the Wiradjuri Walking track and for Planning Agreements to ensure that such lands are secured for the public in advance of development. The Development Control Plan for the industrial area of Bomen is based on the comprehensive identification of infrastructure planning, into the future, so that development can proceed in a planned and 'staged' manner. While provision has been made in the DCP for cycleways, a community centre and public open space, specific locations are not yet fixed. The hierarchy of roads within Bomen, identified in the draft DCP, is calculated to provide for both cycleway access and private and government bus access.</p>	
<p>Higher Density Development Both the Wagga Wagga Local Environmental Plan 2010 and the Wagga Wagga Development Control Plan 2010, include provisions to encourage higher densities of development in the R3 Residential Zone and the LEP introduces a new B4 Mixed Use Zone to encourage higher use of specific sites, including the old mill site adjacent to the central business area. A new Residential R3 Zone replaces the former low density residential zone along Edward Street, west of Baylis Street. An innovative concept has already been prepared for the Allen Staunton Oval site, which includes a component of small lot housing being one of the objectives of the new residential density provisions in the DCP.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Wagga Wagga Development Control Plan The Wagga Wagga Development Control Plan 2010 aims to 'raise the bar' on all aspects of urban design throughout the local government area, including in the Villages. The DCP includes more stringent streetscape, signage and inner city residential zone controls, as well as new design controls in the higher density residential zone. The latter objective is to encourage development of smaller, more affordable housing which is at the same time, more responsive to local economic conditions. The new B4 Zone shares this objective. The DCP includes detailed requirements for the situation and orientation of dwellings as well as for the more logical location of garages aimed at consuming less of any one residential site.</p>	
<p>Subdivision/Development Monitoring Report In the process of public consultation on the draft Wagga Wagga LEP, a detailed table of the land release areas and the numbers of available zoned lots in each release and non-release area had been prepared. The area of land zoned Residential in the LEP, is projected to allow for sufficient lots (at 450 per year) to meet up to a ten year demand, but it is acknowledged that this is required to be monitored, over time and that it forms only the basis of a monitoring tool which will be reviewed at six month intervals. The implementation of such plan is being discussed.</p>	
<p>Cultural Plan - Working with the Cultural Facilities All annual and seasonal cultural public programs delivered including the inaugural National Student Glass Prize on 12 March 2010. Participants from five state universities competed for an international residency at Northlands, UK. Regular operational dialogue between Cultural Officer and Facilities to create strategies for future programming.</p>	
<p>Cultural Plan Public Art Policy continues to be implemented with the commissioning of the two public artworks at Kidsville and the Zoo Animal Enclosure in the Botanic Gardens. The National Student Glass Prize was successfully delivered on 12 March 2010. The ERAP board continues to work on two youth related media projects, Radioactive and YouthSpeak, some components of which will be delivered as part of Youth Week in April 2010. Submission completed for Local Government Cultural Awards and National Local Government Awards for Mawang in February and March 2010. DEEWR funding received for a regional language, oral history and education retention project in February 2010. Public Street Art Project launched on 7 sites around Wagga</p>	
<p>Community Social Plan Ongoing items in the Social Plan have been implemented as per the action plan. All milestones have been met on the three major projects : <ul style="list-style-type: none"> • The Alcohol Management Strategy - Final component of data collection underway • The Village Planning Project - Integrated Draft completed and distributed for community comment before final endorsement by Council • The Healthy Ageing Framework - Draft completed and distributed for community comment before final endorsement by Council </p>	
<p>Neighbourhood/rural village cultural services Cultural services continue to be delivered to all the neighbourhoods and villages in conjunction with ERAP, public programs from the Regional Museum outreach program and Riverina Regional Library. Draft integrated plans have been developed for each of the nine villages to reflect community needs and aspirations.</p>	
<p>Government and non Government funding in rural and regional programs All Government funding being delivered in line with the Housing NSW Building Stronger Communities funding, Families NSW Aboriginal Family Worker project and ADHC. Additional funding from ADHC has been secured for redirection to additional programming for 2010. All programs acquittals completed.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Cultural Programs All programming set down for 2010 in line with current triennial requirements for the Museum of the Riverina and Wagga Wagga Art and Glass Galleries completed. The quarterly cultural guide continues to be produced in conjunction with all the cultural facilities.</p>	
<p>Council's Cultural Collections All collections continue to be maintained in line with best practice conservation methods. Capital acquisition allocations have been fully expended for the Wagga Wagga Art Gallery and Glass Gallery. The impact of recent storm events on the Botanic Gardens Site has been remediated and investigations are underway in relation to the Historic Council Chambers roof repair or replacement. Methods being established to automate a regular maintenance program on Public Art Works.</p>	
<p>Acknowledging Social and Cultural Diversity All programming successfully delivered for community development events and public programming and education across the spectrum of demographics for all cultural facilities and social planning.</p>	
<p>Community Leadership (COSPAD) The COSPAD forum continues as a reference group for the Wagga Wagga City Council Community Social Plan. Members of this committee are also active in the Alcohol Management Strategy Steering Committee where relevant.</p>	
<p>Increased access to information and public programs The Library is a portal for the community to access a range of online services and new technologies and weekly classes are provided to help individuals learn to navigate the online environment. The Online databases and the library's 'tag cloud' provide quality information via the library website for students of all ages. They can access information on science, health, current affairs and also search an online encyclopaedia. During Seniors' Week there were internet lessons provided at the Bob Osborne Training Centre by trained library staff so that twelve people could work independently on separate computers. The Library now maintains Facebook and Twitter accounts to encourage the community to engage with the library. Followers of the library are regularly informed of Library services, programmes and events and are able to provide feedback and ask questions of the library.</p>	
<p>Social and Cultural Services Program All programming successfully delivered across the spectrum of demographics for all cultural facilities. Quarterly cultural guides advertising produced and distributed to all networks. Twitter and Facebook updated by the Civic Theatre and the Museum of the Riverina.</p>	
<p>Estella Community Centre Preliminary design plans and Initial discussions around budget and concept designs have commenced. Reason for Variation This project has been on hold as the current nominated site is still undeveloped land and previous land-use did not support recreational zoning. This project can now move forward with the new LEP now gazetted.</p>	
<p>Events Through the monthly "What's On" guide, the website, magazines, newspapers and activities of the Visitor Information Centre and Tourism Team, a wide range of events have been supported and promoted. Events such as the Food and Wine Festival, Wagga Wagga Rally Rally, Oz Mega (Geocaching), Clay Target Association Competitions, Water Polo Competitions, Charles Sturt University Orientation Week and Graduation have provided visitors and locals with a great variety of activities to attend in the first quarter of 2010.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Parks/Major Assets Council staff are continuing to maintain the Botanic Gardens and South West parks and sportsgrounds to a high standard to meet community expectations. Some of the work completed are new safety nets at the jubilee hockey field on the southern side, additional landscaping around the new playgrounds installed at the botanic gardens to future improve the areas and additional cleaning of the facilities.</p>	
<p>Recreation and Open Space Strategy Numerous items are currently being implemented through either the provision of new or replacement facilities. Other items will need to be put on hold until such time as sufficient funding is allocated to provide scope to address them. Examples of relevant projects that address this area include the development of Senior and Junior Rugby League facilities, research into and master planning for the upgrading of Robertson Oval and the development/expansion of the Wagga Wagga Exhibition Centre, and other smaller scale development and support projects. Further recommended items have been either implemented or begun to be implemented. These include BMX competitions being held, drafting of a healthy life style guide for older adults, free sporting programs promotion for the city, initial meetings on a soccer development strategy and others. Additional BMX/Youth events have been completed as well as initial planning for a major event in 2011.</p>	
<p>Exhibition Centre Development Council adopted the Master Plan for the Wagga Wagga Exhibition Centre in February 2010. Both Senior and Junior Rugby League facility development has been completed for the current financial year in accordance with the allocated budgets. Further development of the Wagga Wagga Exhibition Centre will be conducted in the future given the provision of appropriate funding, in line with the Option B Master Plan adopted for the Wagga Wagga Exhibition Centre at the February 2010 Council meeting.</p>	
<p>Website Development Advances in the web development - aside from the redesign project - have included incorporating a greater use of graphics developed in house on the web site and training additional staff in the use of Content Management System (Lantern) to enable greater ownership of sections of the website and encourage further critical content review.</p>	
<p>Wagga Wagga Marketing Wagga Wagga received promotional and media exposure with a number of articles and advertisements appearing in newspapers, magazine and websites. The April 2010 mice.net bi-monthly magazine featured Wagga Wagga as a destination for conferences and meetings. The Daily Advertiser feature 4 pages on the OZ Mega Event which was held over the Easter Long Weekend. This unique event brought visitors to the city from New Zealand, Germany, Switzerland and America. A blog for a new travel site (Wotflight.com) featured Wagga Wagga as one of its destinations when promoting the site as an easy way to search for flights in Australia. As a precursor to a special Wagga Wagga feature in the August Regional Express In-flight magazine OUTthere, Wagga Wagga City Council hosted a familiarisation visit for the Editor of the Magazine. Features on Wagga Wagga appeared in the Canberra Times - Sunday Destination edition, the Sunday Daily Telegraph promoting the Wagga Wagga Jazz and Blues Festival, OUTthere Magazine featuring a half page advertisement and editorial, Out and About Winter Edition liftout (Albury/Wodonga) half page advertisement and editorial. A review and refresh of the Tourism Strategy is underway, due for completion September 30 2010.</p>	
<p>Shared Pathways in the City and Surrounds The completion of the Wagga Wagga Bicycle Plan project has been delayed due to other higher priority projects requiring attention. An additional staff resource has now been employed to help complete the Wagga Wagga Bicycle Plan and as such it is anticipated that the project will be completed by approximately October 2010 and be ready to go to Council at that time for further consideration.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Build and foster relationships with Emergency Services Organisations Four meetings of the Local Emergency Management Committee (LEMC) were held during this 2009/10. The LEMO also represented Wagga at three meetings of the District Emergency Management Committee at Narrandera. In response to issues that were raised in the Victorian 'Black Saturday' Bush Fire Royal Commission a system was established in November 2009 for NSW that saw Wagga Emergency Operations Centre (EOC) opened on three occasions over the summer, on a standby basis, in response to catastrophic fire conditions. The level that was set for opening was when the Bureau of Meteorology Fire Danger Risk score reached 100. It is likely that the trigger point score in the 2010/11 season will be raised to 120 but that would still have seen Wagga EOC opened on more than one occasion in the last season. The EOC was also opened for a moderate flood event in March 2010. The EOC remained operational on 7th and 8th March with a meeting held on afternoon of 8th and the EOC stood down. During the course of that incident the EOC managed an evacuation of part of Ladysmith and co-ordinated various agency assistance efforts in support of the State Emergency Service (SES).</p>	
<p>Regulatory Services Regulatory Services delivered including: Companion Animal Management, parking enforcement, litter / dumped rubbish enforcement, impounding abandoned articles, management of Alfresco dining licenses and environmental complaints / breaches.</p>	
<p>Works Program Works program is completed for Roads, Kerb + Gutter and Footpaths. The data collected for Footpaths and Kerb and Gutter has allowed the next 5 years of works programs to be developed, subject to funding. Officers continue to develop programs for pedestrian access items and other asset categories.</p>	
<p>Road Safety Improvements 93% of Traffic Committee recommendations to Council for the 2009/10 Financial Year have been implemented. February 2010 Traffic committee meeting completed and reported to Council.</p>	
<p>Community Immunisation Clinic Council conducts free Immunisation clinics to all children from 2 months to 15 years of age. Clinics are conducted 2 times a month with the first on the 3rd Wednesday of each month and 4th Thursday of the month. Day clinics are carried out at the Seniors Citizen Centre Tarcutta Street on a Wednesday morning between 9.30am and 10.45am. Night clinics are held at the Wagga Wagga City Council's Civic Centre situated at the corner of Morrow and Baylis Street between 5.30pm and 7.00pm. These times are set to accommodate working parents who wish to use Council services to have their children vaccinated. Council was successful in delivering 24 clinic services in the last financial year. Council has been instrumental in promoting and providing the H1N1 flu vaccines free of charge to children. Good response was received from general public.</p>	
<p>Municipal Health Plan Actions from the Municipal Health Plan implemented.</p>	
<p>Public Health Standards Health programs implemented include: Food shop inspections, immunisation clinics, commercial Swimming Pool inspections, on site sewage management program.</p>	

Access and Equity

Council supports the principles of Social Justice and the values of Access and Equity 'a fair go for all'. Social justice has implications for the delivery of Council services and programs across all areas of Council.

The Management Plan items tagged Access and Equity (A&E) have been listed in the following pages. The key below indicates the performance of these items in three categories, 'not completed', 'in progress' and 'completed'.

The Local Government (General) Amendment (Community and Social Plans) Regulation 1998 was introduced to promote a more inclusive community by ensuring that Council services are responsive to community needs and diversity.

The Regulation is designed to assist Council to:

- Promote fairness in the distribution of resources, particularly to those most in need
- Recognise and promote people's rights and improve the accountability of decision makers
- Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life
- Give people better opportunities for genuine participation and consultation about decisions affecting their lives

The Regulation requires all Councils to:

- Develop a social/community plan or its equivalent and to submit it to the Department every five years
- To include in their management plan and annual report a statement about the access and equity activities planned or undertaken by Council

Access and Equity activities and strategies for Council's Management Plan are defined as those which benefit the broad community and/or particular mandatory target groups of the social/community plan.

Access and Equity Outcomes will be delivered in line with the Wagga Wagga City Council Community Social Plan and as required by legislation.



Access and Equity Statement Report

NAME	ACTION	PERFORMANCE TARGET	WHAT WE DID	STATUS
Gallery Exhibitions	Present exhibitions of regional, national and international art and cultural material with emphasis on Gallery-initiated projects measured by gallery attendance, media coverage, community feedback and professional responses from sector	Successful delivery of exhibitions	There were a total of 41 exhibitions across Wagga Wagga Art Gallery's six exhibition spaces in 2009/10. There were 13 Wagga Wagga Art Gallery initiatives, 9 in-coming touring exhibitions, 3 out-going touring exhibitions (including one national tour) and 20 exhibitions by Riverina-based artists in the 2 community galleries. Wagga Wagga Art Gallery exhibited the work of 151 artists in 2009/10. The total audience visitation to Wagga Wagga Art Gallery for 2009/10 was 39,298.	
Lively exhibitions and interpretation of people, places and stories about Wagga Wagga and the Riverina	Lively exhibitions and interpretation of people, places and stories about Wagga and the Riverina by developing innovative exhibitions, collaborative projects, and working with diverse partners on heritage and environmental interpretation	Exhibitions delivered	A diverse schedule of exhibitions and public programs were delivered during 2009/10 such as: Echoes of the Past, Voices of the Future: German Settlement in The Riverina - curated by Associate Professor Dirk Spennemann Bill Kerr: The Boy From Wagga Wagga - a partnership between the Museum of the Riverina and Dr Neill Overton from Charles Sturt University's School of Humanities & Social Sciences in Wagga Wagga.	
Tourism Website	Maximise Wagga Wagga's exposure on key external websites including State and Regional Tourism Websites	State and Regional Websites contain up to date information	Wagga Wagga continues to promote events and activities on local, regional, state and national websites. www.visitwaggawagga.com is included in all advertising and promotional material produced for call to action and print media. As a member of Riverina Regional Tourism Wagga Wagga is also represented on all regional web site marketing. Plans are now underway to link Wagga Wagga's websites directly with the Evocities websites when available in September 2010.	
Cultural Plan - Working with the Cultural Facilities	Deliver annual and seasonal cultural public programs, exhibitions, performances and projects through Museum sites, Art Gallery and National Art Glass Gallery spaces, Civic Theatre and performance spaces, City Library and mobile Library services	10% annual increase in participation in cultural programs	All annual and seasonal cultural public programs delivered including the inaugural National Student Glass Prize on 12 March 2010. Participants from five state universities competed for an international residency at Northlands, UK. Regular operational dialogue between Cultural Officer and Facilities to create strategies for future programming.	

Access and Equity Statement Report

NAME	ACTION	PERFORMANCE TARGET	WHAT WE DID	STATUS
Community Social Plan	Review and Implement Community Social Plan priorities	Annual program completed	Ongoing items in the Social Plan have been implemented as per the action plan. All milestones have been met on the three major projects : The Alcohol Management Strategy - Final component of data collection underway. The Village Planning Project - Integrated Draft completed and distributed for community comment before final endorsement by Council. The Healthy Ageing Framework - Draft completed and distributed for community comment before final endorsement by Council.	
Neighbourhood/rural village cultural services	Deliver cultural and social programs at neighbourhood/rural village localities	100% increase in program participation	Cultural services continue to be delivered to all the neighbourhoods and villages in conjunction with ERAP, public programs from the Regional Museum outreach program and Riverina Regional Library. Draft integrated plans have been developed for each of the nine villages to reflect community needs and aspirations.	
Cultural Programs	Delivery of programs/projects against the priorities in the Cultural Plan and establish a cultural and social foundation	Programs completed	All programming set down for 2010 in line with current triennial requirements for the Museum of the Riverina and Wagga Wagga Art and Glass Galleries. The quarterly cultural guide continues to be produced in conjunction with all the cultural facilities.	
Acknowledging social and cultural diversity	Delivery of Council's annual schedule of celebratory weeks and days across the life cycle	Successful delivery of events	All programming successfully delivered for community development events and public programming and education across the spectrum of demographics for all cultural facilities and social planning.	
Increased access to information and public programs through a range of mediums for all ages	Ensuring public access to a range of mediums including emerging and new technologies for cultural and social engagement of our community	Completed October 2011	The Library is a portal for the community to access a range of online services and new technologies and weekly classes are provided to help individuals learn to navigate the online environment. The Online databases and the library's 'tag cloud' provide quality information via the library website for student of all ages. They can access information on science, health, current affairs and also search an online encyclopaedia. During Seniors' Week there were internet lessons provided at the Bob Osborne Training Centre by trained library staff so that twelve people could work independently on separate computers. The Library now maintains Facebook and Twitter accounts to encourage the community to engage with the library.	

Access and Equity Statement Report

NAME	ACTION	PERFORMANCE TARGET	WHAT WE DID	STATUS
Social and Cultural Services Program	Season programs for facilities marketed and distributed in various mediums	Programs distributed	All programming successfully delivered across the spectrum of demographics for all cultural facilities. Quarterly cultural guides advertising produced and distributed to all networks. Twitter and Facebook updated by the Civic Theatre and the Museum of the Riverina.	
Parks/Major Assets	Maintain Botanic Gardens and Zoo	Improvements in customer satisfaction ratings achieved	Council staff are continuing to maintain the Botanic Gardens and South West parks and sportsgrounds to a high standard to meet community expectations. Some of the work completed are new safety nets at the jubilee hockey field on the southern side, additional landscaping around the new playgrounds installed at the botanic gardens to future improve the areas and additional cleaning of the facilities.	
Shared pathways in the city and surrounds	Identify shared pathway links and list projects for funding consideration	Projects listed for funding consideration completed	Identify shared pathway links and list projects for funding consideration.	
Regulatory Services	Deliver regulatory services to meet the needs and expectations of the community	Annual compliance programs completed	Regulatory Services delivered including: Companion Animal Management Parking enforcement Litter / dumped rubbish enforcement Impounding abandoned articles Management of Alfresco dining licenses Environmental complaints / breaches	
Community Immunisation Clinic	Implement public health immunisation projects	24 Clinics per year conducted	Council conducts free Immunisation clinics to all children from 2 months to 15 years of age. Clinics are conducted 2 times a month with the first on the 3rd Wednesday of each month and 4th Thursday of the month. Day clinics are carried out at the Seniors' Citizen Centre Tarcutta Street on a Wednesday morning between 9.30am and 10.45am. Night clinics are held at the Wagga Wagga City Council's Civic Centre situated at the corner of Morrow and Baylis Street between 5.30pm and 7.00pm. These times are set to accommodate working parents who wish to use Council services to have their children vaccinated. Council was successful in delivering 24 clinic services in the last financial year. Council has been instrumental in promoting and providing the H1N1 flu vaccines free of charge to children.	
Municipal Health Plan	Implementation and review of Municipal Health Plan	Municipal health plan priority area projects delivered	Actions from the Municipal Health Plan implemented.	

Access and Equity Statement Report

NAME	ACTION	PERFORMANCE TARGET	WHAT WE DID	STATUS
Total Pedestrian Facilities (PAMP) Program 2009/10	Identify and improve pedestrian access across the LGA	Schedule of works completed	The 2009/2010 PAMPS program in Lake Albert and Tolland has been completed	
Building Code of Australia, Plumbing Code of Australia Australian Standards	Implement amendments to the BCA and relevant codes and standards and policies. Communicate amendments to development industry and community stakeholders, regularly.	The Council webpage to contain updated information.	Communications to the development industry through industry newsletters, workshops, public information sessions, and advertisements in the local media	

Children's Activities

The following services and programs were held during 2009/10 to develop and promote the needs of children.

Library

Early Literacy Programs and the promotion of a love of reading are the key drivers in many early childhood activities at the Library. For older school age children there are a number of holiday programs, school tours and special events like the Little Big Day Out in October. For youth there was the reGenerate Festival with Manga Workshops as well as a dedicated youth space, a youth collection, HSC tours, Computers and free WiFi access.

In the past year the following statistics were collected for attendance at events for children at the library:
 Library Tours – 1071
 Holiday Programs – 592
 General Programs – 933
 Pre-School Events other than Storytime – 489
 Storytime sessions four times per week for 40 weeks p.a) – 5,440 children (plus their parents and/or carers
 Total: 8,525 children
 Total with parents and carers included: 12,560
 (Little Big Day Out attendance and youth events are not included.)

Junior Summer Reading Club – Walk on the Wild Side

The theme of the state wide 2010 Summer Reading Club for primary school children was 'Read on the Wild Side'. It was decided to hold the wind-up event with a Walk on the Wild Side at the Botanical Gardens Zoo. Margaret Abrahams from the Discovery & Interpretation Centre was contacted, and she created a programme suitable for primary school age children.

Baby Bounce for 0-12 months Sessions

Baby Bounce is run over 4 weeks and is an early literacy program for 0-12 month olds and their mothers/carers. The library recently installed a giant screen and ceiling mount projector. It was a great success. Everyone could easily see the words to the songs, and follow along with enthusiasm.

Fun was had by all as they shared the new First Kipper Books, sang new songs, played peek-a-boo with our mirrors and of course made beautiful music with our rattles and bells. Comments on our feedback sheets confirm that the programme is a big hit with our young families: "my baby learned to clap"; "We love to sing together, my three year old sings the songs to her brother" and "Baby bounce has definitely had a lasting positive effect on my baby".

Family Day Care

Wagga Wagga City Council is the licensee of the Wagga Wagga Regional Family Day Care (WWRFDC) service. The service provides quality child care, which meets regulatory, funding and quality assurance requirements to children and families in the region. WWRFDC provides flexible home-based care to children aged from birth to 12 years in the homes of approved Carers and also In Home Care to families in their own home.

WWRFDC is funded by the Department of Education, Employment and Workplace Relations (DEEWR) and is licensed by Community Services. There are currently 30 employer sponsored places with the Australian Defence Force. Currently the service is operating on an average of 320 Effective Full Time (EFT) places each week. Throughout the year the service has supported approximately 628 families and 963 children.

Playsessions

Playsessions are offered on a regular basis for the Family Day Care community and facilitated by qualified staff who support, train and mentor Carers while providing an opportunity for children to experience a large group setting. Carers are provided with training opportunities and the service is working collaboratively with Riverina Institute of TAFE to deliver Certificate III in Children's Services to Carers.

The service has worked in partnership with other services within the region such as Community Health, Fire Brigades and Emergency Services, TAFE, KU Children's Services, Families NSW, Kurrajong Early Intervention Service, Community Services and other early childhood services.

Social Planning

School holiday programming was held across the year as part of the Housing Community Program at Koorringal and the Tolland Community Centre with over 338 participants during the six days and supported by WWCC, Anglicare and NSW Police.

Children's Activities

A monthly disco commenced in May 2010 targeting children 4 – 15 years. 77 children attended with 13 volunteers and 10 parents supporting the first event.

As part of the biannual Mawang Winter Festival a mural project was developed involving children 5 - 12 years. The Wagga Elders' Group shared stories and assisted children with hand painting picture laminating.

During NAIDOC week 2009 Tolland Community Centre hosted daily activities for local children - 180 children attended in total and an average of 36 children per day over a five day period. NAIDOC was supported by the Wagga Wagga Elders' Group.

Approximately 500 youth between 5 - 18 years have called into the Tolland Community Centre for a biscuit and Milo since 15th March 2010.

Art Gallery

The Wagga Wagga Art Gallery runs monthly children's classes, a series of activities for primary school children exploring different themes and relating to current exhibitions. The classes were held across 2009, four between February and June under the title Activart and six between July and December under the title ArtBlast!

Both series of classes were designed to complement the NSW Department of Education & Training's Creative Arts Syllabus, including reference to all component art forms – Art, Music and Drama & Dance. Participants are encouraged by trained and experienced supervisors to explore new and interesting techniques of art practice and to draw inspiration from the work of artists on display in the main and community gallery spaces.

Youth Workshop conducted by Meg Buchanan

Exploring drawing techniques through mixed media, in association with the exhibition Parched (29 March).

3 Percussion Workshops by Elaine Miles and Eugene Ughetti

2 programs were held for school children exploring percussion and 1 program for students from the Riverina Conservatorium of Music in association with the exhibition and performances of the Glass Percussion Project.

Operation Art Workshops

Programs for students and teachers were held in association with the exhibition Operation Art, conducted by the NSW Department of Education & Training.

Civic Theatre

In 2009/2010 the Civic Theatre presented a dedicated children's program targeted at 5-12 year olds and an education program for secondary students. The education program offered discount tickets to schools as a group booking and supporting teacher education resources for all productions. Workshops were also schedule for many of the productions for schools so students had the opportunity for an enhanced experience.

Part of the Kids

Part of the Kids Season in August 2009 was the performance of the Kapooka Kids Symphony. Conducted by Major Jeff Cocks from The Australian Army Band -Kapooka it was the first time Kapooka put on a music program for children at the Theatre. The two performances were targeted at 3-7 year with some of their favourite nursery rhymes and the second at 7-12 yrs looking at different instruments and their sounds.

Jungle Book the Musical

Kids were entertained with Jungle Book the Musical in October with the Theatre using this as a theme for Little Big Day Out by creating a jungle and the kids making Jungle Book character masks, 4-12 year olds were entertained during the April school holidays with Alice in Wonderland.

The Age I'm In

A wonderful response was received from Kildare Catholic College students who attended the production of Force Majeure's The Age I'm In. The students also participated in a two hour movement dance workshop with the Director Kate Champion.

Rafael Bonachela of Sydney Dance Company

Artistic Director Rafael Bonachela of Sydney Dance Company hosted an Education sneak preview to students from Temora, Kildare, Wagga High, Riverina Anglican College and local dance schools all having the opportunity to meet Rafaela, the dancers and hear about the company and see a little some bits of the performance of We Unfold.

Museum

The Museum delivered a diverse range of exhibitions and programs in 2009/10 with a particular focus on engaging with families with children. Programs included Museum theatre workshops; Craft and art workshops; Dance and music programs; Films festivals; exhibitions; website and technology based programs (audio and visual projects, digital storytelling etc); the redevelopment of the Museum's Kidzone discovery space.

Children's Activities

Kidzone

Kidzone is a dedicated discovery space for children at the Museum's Botanic Gardens site. There are lots of activities to help children explore, discover, enquire and have fun. There are dress-ups, touch-trolley, puzzles, puppets, books and games.

Kidztrack

Kidztrack is a way for families with children, aged 5-12, to explore the Museum and learn about Wagga stories. These interactive self-guided activity sheets introduce children to the world of Museums. The track will lead them to Kidzone, and each child will receive a prize for completing the sheet. The Kidztrack is available from the Museum's Botanic Gardens site during opening hours.

Multicultural Activities

Multicultural events and activities enhance the quality of life for residents and the liveability of our city by creating a sense of community. They also contribute to the life of the city by making it a more attractive destination for visitors.

Library

Wagga Wagga City Library has a socially inclusive approach that embraces the rich diversity of culture and experience that exists in the local multicultural community. This commitment is reflected in the diverse services and partnerships that make the library very vibrant and accessible.

People and Technology

The library has a new volunteer from a refugee background who contributes to the building of stronger connections to the multicultural community. These initiatives will help build bridges in the community and encourage a higher percentage of library membership and access to the library's services, programs and resources.

The library has 23 computers which are always in use and one of the largest user groups for this service would be from a multicultural background. The internet access enables people to read in their own languages and stay in touch with their families overseas. Computer lessons are also provided by professional staff every Tuesday morning and these are always fully subscribed. A free WiFi service was also introduced in May and the feedback has been unanimous in the positive comments by everyone who completed the in-house survey.

Eco - Cubby

The Eco-Cubby was inspired by the May 2010 Historic Houses Trust, Built for the Bush: the green architecture of rural Australia touring exhibition and was designed by local artist Trish Harrison. Made from recyclable materials this cubby is fitted with a roof top garden, sky light, solar panels, insulation and its very own rain tank. Now located in Kidzone at the museum's Botanic Gardens site; children can take the time to explore this marvelous creation whilst learning about ecologically sustainable design principles.

Collections

The library has a growing ESL (English as a Second Language) collection which is sourced from specialist bookshops and with expert advice from the Multicultural Consultant at the State Library of NSW. Advice is also obtained from TAFE, the Riverina Community College and the Multicultural Council of Wagga so that appropriate language resource purchases are based on identified needs in the local community. The State Library of NSW supplies a free service of boxes of books in another language to any local library member. Language resources loaned this year include: German, French, Turkish, Arabic, Tagalog, Persian, Spanish and Chinese. The local library also has an extensive collection of resources for English speakers to learn languages from all around the world.

Social Planning

Council was again involved in our celebratory days such as Harmony Day and Refugee Week with our multicultural community. In a partnership approach Refugee Weeks 2010 "Freedom from Fear" theme was celebrated with kids activities, multicultural performances, entertainment and a fashion parade at the Seniors' Community Centre on 26th June. This event was organised in conjunction with the Multicultural Council, Centacare, St Vincent De Paul, WAFRICA, the Riverina Community College and the Department of Education and Training. As part of our ongoing support and commitment to the improvement of services for our multicultural community, Council in conjunction with the Multicultural Council hosted a series of NAATI translator workshops, Cultural Awareness Training for providers and sector

Multicultural Activities

members, and monthly community education sessions. A Mayoral function was also held on behalf of the full Board of the Community Relations Commission, including venue provision and city tour as part of its annual regional meeting program. Council continued to provide sponsorship for young people from Cultural and Linguistically Diverse (CALD) backgrounds to attend the YOUTHROC Borambola camp in 2009. In 2009/10 Council continued to hold quarterly multicultural advisory committee meetings aimed at better decision making for CALD community planning. Aboriginal Family Worker Program 2009/2010. The Aboriginal Family Worker program operates across Tolland, Koorringal and Ashmont and programming included:

The weekly Playgroup at the Parents as Teachers (PAT) Centre at Tolland Public School aimed at Children age 0-5 years. 131 parents, 157 children and an average of 5-8 families per week attended the program. The Koorringal playgroup was supported by 38 parents and 44 children on an average of 1-4 families per week. School holiday programming supported a range of events including the Play School Concert, Dorothy the Dinosaur Concert and a movie day including swimming at the Oasis. The Ashmont Xmas Event was supported by over 350 community members in December.

Art Gallery

Wagga Wagga Art Gallery is located in the Civic Centre, in the heart of the city.

Mawang (Altogether) – Celebrating Indigenous Culture Festival

The Wagga Wagga Art Gallery participated in the Mawang (Altogether) – Celebrating Indigenous Culture Festival with three stunning exhibitions of Aboriginal art, which together highlighted the diversity of Indigenous visual culture. The exhibitions, Colour Country: Art from Roper River, Yarra: Say, Speak, Tell and Marramarr Bundanha, were launched at the Wagga Wagga Art Gallery at a Mayoral Reception on 5 June 2009. The Mawang Mural featured Indigenous designs created by young people from the Tolland Neighbourhood Centre.

Civic Theatre

Based in the Civic Precinct on the banks of the Wollundry Lagoon, the Wagga Wagga Civic Theatre is a main focus of cultural activities within the community. The theatre attracts a great variety of National and International Touring shows as well as many local events.

Mawang (Altogether) – Celebrating Indigenous Culture Festival

In August as part of the Mawang program the Civic Theatre presented Ruby's Story with Archie Roach, Ruby Hunter and the Australian Art Orchestra. Ruby's Story is a passionate and emotionally moving concert about stolen children and stolen water. The performance is a unique collaboration between Ngarrindjeri woman, Ruby Hunter, her partner in music and life, Gunditjmarra man Archie Roach and acclaimed musician, Paul Grabowsky. Elders and Indigenous school children were invited along to enjoy the performance with some complimentary tickets. This was a wonderful opportunity for Wagga audiences to experience such inspiring musicians and the last time Ruby Hunter performed her show before passing away.

Museum

The Museum delivered a diverse range of exhibitions and programs in 2009/10 with a particular focus on engaging with families with children from CALD. Programs included Museum theatre workshops; Craft and art workshops; Dance and music programs; Films festivals; exhibitions, website and technology based programs (audio and visual projects, digital storytelling etc); the redevelopment of the Museum's Kidzone discovery space.

The Day We Made Rain – Embracing Diversity by Working Together

This short film was a unique and original production created by a vibrant group of Wagga children teaming with energy and creativity. The film's storyline focuses on a worldwide drought in which a diverse array of creatures are forced to leave their homes and loved ones in search of water. After much trial and tribulation these creatures learn to embrace diversity and work together to make it rain. Also included is behind the scenes footage of some of the fun, laughs and games had during production. This film was the end result of a 6 week Museum theatre program developed by the Museum of the Riverina in partnership with the Multicultural Council of Wagga Wagga. The short film has been uploaded to the film sharing website vimeo see <http://vimeo.com/12909463>. A blog was created in order to record the progress of this program and to promote the final screening of the short film, see www.museumwagga.wordpress.com.

Multicultural Activities

My Little Museum Schools Program

My Little Museum is a free HSIE stage 2 portable education program that allows students to explore the theme of cultural diversity and migration while introducing them to aspects of Wagga Wagga's history and the Museum of the Riverina's permanent collection whilst in the comfort of their classroom.

Little Big Shots Film Festival - July School Holiday Museum Program

An inspiring, meaningful and fun-filled film festival, Little Big Shots featured the best in local and international children's shorts, animations, documentaries and amazingly, child-produced films. Perfect for families and children of all ages. These films inspired discussion of world cultures, different languages, cultural diversity, emotional intelligence and human values. Little Big Shots was proudly supported by Media Giants, the Australian Centre for the Moving Image and Screen Australia.

Big Theatre for Little People

Big Theatre for Little People was an action packed and exciting way to learn about all aspects of our history – local, national and international. With a different theme each week each drama session encouraged children aged 5-8 yrs to make history come alive through acting, song and dance. Museum theatre aims to cultivate children's innate curiosity and promote life-long learning. All children can blossom in an environment of acceptance and creative play.

Wiradjuri Echo Dance Workshops

Wiradjuri Echo is a leading Indigenous performance group showcasing traditional and modern dances and culture. Based in Canberra, Wiradjuri Echo consists of Duncan Smith and his five children. During July 2009 as part of the Mawang (altogether) festival, the Museum hosted a series of free school and public Indigenous traditional dance workshops featuring face painting, corroboree style dances and some object interpretation. As part of the Museum's outreach mandate Wiradjuri Echo also visited Tolland and Turvey Park Public Schools.



Little Big Day Out 2009 Mascot Race, from left to right - DA Dog, Woody Weeds, Needles the Echidna, Corby the Crow and Gary the Galah

We are *well connected* into and out of central New South Wales, Victoria, and the nation's capital

Participants in a Museum theatre program developed by the Museum of the Riverina in partnership with the Multicultural Council of Wagga Wagga. This program culminated in a short film called The Day We Made Rain - Embracing Diversity by Working Together.

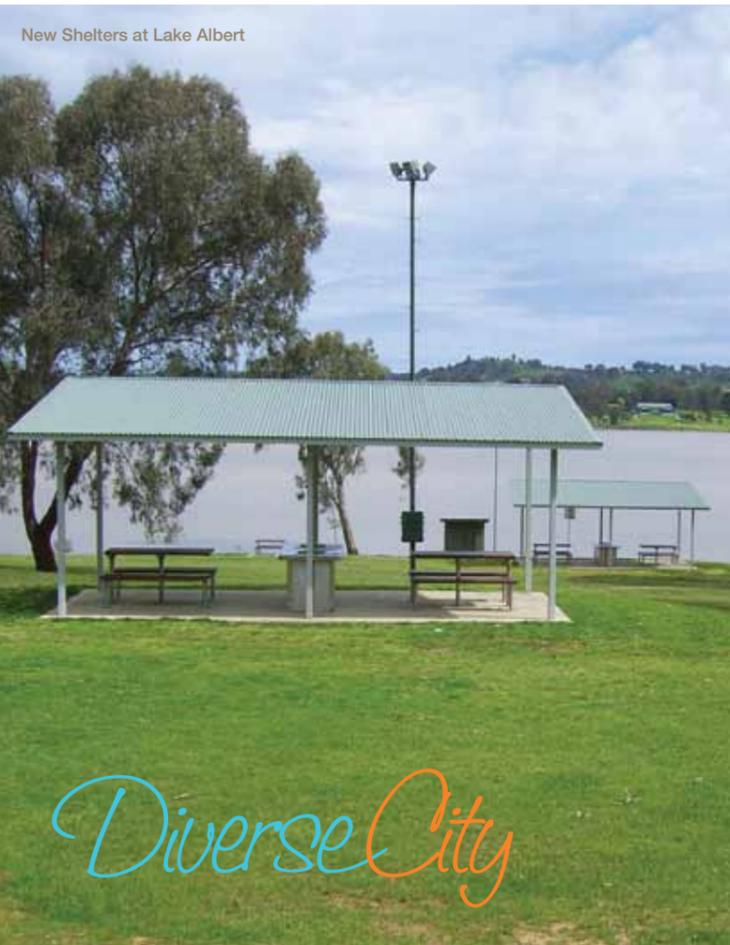


Diverse City



Botanic Gardens Adventure Playground

We are passionate about the *education, skill development* and lifelong learning services and opportunities Wagga Wagga offers



New Shelters at Lake Albert



Wagga Wagga Airport

Diverse City

Performance Summary

GOAL/STRATEGY		RESULT
2.1 A strong, sustainable and well balanced economy that generates growth & employment opportunities		
2.1.1	Stimulate prosperity through economic development strategies	
2.1.2	Identify and attract business to ensure a well-balanced economy	
2.1.3	Increase national and international exposure as a preferred location for business, recreation and tourism through appropriate branding	
2.1.4	Work proactively with key stakeholders to ensure essential services are provided to meet the needs of the community	
2.2 Sustainable infrastructure and services that support current and future needs of the community		
2.2.1	Provide and maintain appropriate infrastructure and services to support current and future needs	
2.2.2	Develop cost effective infrastructure maintenance and renewal strategies	
2.3 A skilled workforce that accomodates the changing needs of the city		
2.3.1	Work together with government, private sector, education, employment and community groups to develop regional partnerships and investment in training	
2.3.2	Engage with key stakeholders to facilitate labour availability through the promotion of career opportunities, whole of lifespan employment options and flexible and affordable lifestyle choices	

Not Completed In Progress Completed

Achievements

Riverside Wagga Wagga

The Riverside Wagga Wagga Strategic Master Plan was adopted in May 2010. The Master Plan means that Council and the community have an outstanding contemporary blueprint to assist Council in implementing projects that will connect the River and its environs to the community.

Council will shortly commence construction of the boat ramp at Wiradjuri Reserve and begin allocating funds to various projects within Riverside in the coming years. Council and the NSW Land and Property Management Authority will continue to work in partnership on this exciting project that has the ability to become a defining feature for Wagga Wagga. Importantly, the Strategic Masterplan provides a resource from which funding submissions can be prepared.

Wagga Wagga Airport

Wagga Wagga Airport is pursuing its vision to become "a national centre of aviation significance", with the adoption of the 2010 Airport Master Plan, and the recent completion of a major asphalt resurfacing project. The Airport Master Plan, which was formally adopted by the City of Wagga Wagga in June 2010, has a 20-year horizon, although it aims to position the airport for continuing growth and development well beyond that time. The Master Plan provides for an extensive green field site to be developed as an aviation industrial precinct. Plans are currently under development for servicing this precinct. The majority of the asphalt surfaces at the Airport were resurfaced as one of Council's largest capital works projects for the year. The works involved shape correction for drainage and ride improvements as well as strengthening where required. The main taxiway was also widened to allow use by larger aircraft. Capitalising on existing infrastructure and operations, a strong collaborative partnership has emerged, focussed on attracting aviation activity to the region. The Wagga Wagga Aviation Education and Training Hub Initiative aims to integrate education and training for the national and international aviation industry. The partnership builds on public and private sector investment in education and training.

Livestock Marketing Centre

Planning throughout 2009/10 culminated with Wagga Wagga hosting the annual conference of the Saleyard Operators of Australia in July 2010. The conference saw delegates from most regions in Australia and industry stakeholders come together and move towards a truly national peak body with the formation of the Australian Livestock Markets Association.

Bomen Business Master Plan

The Bomen Strategic Master Plan was adopted in December 2009. This ambitious plan has established a framework for growth for the next 30 years at the Bomen Business Park. The State Government has acknowledged the importance of Bomen to the NSW economy by approving \$2.5M towards new road infrastructure that will provide improved access to the Bomen Business Park from the Sturt Highway.

Retail Growth Strategy

The Strategy's purpose is to support and build capacity in the City's retail sector and focuses on building character and a sense of place for the CBD and neighbourhood retail precincts. Drilling down, the Strategy dissects the retail hierarchy and mix in Wagga Wagga and provides the basis for strengthening the different retail characters present in the retail sector in order to capture an increasing share of retail expenditure.

National Manufacturing Week

National Manufacturing Week 2010 was a major focus for the Wagga Wagga City Council in May 2010. The Wagga Wagga stand was highly regarded at the event which included over 360 exhibitors featuring National and International manufacturers. Wagga Wagga City Council's attendance was part of its inward investment strategy aimed at connecting with national manufacturing firms to introduce Wagga Wagga as a preferred relocation or expansion destination.

Gregadoo Waste Management Centre

The construction of a new putrescible waste disposal cell at the Gregadoo Waste Management Centre was completed. The cell cost over \$1M to construct and should provide Wagga Wagga over four years worth of 'space'.

Integrated Water Cycle Management Plan

The Integrated Water Cycle Management Plan was finalised in 2009/10. This plan will facilitate and enable accurate and timely decisions regarding water management to be made well into the future.

Effluent Reuse Network

Significant progress has been made in extending the effluent reuse network to optimise opportunities for effluent reuse for irrigation. With the completion of the Sewer 2010 project the quality of the effluent produced by the upgraded Koorringakl and Narrung Street sewerage treatment plants are of a significantly higher quality maximising opportunities for reuse.

Future Plans

Airport Instrument Landing System

A joint initiative between Airservices Australia, Wagga Wagga City Council and Regional Express Airlines to purchase, install and operate an Instrument Landing System (ILS) at Wagga Wagga Airport with the assistance of a federal government grant, will pave the way for further growth and development of a Wagga Wagga-based pilot training and aviation technical training hub. The joint investment is intended to foster further development of the Airport as a national centre of aviation significance particularly in education and training. Installation of the ILS is well underway, with the ILS expected to be commissioned in November 2010.

Airport Security Changes

Wagga Wagga Airport is working towards the implementation of new security measures as signalled in the Government's Aviation White Paper November 2009. The new measures which will apply to regular passenger transport come into effect from July 2012.

Main City and North Wagga Levee Upgrade

Review of levee height and structural integrity to deal with newly adopted flood heights which suggest the existing levee does not provide protection from the more significant flood events.

Footpath Plan - A plan which develops the linkages

Between all existing footpaths and areas identified as requiring new footpaths. This plan has divided the CBD into a series of concentric circles radiating from the city centre to identify works for specific areas and prioritise approximately \$6 million worth of new footpath.

Stormwater Management

In 2009 Council adopted a stormwater management plan and work is now underway to identify the existing risks to the urban areas within the LGA and also the stormwater issues created by new development etc that may require some form of treatment to address localised flooding issues or improve stormwater flows as necessary. An Overland Flood Flow Study has been commissioned to identify areas requiring further attention and to provide state of the art modelling capacity of flood water flow paths etc. The study is nearing completion and when complete will provide information to develop a works program for the next 10 years to better manage stormwater in the LGA.

Transport Modelling

Council continues to model traffic behaviour in the LGA to best provide suitable and adequate transport routes and infrastructure for the LGA. These works continue with Council soon to partner with the RTA on an urban traffic study model to further inform Councils transport planning.

Sewer Business Plan

With the completion and successful commencement of operation of the sewer treatment plants associated with the Sewer 2010 project, Council has commenced planning for the needs of the community for the next 30 years. This includes innovations such as the pressure sewer system introduced into several villages, potential emerging technologies and modelling based on growth projections to ensure the service delivery of the sewer system is adequate into the future.

Challenges

Infrastructure

The most significant challenge faced by the City's Infrastructure is the competing demand to fund the broadening role of Council in the community with little or no increased ability to increase revenue other than to increase rates. The ability to maintain and renew infrastructure when it should be done is limited by the funds available at the time.

A large body of work from the last three years has quantified the condition of the City's infrastructure and the funds needed to both renew those asset requiring replacement and also the funds necessary to maintain our assets to a suitable standard to allow them to provide the service the community expect and deserve.

This information is now being used to inform decisions of how best to decelerate the decline of these assets and how to best manage the maintenance of the assets and possibly how to increase the funding of both the renewal requirements as well as the maintenance needs of the City's assets.

Our Performance

OUR COMMITMENTS	STATUS
<p>Economic Development Strategy - Grow Wagga Wagga The Draft 3 year Economic Development Strategy has been completed and workshops with the Wagga Wagga City Council and the Business Advisory Committee occur in June 2010. The draft Economic Development Strategy public exhibition and determination is scheduled for December 2010. The Draft Retail Growth Strategy has been through a public exhibition stage and a final report recommending its adoption will be presented to the Wagga Wagga City Council meeting in August 2010.</p>	
<p>Alternative fuels and energy centre Riverina Oils and BioEnergy commenced construction work on 27 April 2010. Council representatives attended the National Manufacturing Week in May 2010 which forms part of Wagga Wagga City Council's inward investment Strategy with a major presence and as the only local government represented at the event. With over 9,000 people through the event this was a major profiling opportunity for Wagga Wagga. Serious business investment interests have been generated directly from the event.</p>	
<p>Knowledge Centre for Agricultural Research and Integrated Agribusiness Development Council have been in discussion with EH Graham representatives regarding research and development opportunity with Kunming Province in China. Kunming has a sister city relationship with Wagga Wagga City and holds a world expo in agriculture and horticulture each year. Wagga Wagga City Council is seeking to re-establish trade and business connections with Kunming.</p>	
<p>City Brand Project team has been formed and a request for quote documentation developed. Council will soon ask brand design specialists to submit quotes to complete the work. Anticipate that the City Brand concepts will be put to the December 2010 Council meeting for endorsement.</p>	
<p>Link to State and Regional Tourism Websites Wagga Wagga continues to promote events and activities on local, regional, state and national websites. www.visitwaggawagga.com is included in all advertising and promotional material produced for call to action and print media. As a member of Riverina Regional Tourism Wagga Wagga is also represented on all regional web site marketing. Plans are now underway to link Wagga Wagga's websites directly with the Evocities websites when available in September 2010.</p>	
<p>Regional Transport and Distribution Hub Attended National Manufacturing Week 2010 as part of the Wagga Wagga City Council's inward investment strategy. The Council's exhibition highlights both the Wagga Airport and the Bomen Business Park as major elements for Regional Transport and logistic operations. Hosted third Aviation after Five networking event with attendees representing national aviations institutions The Evocities project is a partnership initiative between the NSW Inland Regional Cities of Albury, Armidale, Bathurst, Dubbo, Orange, Tamworth and Wagga Wagga to jointly progress an innovative, fresh marketing campaign into Sydney to raise awareness of the quality of these cities as places for people to live, work and invest. Business Web site has created and is currently being maintained. Visit numbers to website is growing. Email business newsletters circulated fortnightly with distribution in excess of 1500.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Integrated Resource plan for Urban Water - Promotion This project is still in progress. Reason for Variation The Institute of Sustainable Futures at the University Technology Sydney are developing an Integrated Supply Demand Model and an output of the project will be a case study which will compare a coastal city (Brisbane City Council) versus an inland regional city (WWCC/RWCC).</p>	
<p>Community Engagement: Council Committees Council has adopted a community consultation program which encompasses both village and urban areas. During this quarter Council undertook a village consultation at Oura and Tarcutta. Over this quarter a total of 15 Standing Committee Meetings were held. At these meetings community members have an opportunity to address the Council on matters of interest or concern. In addition, Council has in place a structure of eight Advisory Committees which are solely made up of community members. These meetings enable input from committee members to various issues relating to Arts, Seniors, Youth, Business, Recreation & Sports, Multicultural, Indigenous and Environment.</p>	
<p>Engagement with key stakeholders The offices of the General Manager and Mayor have been active in consolidating the many relationships that Council has. Meetings have been held with many local businesses (via the business breakfasts and other one-on-one meetings). The General Manager has addressed a number of community and service groups regarding the activities of Wagga Wagga City Council and Council's future directions. Directors have been building good working relationships with various State Agencies as part of the partnerships Council is developing. Closer relationships are currently being forged with CSU, Riverina Institute of TAFE, AirServices Australia, Greater Southern Area Health Service, Country Energy, NSW Land and Property Information (Department of Lands) and the Defence Forces. The City Partnership program continues to provide a mechanism for engagement with the private sector and is gradually being taken up. A re-launch is proposed for February 2011. Meetings were held in Sydney with representatives of the AFL Commission; Cricket NSW and the Minister for Sport and Recreation. The recent master planning of the Bomen Industrial Park; the Wagga Wagga Airport and Riverside have strengthened a number of relationships with State Agencies.</p>	
<p>Council Businesses Wagga Wagga Airport Master Plan 2010 adopted by Council June 2010. LMC Master Plan deferred to 2010/11.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Sewer 2010 The Sewer 2010 Project was delivered successfully on time and without cost blowouts. The project commenced with a series of workshops early in 2006 with Councillors and senior staff. The workshops identified Council's needs in relation to the project, including the need for tight cost controls in the contract vehicle and a performance guarantee in relation to the quality of the final effluent, produced from the augmented plants. The workshops were followed with enquiries to the market to help determine the best contract vehicle likely to attract the potential bidders required to keep the project cost effective and on the very tight time line. A full business case for the project was completed, which was approved by Council before proceeding with the project. The business case identified a number of delivery options for each of the components of the project and recommended that the works be bundled into a single Design, Build Operate (DBO) contract vehicle package so as to attract the best deal for Wagga Wagga City Council in the open market. Long term financial modelling of the potential impacts on Council's financial position was also carried out as part of the Business Case. The DBO contract vehicle was identified in the Business Case as the best mechanism to meet the tight cost and time constraints that were placed on the project. It also gave Council the surety it needed in relation to the performance of the plants, as the contract placed that responsibility on the Contractor to deliver in a performance based contract. To further secure this it adopted the basis of a legal agreement in tender that had been tried in other applications and reduced risk to the client.</p>	
<p>Recreational Assets Works are progressing well on a variety of recreational capital works projects including playground installations and maintenance, sportsground improvements, lighting projects and irrigation system replacements to name a few. Maintenance schedules are also in place which are ensuring the safety of users.</p>	
<p>Environmental Assets The operation and maintenance of the sewer, stormwater and solid waste infrastructure was completed this year without major incident and in accordance with the relevant regulatory requirements and the agreed levels of service. Major achievements for the year included; Completion of the "Sewer 2010 Project" which included the upgrade of the Narrung Street and Koorngal Plants to comply with tightening environmental regulations. Design and construction of a carbon dosing facility at the Bomen Industrial Sewerage Treatment Facility. A carp removal program was undertaken as part of the pond rehabilitation at the Narrung and Koorngal Sewerage Treatment Plants. The carp removal program was undertaken using Electro fishing and Mesh nets to harvest the Carp with a total of 782 Carp weighing 2000 Kgs being harvested from the Narrung Street Lagoons.</p>	
<p>Civil Assets Due to the flood emergency event of the 7th of March, our programme was severely interrupted. Even with this interruption Council Infrastructure Services delivered 75% of assigned projects. In addition to the assigned projects, Infrastructure Services assisted with the delivery of the Airport Runway Resealing Project and completed 25% of works of the largest project ever undertaken by Council: the National Disaster Repair and Recovery Agreement Remediation Works for the 7 March storm event, estimated at \$11.73 m.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Stormwater Infrastructure Management A Stormwater management plan has been developed and adopted by Council. This plan identifies infrastructure renewal and maintenance programs for stormwater assets generally. The 2010/11 program is largely focused on the Wollundry Lagoon and the Murray Street stormwater infrastructure. Council officers will in the early stages of the 2010/11 financial year define those projects for the coming years and report accordingly.</p>	
<p>Wastewater Collection Undertake a hydraulic analysis of the sewer network and develop a sewer strategy that identifies augmentation and upgrading works. Reason for Variation Council has engaged a consultant to review the sewer network hydraulic capacity and develop a Sewer Business Plan. It is proposed to be completed in the second quarter of the 2010/11 financial year.</p>	
<p>Street Lighting The 2009/10 action items from the street light strategy relate to improvements to the intersections along Baylis Street, the development of a Service Level Agreement on street lighting with Country Energy and various lighting improvements within the LGA. These actions are all progressing with the intersection lighting reported as a stand alone action, the Service Level Agreement being considered by Country Energy and lighting improvements being made across the LGA within available budgets. The Service Level Agreement was signed in the first quarter of 2010. The actions attributed to the 2009/10 financial year have been completed. The street light strategy contains may actions that continue to be implemented over time. These actions will be recorded in the 2010/11 financial year.</p>	
<p>Urban Salinity - Asset Management Council officers have remained focused on the removal of rear of block drainage across the city and continue to investigate and design the next stage of this program. Reason for Variation The 2009/10 funding did not get expended due to attention being paid in researching locations of rear of block drains prior to removal. It is planned that the next stage of works will commence in the 2010/11 financial year.</p>	
<p>Total Asset Management System Council continues to improve its condition data on its infrastructure and determines from that data the renewals required to be funded each financial year. In addition to this data Council monitors hydraulic loads on the sewer system to identify augmentation requirements. Work has been completed this quarter to link the underground asset hydraulic load data with the spatial GIS system to improve Councils asset knowledge and works programming. Civil asset data captured in the previous financial year is proving invaluable in the development of works programs for the future and identifying areas with in the LGA that require urgent attention. Council Officers are reviewing a draft asset Management Strategy to be presented to Council in the near future and work continues on the development of Asset Management Plans. Council is currently investigating suitable Asset Management Software platforms. An Expression of Interest has been let for the software and it is expected that suitable vendors will be invited to present to Council officers in the 4th quarter 2010. This software will provide the vehicle for Council to best manage the enormous quantity of data gathered on the communities assets in the last two years.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Transport Infrastructure The action items from the transport study are under review to prioritise and cost. These include those items relevant to the PAMP (Pedestrian Access and Mobility Plan) development underway at this time. The non PAMP items relate more to traffic management and will require appropriate funding etc over time. Staff have met and begun analysing actions from the study. Council's Planning directorate have indicated the desire to carry out a complete CBD study that may influence the actions in the transport study.</p> <p>Reason for Variation Once Council staff have considered the action items and prioritised and costed accordingly, a report will be prepared for Council to consider.</p>	
<p>Pre-eminant Inland Education Hub The third Wagga Wagga Aviation After Five business networking event was held on Thursday 1 July 2010 at the Airport. With 65 attendees, the event included a guest presentation from Mr Kenny Love, Chief Executive of the Temora Aviation Museum titled "Embracing Change – Focussing on the Future Direction of the Temora Aviation Museum". The Program also included an update and demonstration of the Aviation e-Learning Project. These events continue to build in popularity and present a valuable opportunity for engagement and networking for aviation industry stakeholders in the region. The quarterly MoU meeting target have been achieved. The purpose of the meeting is for the organisations to bring one another up to date on current issues and programs as well as to plan and organise for the annual Business and Education Gala Dinner.</p>	
<p>Education Partnerships (CSU, TAFE etc) The quarterly MoU meeting targets have been meet. The most important item this committee is attending to, is organising the 2010 Gala Business Dinner which is scheduled for September 2010.</p>	



Planting of stage 2 of the Anzac Avenue Memorial Poplar trees at the Esplanade in June 2010. This is a City Partnership project with the Wagga RSL Club. From left to right RSL Club President John Keys, General Manager Andrew Bell and David Walker, Manager Parks and Recreation.

Community life is *culturally* rich,
responsive to diversity, welcoming and fun



Ranger Services



Parks and Gardens Services

Diverse City

Performance Summary

GOAL/STRATEGY		STATUS
3.1 An integrated approach to water resource management		
3.1.1	Facilitate research and planning for a Integrated Resource Plan for Urban Water to ensure water conservation, reuse and efficiency	
3.1.2	Develop and promote partnerships with key stakeholders	
3.2 A sustainable built and natural environment		
3.2.1	Maintain a contemporary Local Environment Plan and vision for the city	
3.2.2	Promote the principles of ecological sustainable development	
3.2.3	Promote stewardship and best practice land use policies to protect the environment and enhance the economy	
3.2.4	Encourage development that protects biodiversity and natural ecological processes	
3.3 Sustainable management of natural resources		
3.3.1	Manage waterways and land use to minimise environmental impact	
3.3.2	Protect, enhance and rehabilitate native vegetation and ecosystems to enhance biodiversity	
3.3.3	Support and promote the improvement of ambient air quality	
3.3.4	Encourage the community to participate in programs to enhance the environment	
3.4 Promote environmental sustainability		
3.4.1	Minimise the city's ecological footprint and reduce resource consumption through greater energy efficiency and renewable energy technologies	
3.4.2	Minimise waste to landfill through reduce, reuse and recycle strategy	
3.4.3	Reduce greenhouse gas emissions across the local government area	
3.4.4	Facilitate community education for the achievement of a sustainable environment	



Achievements

Wagga Wagga Local Environment Plan Gazetted

The Wagga Wagga Local Environment Plan (LEP) 2010 was approved by the NSW Minister for Planning in July 2010. A large amount of planning, consultation and community engagement was involved in creating the new plan. The LEP 2010 is crucial to Wagga's future social, economic and environmental development and will ensure residents and businesses have certainty regarding the City's desired direction for growth. The LEP 2010 addresses the unique natural and built environment within the Wagga Wagga LGA and provides the framework for future planning decisions. Completion of the first full scale review is scheduled for June 2011.

Sewer 2010

The need for the project was largely driven by the need to comply with tightening environmental regulations and to manage risk and allow for growth in the sewerage system. The project included the augmentation and upgrade of Council's sewage treatment facilities and the collection and transportation network. The project comprised of the following components:

- Augmentation/upgrade of the Narrung Street and Koorungal Sewage Treatment Plants
- Duplication of the Murrumbidgee river pipeline crossing rising main from the northern catchment
- The operation of the Narrung Street and Koorungal Sewage Treatment Plants and the Bomen Industrial Sewage Treatment Facility for a minimum of 10 years with 2 possible extensions of 5 years each

Natural Area Restoration

The Murrumbidgee Catchment Management Authority provided \$530,000 over 12 months to implement the Malhangilana Shared Values project. This project involved restoration on-ground works by Traditional Owners and Aboriginal People with outcomes such as; an increase in capacity and involvement in Natural Resource Management (NRM) and an increase the wider communities' capacity to improve NRM by incorporating cultural heritage sites and values in the Murrumbidgee Catchment along the Murrumbidgee River reach at Wagga Beach to Wiradjuri Reserve, North Wagga Flats (both sides of Wilks Park), the wetlands at the Rail Viaduct, Wollundry Lagoon, Orange Tree Reserve & Lake Albert.

Volunteer Environmental Groups

Council supported the National Green Jobs Corps and Auswide initiatives in 2010. The projects involved training and work experience for unemployed youth in natural resource management. The program gives the participants a qualification, experience and confidence as they work towards paid employment or further education.

Community Engagement

Many events and programs were held to educate and engage residents in environmental and sustainability issues. National Tree Day saw 63 volunteers plant 1400 seedlings at a site to the east of Wagga Wagga. A further 2080 seedlings were planted by 25 local schools for Schools National Tree Day. Over 100 ladies attended the inaugural Clothing and Accessories Swap Party held to promote Planet Ark's National Recycling Week in November. The event encourages residents to reuse rather than dispose and give a new lease of life to previously unwanted items. Given the success of the inaugural event, this will no doubt be a regular on the environmental calendar. A native plant giveaway was held as part of World Environment Day celebrations on the 5th of June 2010. 1,000 native seedlings were quickly claimed by eager residents. Planting native seedlings in urban gardens improves local biodiversity and improves the connection of vegetation which allows native animals to move more safely through our environment.

Biodiversity

In 2010 we celebrate the International Year of Biodiversity. A number of projects led by Wagga Wagga City Council in 2009/2010 support the promotion and improvement of Biodiversity within the Wagga Wagga Local Government Area.

Willow Removal Project

At both national and state levels willows are considered weeds of major environmental concern as they are invasive woody weeds that compete with native vegetation and disrupt the natural flow patterns in rivers and creeks. In Wagga Wagga they are also causing damage to the levee bank that protects Wagga Wagga from flooding. Council received funding from the Murrumbidgee Catchment Management Authority (CMA) to remove willows from the banks of the Murrumbidgee River. A significant part of the project has focused on the revegetation of the cleared areas with native plant species that will prevent soil erosion and allow better flow of flood water.

Pomingalarna Glossy Black-Cockatoo Project

Council has carried out works associated with the Environmental Trust funding to protect the Habitat of the Glossy Black-Cockatoo, *Calyptorhynchus lathami*, at Pomingalana Reserve. The physical works have been completed and involved the construction of artificial nest hollows and planting 2,000 seedlings of Drooping She-oak, *Allocasuarina verticillate*, in ten areas with the assistance of Wagga Wagga Urban Landcare. Pomingalana Reserve serves as a significant habitat link to the Endangered Population of Glossy Black-cockatoos. The presence of Glossy Black-cockatoos and their use of nest hollows will be monitored over the next two years.

Future Plans

Paper Reduction

Staff have commenced a paper reduction initiative across Council to improve our current paper usage and implement strategies to reduce consumption. The formation of an internal cross directorate paper reduction team will help identify several areas where significant improvements can be made. This will include optimising the capability of existing electronic technology, reducing the need for printing hard copy documents and monitoring wastage.

A target of 50% reduction in paper use over the next 18 months is considered achievable

Green Power

From July 2010 the Wagga Wagga City Council Civic Centre will be powered entirely on renewable green energy. The Civic Centre accounts for 20% of Councils overall energy consumption and by purchasing green power we are working towards our target of a 20% reduction in greenhouse emissions by 2020 as part of the Mayor's Agreement on Climate Change.

By utilising green energy for the Civic Centre, Council will save around 1,950 tonnes of CO₂ - e (Carbon Dioxide equivalent), which equates to taking 324 cars off the road.

Council will source its green energy from COZero, a company that produces renewable energy from a number of wind farms across Australia.

Water Savings Action Plan

Council will complete a Water Savings Action Plan in 2010/2011. It is vital that we look at conserving water as best possible as it is a precious and limited resource.

The aim of this plan will be to identify areas where a reduction in consumption can be achieved through the use of new equipment and maintenance regimes and procedures. Investigations will also be carried out to look at the potential for water reuse, water recycling and utilisation of stormwater.

Former Tarcutta Street Gasworks Remediation

Council has endorsed the Remedial Action Plan for the former Tarcutta Street gasworks site. Once the necessary approvals are obtained, tenders will be sought with remediation of the site planned to occur late 2011.

Challenges

State of the Environment Report

Council's Comprehensive State of the Environment (SoE) Report 2008/2009 provides a detailed overview of the current challenges faced by the Wagga Wagga Local Government Area (WWLGA) and the required responses to properly manage, develop, protect, restore, enhance and conserve the environment in a manner that is consistent with and promotes the principles of Ecologically Sustainable Development.

The following challenges are aligned to the key themes of the SOE Report being Waste, Water, Heritage, Land, Biodiversity, Climate, Air and Energy.

- Water quality and availability
- Urban Salinity
- Reducing the amount of waste (soil, liquid of gaseous forms) disposed of in landfill
- Ensuring protection programmes are in place to maintain heritage
- Landuse planning that ensures sustained ecological systems and biodiversity while still permitting residential development, recreational open space and sustainable agriculture and industry.
- Maintaining and improving biological diversity
- Climate Change
- Reducing energy consumption and greenhouse gas emissions
- Air Quality
- Ensuring sustainability to balance the needs of the built and natural environments and ensure development strengthens the connection between the community and the natural environment to create a sense of place and enhance community well-being

Our Performance

OUR COMMITMENTS	STATUS
<p>Water and Effluent Reuse</p> <p>Council officers are currently in the progress of planning a project to deliver treated recycled water to the Duke of Kent recreational oval. The concept for the project includes extending the current treated recycled water network from the Wagga Wagga Cricket Ground to the Duke of Kent oval and a large underground storage vessel to accommodate the amount of treated recycled water required to irrigate the oval. Designs are now complete for the project and community/stakeholder consultation has been completed. Council is awaiting Section 60 Approval from the Department of Water and Energy.</p>	
<p>Integrated Resource Plan for Urban Water - research</p> <p>Council is currently taking part in an Integrated Resource Planning Study which is being undertaken by the Institute of Sustainable Futures (University Technology Sydney). The study looks at sustainable water use and is being performed in conjunction with Riverina Water County Council. This project is a key lead into the Integrated Water Cycle Management process. The overall project is developing a suite of resources to assist those involved in urban water supply-demand planning. The project expands on existing resources and tools developed for the Water Services Association of Australia and will develop additional new resources that are aimed at a broad national water industry audience. The project is a collaboration between the Institute for Sustainable Futures at the University of Technology Sydney, the CSIRO, Brisbane City Council, Riverina Water County Council and Wagga Wagga City Council.</p>	
<p>Integrated Water Cycle Management Plan</p> <p>Council in conjunction with Riverina Water County Council, Greater Hume Shire, Lockhart Shire and Urana Shire have engaged a third party to undertake the Integrated Water Cycle Management Evaluation Study. A project Reference Group workshop was held on 10 December 2009 with 37 people attending. The Evaluation Study is now complete and will be reported to Council in the near future. The evaluation Study recommends that Council should undertake a Simplified Strategy to resolve the issues found in the Evaluation Study. Discussions have begun between the constituent Councils to consider the next phase of the Integrated Water Cycle Management process.</p>	
<p>Key Partnerships - Water Management</p> <p>Council in partnership with Riverina Water County Council, Greater Hume Shire, Urana Shire and Lockhart Shire have engaged the services of a consultant to begin the Evaluation Study for the Integrated Water Cycle Management process. In addition Council and Riverina Water County Council continue to discuss strategic matters relating to water in the LGA.</p>	
<p>Wagga Wagga Local Environment Plan (LEP) 2008</p> <p>The new LEP is now in effect save for two small deferred areas. These areas are deferred for further consideration and are exhibited until 15th August. A further report will be provided to Planning Panel in September. The areas will thereafter be incorporated into the principal LEP by way of amendment. There has been general positive feedback on the Cartwrights Hill Deferred Area and acceptance by the affected landowner, of the requirements relating to the Estella land.</p>	
<p>The Principal LEP and Spatial Plan</p> <p>As previously indicated, the LEP review process is being put in place. Review will be ongoing and will include consultations with internal staff as well as with industry and the community. Completion of the first fullscale review is scheduled for June 2011.</p>	
<p>Ecologically Sustainable Development</p> <p>Specific provisions, including aims for climate change management and biodiversity conservation, are built into the aims of the LEP. These aims are reflected in the provisions of the draft DCP for the whole local government area, which also reflect the detailed salinity management requirements for the Lloyd Urban Release Area. It is anticipated that the initial salinity study for Lloyd, will be broadened to include the whole local government area.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Lake Albert Sustainability The Draft Lake Albert Management Plan was placed on public exhibition and was endorsed by Council at its February 2010 meeting. The recommendations from the action plan are proceeding in consultation with the Lake Albert Community Committee and the formation of the Lake Albert Management Plan Reference Group consisting of relevant Government Agencies.</p>	
<p>Development Control Plan Major Review The draft Wagga Wagga Development Control Plan 2010 (the DCP) became effective with the making of the LEP 2010 in July. It includes a wide spread of innovative provisions supporting all the objectives of the new LEP. The DCP biodiversity provisions have been prepared in close collaboration with DECCW and they cover the new residential release areas.</p>	
<p>Flood Management Actions The Floodplain Risk Management Study and Plan have been finalised and adopted by Council. The Floodplain Risk Management Plan recommends several projects should take place. The recommended projects that are taking place in 2009/10 include: - the Major Overland Flow Flood Study - the investigation and design of options to upgrade the Main City and North Wagga Levees - the continued rehabilitation of the existing levee.</p>	
<p>Biodiversity Certification The provisions of the LEP have been discussed in detail with the DECCW and do not compromise the current agreed commitment for certification by the DECCW. In addition, the DECCW have been involved in detailed discussions in relation to referencing biocertification provisions in the draft Wagga Wagga Development Control Plan 2010. Council is entering the last phase of pre-signoff discussions with DECCW. Discussions have included the release areas of Lloyd and Boorooma.</p>	
<p>Plans of Management Currently under way is a cross-directorate (in conjunction with infrastructure service providers) approach to integrating all Council plans with Performance Planning. The migration commenced in October 2009. This initiative will receive greater attention, now that the Wagga Wagga Local Environmental Plan 2010 and the Wagga Wagga Development Control Plan 2010, are effected. The first review of the LEP and DCP are planned. (See previous). The LEP reviews will include external "partners", including Riverina Water County Council and Charles Sturt University, among others.</p>	
<p>Land Use Policies - New Urban Release Areas The new LEP includes Urban Release Areas for both residential and industrial lands, as specific Chapters. Detailed discussions with DECCW re biodiversity signoff are almost completed in relation to the whole LGA. Discussions have included the sensitive urban release area of Lloyd, as related to the new routing of the Wiradjuri Walking Track and its Conservation Management Plan.</p>	
<p>Sustainable Landscaping This issue is addressed in principle in the aims of the new LEP and in detail in the new DCP, especially in the Lloyd Urban Release Area chapter.</p>	
<p>Contaminated Lands Monitoring completed for the following sites: Disused Wiradjuri Landfill , Former Chaston Street gasworks and Former Tarcutta Street gasworks site.</p>	
<p>Urban Salinity Monitoring Monthly urban salinity monitoring completed in accordance with Management Plan.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Water Monitoring Program Water quality monitoring completed.</p>	
<p>Sediment and Erosion Program Routine inspections carried out of building sites to ensure adequate sediment and erosion control measures are in place.</p>	
<p>Solid Waste and Sewerage Monitoring Program Solid waste management and sewerage treatment works monitoring and reporting carried out.</p>	
<p>Biodiversity Conservation Programs included:</p> <ul style="list-style-type: none"> The Maldhangilanna (Working Together) River Restoration Project is a joint initiative of Murrumbidgee Catchment Management Authority (CMA) and the Wagga Wagga City Council. The project has been extended for a further 12 months to enhance biodiversity and habitat re-establishment through a range of on ground works at various locations including the Murrumbidgee River, Wollundry Lagoon, and Silvalite Reserve, including removal of environmental weeds, restoration of native vegetation and wetland rehabilitation. Stage 2 of the willow removal project funded through the Murrumbidgee Catchment Management Authority has commenced and will be finalised in July. Works associated with the Environmental Trust funding to protect the Habitat of the Glossy Black-Cockatoo, <i>Calyptorhynchus lathami</i>, at Pomingalana Reserve completed. Both Green Corps and Auswide Projects have confirmed they will be undertaking environmental projects within Wagga Wagga. Staff having been working closely with the coordinators from both organisations to develop environmental projects to meet the objectives of their programs. Both programs are fully supervised, running for six months and each engages 10 volunteers with participants spending an average of 25 hours per week doing hands-on work experience. These projects will involve restoration on-ground works by volunteers with the following outcomes: <ul style="list-style-type: none"> Increased community involvement in Natural Resource Management (NRM) Restore and enhance biodiversity Conservation, protection and rejuvenation of the local environment or cultural heritage Wildlife and fish habitat protection Flora, fauna and land surveys and audits 	
<p>Weed Control Council staff have conducted a comprehensive inspection and spraying program to control noxious weeds across the Local Government Area. Lake Albert continues to be monitored in relation to the isolated outbreak of Water Hyacinth and Salvinia identified in May. These aquatic weeds are declared a Class 2 Noxious Weeds which requires them to be eradicated and the lake kept free of the plant. Both weeds are free-floating aquatic plants growing in deep to shallow water or in mud, and threaten water use in general. Infestations can choke irrigation systems, block drains, hinder boating and impact on natural areas and wildlife. Although the cooler weather reduces the plants growth and reproduction, if plants are not eradicated early they will have the ability to spread rapidly during next summer. All known plants have been removed and staff will continue to monitor the area. At this stage it's not known where the plants have originated from and staff will be seeking assistance from the community in trying to identify the source, to prevent further outbreaks.</p>	
<p>Improved Air Quality The Manager of Environmental Sustainability & Regulatory Services has been representing Council on the steering committee established to oversee the regional air quality project funded through Department of Environment and Climate Change.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Community Engagement in Environment Programs Staff have continued to liaise with the Tidy Towns Committee and Landcare in the implementation of its environmental programs.</p>	
<p>Solid Waste Strategy - triple R The new Resource Recovery Strategy has been finalised and endorsed by Council for implementation. The Strategy sets down the eleven strategic directions that are linked to and aligned with Councils Community Strategic Plan as well as Regional and State initiatives. The strategic directions include outcomes related to Councils key strategic goals in the areas of Social, Economic, Environment and Governance.</p>	
<p>Greenhouse Emissions and Fleet An ongoing initiative that this year included the refinement of Council's policy on leaseback and executive vehicles and the successful completion of a trial of biodiesel in a limited number of vehicles</p>	
<p>Greenhouse Gas Reduction An audit of the Oasis and Civic Centre has been completed to identify further energy saving projects. Council has accepted the tender to purchase 100% GreenPower for the Civic Centre building commencing 1 July 2010 for 12 months.</p>	
<p>Environmental Sustainability Strategy Programs have been delivered in accordance with the Environmental Sustainability Strategy</p>	

Stormwater Management

The stormwater system infrastructure comprises of an extensive network of:

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

Maintenance works undertaken on the stormwater system this year included quarterly inspections and maintenance of the stormwater flood pumps and flood gates, including the ongoing upgrades of the electrical boards, cabinets and regular inspection and maintenance of the levee banks. To reduce the risk of local flooding and improve stormwater quality over 7,000m of open drains and channels were carried out over this year.

In addition to the general operation and routine maintenance of the stormwater system the following works were undertaken this year:

- Ongoing maintenance of the stormwater network including the cleaning out of pits and gross pollutant traps
- Manufacture and installation of trash racks at Koorimal to improve water quality and blockages by removing gross litter

- Installation of heavy duty pit lintels in areas of high volume truck traffic to reduce instances of failure of standard lintels not up to the task
- Slashing and mowing of the levee banks, from Mason Street through to Fitzmaurice Street

The storm events which occurred in February and March 2010 highlighted significant issues with the stormwater network that are continuing to be addressed. Resulting from the storms an extensive program for assessing and cleaning out of road culverts has been implemented.

Although the stormwater system infrastructure is one of Council's key critical assets its maintenance and operation has been largely limited in the past to the day to day operation of the system, with only minimal preventative maintenance, asset augmentation and renewal works being undertaken. Recognising that the traditional funding mechanisms for stormwater were limited a new Stormwater Strategic Management Plan was developed this year. The plan includes the implementation of a new stormwater management charge implemented from the 1 July 2010. By implementing the new stormwater management charge, Council will be able to raise funds in addition to the existing funds already allocated to stormwater management assisting Council with the delivery of critical works to improve water quality, reduce the risk of local flooding and optimise opportunities for stormwater harvesting.

A new Stormwater Strategic Management Plan was developed this year for implementation commencing 1 July 2010.

Bushfire Hazard Reduction

S428(2)i1)

Council undertook the following activities in its 2009/2010 bushfire hazard activities:

- Annual grading of fire trails at Willans Hill, Pomingalarna and Rocky Hill Reserves
- Annual roadside spraying program of Council's bitumen rural roads
- Annual weedspraying program at Willans Hill, Rocky Hill and Pomingalarna Reserves
- Fence construction and gate installations at Willans Hill and Pomingalarna Reserves as outlined in the Plan of Management

Planned 2010/2011 Hazard Reduction Activities:

- Annual grading of fire trails at Willans Hill, Pomingalarna and Rocky Hill Reserves

- Annual roadside spraying program of Council's bitumen rural roads
- Annual weedspraying program at Willans Hill, Rocky Hill and Pomingalarna Reserves
- Ongoing trail rehabilitation works at Pomingalarna Reserve
- Completion of the fire management plan for Willans Hill
- Ongoing review of perimeter fencing and gate access at various locations as outlined in the Plans of Management
- The inclusion of various works at Silvalite Reserve once handed over to Council

Companion Animals Act and Regulation

Council recognises the importance and benefits that Companion Animals have on the social wellbeing of the community, whilst also there is a need to reduce the negative impacts of pets on the community and the environment through a process of planned community education and, to a lesser extent, enforcement.

Council continues to implement the recommendations from its adopted Companion Animal Management Plan (CAMP) 2008/12 in conjunction with the local community. The Plan aims to provide a coordinated approach to community education and enforcement in line with both the objectives of the Companion Animals Act 1998 and the animal management objectives of the Wagga Wagga community.

Council employs three (3) full time staff for the management of Companion Animals and the operation of the Glenfield Road Animal Shelter. Staff are in attendance from 8am through 4.40pm with the facility open to the public from 1pm to 4.15pm Monday through Saturday. Volunteers continue to play an integral role in the care and interaction with animals housed at the shelter. An agreement with CSU School of Veterinary Science has increased the number of abandoned animals rehoused through accredited rescue groups.

Companion Animal Management Plan:

Mission Statement:

To identify and accommodate the needs of companion animals and their owners, while minimising their impact on the local environment, non-pet owners and the wider community of Wagga Wagga.

Objectives:

- Encourage and promote responsible pet ownership through community education
- Identify and accommodate the needs of companion animals and their owners

- Reduce adverse impacts of companion animals on local residents and the
- Environment
- Reduce the numbers of unwanted companion animals being abandoned and increase the rehousing rate of abandoned companion animals
- Involve key community stakeholders in the animal management process to
- promote community ownership and ensure the successful implementation of the Companion Animal Management Plan

2009/10 Data collection return for impounded Animals:

This report was forwarded to the Division of Local Government on 11 August 2010. This report has again indicated the continued increase of the number of animals managed by Council Rangers. Detailed financial information for funds spent on companion animals is attached at the end.

Lodgement of Dog Attacks to DLG:

Dog Attack Data Collection Forms are lodged with the Division of Local Government in accordance with the guideline on the Exercise of Functions under the Companion Animals Act (revised January 2007). Council has declared one (1) dog dangerous during 2009/10 period. In the Wagga Wagga LGA three declared dangerous dogs are maintained along with one restricted breed (APBT)

Community Education Programs:

Council has undertaken the following community education during 2009/10:

- Faeces reduction campaign – comprising of posters, stickers and advertising
- Pet of the Week in conjunction with the Riverina Leader – including tips on Companion Animal Management Distribution of local and DLG brochures to stakeholders
- Updated information on Councils website
- Media Releases such as good news stories or current issues – including newspaper articles, radio and television interviews
- Pro active patrols in complaint areas in particular the walking track surrounding Lake Albert
- Actively participate in families’ initiative for newcomers to Wagga Wagga
- Participation in Little Big Day Out

Promote and assist the desexing of dogs and cats:

The following strategies are in place to promote and assist in the desexing of Companion Animals:

- Council has adopted the policy of desexing all Companion Animals rehoused from the Glenfield Animal Shelter
- The community are encouraged to have their cats and dogs desexed through brochures, media promotion, and staff advice
- CSU agreement which allows for the desexing of all animals rehoused through CSU to rescue groups

Strategies in place to reduce euthanasia of unwanted animals:

Council has significantly reduced its euthanasia rate at the animal shelter in recent years through the following strategies:

- Regular advertising the advantages with adopting an animal from the Glenfield Road Animal Shelter which includes the rehousing of animals, microchipping, lifetime registration, desexing, vaccination, worming, heartworm tested and vet checked
- Promotion of animals to be rehoused through “pet of the week” in the local Newspaper
- Animals displayed on Council’s website
- Good news stories highlighting the number of animals held at the Shelter awaiting homes
- Rehousing through eight (8) Rescue organisations
- Rehousing of kittens and puppies through pet shops

Off Leash areas:

Wagga Wagga has six (6) designated off leash areas comprising of:

Four open space areas, two (2) fenced areas including agility track, water now connected for public use at the O’Halloran Park agility track, these areas are all sign posted and promoted to the community through brochures, media and staff advice and further investigation into another off-leash area to service the CBD and Estella areas.

Cost Statement Detail:

DESCRIPTION	AMOUNT (\$)
Companion Animals Salaries	166,544
Companion Animals Salary Oncosts	33,928
Companion Animals Vehicle Operations	25,922
Companion Animals Office Expenses	5,827
Companion Animals Other Expenses	36,226
Companion Animals Maintenance & Repairs	860
Companion Animals - Dog Expenses	24,148
Companion Animals Cats Expenses	3,759
Companion Animals Expenses - Stock Management	81
TOTAL EXPENSES FROM CONTROLLABLE ACTIVITIES	297,300



Council Meeting

There are opportunities to be *engaged*, involved and informed about community decisions



Wagga Wagga Airport

Diverse City

Performance Summary

GOAL/STRATEGY		RESULT
4.1 Lead the region into the future		
4.1.1	Promote a clear strategic direction & vision for the future of the region	
4.1.2	Embrace leadership for the region	
4.1.3	Promote Council as a regional service provider	
4.1.4	Build and foster relationships, strategic networks and work collaboratively with all levels of government, non-government organisations, the private sector and community groups	
4.2 Effective and transparent leadership that enjoys the support and confidence of the community		
4.2.1	Council implements best practice ethical and corporate governance standards	
4.2.2	Engage and effectively consult with the community and foster participation and collaboration	
4.3 Council's operations and activities are effective, efficient and customer focussed		
4.3.1	Develop and maintain a "best practice" proactive Council that is recognised as a leader in its field	
4.3.2	e-Enable all relevant council services	
4.3.3	Implement strategies to ensure excellence in customer service	
4.3.4	Become an employer of choice	
4.4 Council has the necessary financial, human and other resources and management systems to provide appropriate services and infrastructure		
4.4.1	Establish agreed levels of service and infrastructure provision to ensure they are aligned with community needs and build Council's financial and management capacity to deliver	
4.4.2	Empower and enable employees to undertake their roles through adequate resources, skills and knowledge	



Achievements

Vision 2030

'This Way Wagga Vision 2030' is our community's long-term vision for the Wagga Wagga Local Government Area which was developed by the community during 2009/10. The process for designing our preferred future has explored how our community should grow and develop over the coming years and take us into the year 2030. Everyone in our community including residents, community groups, businesses and visitors can live our vision, abide by our values and work towards our Future Directions.

Vision:

A thriving, innovative, connected community, on the Murrumbidgee, rich in opportunity, choice, learning and environment, where paths cross, where people meet.

Values:

Together Wagga Wagga will:
 Live and lead with courage, compassion and commitment
 Think and act with respect, beyond ourselves, beyond today

Future Directions:

- Participatory democracy and decisive leadership
- A community with health and well being
- Viable and connected rural and suburban communities
- A rich and vibrant cultural centre
- A prosperous, diverse and growing economy
- A sustainable environment
- A strong identity
- Our education, learning and training industry makes the difference

Copies of 'This Way Wagga Vision 2030' are available from www.thiswaywagga.com.au or by contacting Council.

Workforce Plan

The 2010/14 Workforce Plan was delivered in 2010 and provides the strategic direction to create a sustainable workforce, as well as providing a supporting framework for the objectives and actions contained within internal directorate workforce plans. The focus of the plan is on improved attraction and retention, renewal and development of the workforce, and alignment of the workforce with corporate goals and objectives. The Workforce Plan aims to ensure Council's workforce has the right skills, at the right time, and in the right quantities to ensure sustainable service in the future.

Government Information (Public Access) Act

The Government Information (Public Access) Act 2009 is the new Right to Information system in New South Wales. This new legislation replaced the Freedom of Information Act and section 12 of the Local Government Act, and came into force on 1 July 2010. The object of the Act is to open government information to the public by authorising and encouraging the proactive public release of government information by agencies, and giving members of the public a right to access government information, and providing that access to government information is restricted only when there is an overriding public interest against disclosure. Council successfully implemented the provisions of the new legislation in time to meet the commencement date of the Act. This implementation included extensive training of officers, the development of new forms, templates, web pages and registers for contracts and applications in accordance with the requirements of the legislation.

Future Plans

Integrated Planning and Reporting

The Integrated Planning and Reporting (IPR) framework for local councils has been developed by the NSW Division of Local Government in consultation with the local government sector. The framework has been developed to:

- Strengthen community participation in council decision-making
- Improve integration of various statutory planning and reporting processes undertaken by councils as required by the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979
- Strengthen councils' strategic focus
- Streamline reporting processes

Council commenced work to align with the new framework in 2007 and is well prepared to comply with the requirements of the long-awaited legislation. Over the past 12 months, Council has provided the opportunity for community members to participate in a number of workshops to help Council develop this integrated planning framework – specifically through 'This Way Wagga Vision 2030' as well as the Community Strategic Plan.

Ongoing engagement activities with the community are currently underway and the collation of data and integration of plans to meet these requirements by 30 June 2011.

Following the initial adoption of the IPR framework on 30 June 2011, improvement and refinement of the planning process will continue to allow Council to integrate plans and build public participation within the community.

Challenges

Financial Challenges

Ageing infrastructure, climate change and growing expectations of the community have challenged the ability of Council to finance the growing demands placed on it each year in a climate of reduced ability to raise sufficient revenues to meet all of these obligations.

The financial snapshot on page 22 provides a summary of the specific financial challenges that faced Council at 30 June 2010. The remediation of the former gasworks site on Tarcutta Street at a cost of \$7.3M still remains a key financial challenge for Council for the next 12-18 months. In addition to this Council has an annual maintenance funding shortfall of \$6.8M and the estimated cost to bring these assets to a satisfactory condition is in the vicinity of \$67.2M. In response to this issue Council has made a 9% increase to maintenance and renewals budgets for 10/11 and will investigate appropriate strategies to manage the funding gap over the next ten years.

Delivery of Council's functions

As Council activity and the size of the Local Government Area grows, the strain on our resources increases. Council as a whole has been challenged in 2009/10 by significant increases in the volume as well as breadth of functions it performs, without a corresponding increase in resources or funding. In many instances this has impacted on Council's ability to provide services which meet the expectations and needs of the community.

Our Performance

OUR COMMITMENTS	STATUS
<p>Visioning Project The community vision, This Way Wagga Vision 2030, is now complete having been adopted at the April 2010 Council Meeting. Copies of the vision have been delivered to key stakeholder groups throughout the community. The website for the vision is in draft format and will be updated in time for Local Government Week. This will include a toolkit to allow for stakeholders and community members to use the vision to plan for works and services throughout the community.</p>	
<p>Investment Strategies Council has adopted a new Investment Strategy and Policy in July 2009 which meets best practice guidelines.</p>	
<p>Regional Leadership Council has been engaging with both State and Federal agencies on a range of issues including grant applications and the ongoing seminars in relation to the Water Reform Agenda. Council has also engaged with DSRD on the joint funding of the Bomen Masterplanning Project. Council is represented on "Regional Development Australia" Riverina Committee by Cr Yvonne Braid (in a private capacity). Council recently received confirmation of funding for the 'EvoCities' project which aims to entice people living in metropolitan areas to the seven regional areas involved in the program. Wagga Wagga City Council is the Secretariat for the Evocities program. Council assisted Griffith City Council in planning for the 2010 Regional Economies Conference. Council is engaging with REROC in the review of their Strategic Plan and is actively participating in regional government partnerships, examples of which are the relationships with Department of Land and Property Management Authority, the Inland Forum, Country Mayors' Association, Riverina Regional Cities and EvoCities.</p>	
<p>Memoranda of Understanding On-going meetings have been held with all parties regarding Memorandums of Understanding. Specifically a full day session was held with the executive of CSU, followed by a half day session in early 2010 to identify partnerships between the two organisations that are strategic in nature. Council continues to support the activities of the Medical Recruitment and Retention Committee and others. Council recently entered into a new MOU with the NSW Department of Lands.</p>	
<p>Good Governance Strategy During this financial year Council had representation at a scholarship sponsored by the Independent Commission against Corruption in relation to fraud and corruption prevention at the Australian National University in Canberra. An outcome from the scholarship is the development and implementation of a promotion and training plan in relation to fraud and corruption prevention which has been endorsed by ICAC. This program has commenced and will be ongoing, enhancing Council's Good Governance framework. In addition, Code of Conduct training continues to be delivered at Council's induction training for new starters and also to those staff identified as requiring additional training. Ongoing promotion of good governance is occurring both in an advisory capacity and with the facilitation of knowledge across the organisation. This will be further enabled by the development of a web page dedicated to good governance over the coming months.</p>	
<p>Internet Content and structure An increase in training for Lantern users has resulted in greater activity by business areas in relation to their content. Users in various departments (for example Planning and Environment) and within Council facilities (library, gallery, museum) are now actively engaged in updating and monitoring their content. Options for top level navigation categories will be presented to senior management for consideration on May 26.</p>	
<p>Media Promotion Media activity: 1939 Media items appeared throughout the year in local broadcast and print media. 187 media releases were generated and issued by the Communications Division in 2009/10. Overall 37% of the media stories were perceived as positive. The website redesign has provided a platform for greater engagement with the local community and ability to provide more effective communication to the online public. 2 Rate Notice insert Newsletters (issued to every rate payer in the Local Government Area) and 2 Community Newsletters issued to every household in the Local Government Area in 2009/10 served to provide residents with direct information from Council about its projects and services.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Community Consultation and Engagement Under its current community engagement policy, Council is implementing and reviewing a range of engagement processes that follow the best practice public participation spectrum. Council engages the community in a number of ways across the spectrum ranging from public notices, media releases, public exhibition submissions, advisory committees, village and neighbourhood consultations, planning and research consultations, web information and through public programs and events. Overall community Engagement Strategy is being reviewed as part of the Integrated Planning and Reporting Framework. A project team has been formed to review the policy, strategy and framework.</p>	
<p>Risk Management Strategy The recent recruitment of the Strategic Risk Officer and the ongoing review by members of Council's Audit & Risk Committee on Council's operations enhance the implementation of strategies for the promotion and identification of risk management practices across the organisation. Corporate Governance has commenced a review of its Risk Management Strategy to identify improvement areas and appropriate subprojects for implementation, awareness and promotion. This review will be progressed over the coming 2010/2011 financial year.</p>	
<p>Procurement process improvements There are approximately 70 contracts in place for the supply of goods and services.</p>	
<p>Information Management Council successfully completed an upgrade from DataWorks to the new ECM version of EDMS. This has provided us with more functionality relating to usability, security, rendering etc. Council has received a lot of positive feedback regarding the use of the new web interface. The aim is to get the majority of end users utilising this version to take further advantage of rendering & webforms. More work has been done with security & workflows to integrate them with positions rather than users. Not only is document control easier now but the time taken to change workflows when staff are on leave or resign has been dramatically reduced.</p>	
<p>Information and Communications Technology Strategy A minor restructure within the Corporate Services Directorate has seen the Information Management Section move into what is now called Information Services. The Information Services Division comprises Information and Communications Technology (ICT), Geographical Information Services (GIS) and Information Management (IM). Information Services has been working on a number of projects and upgrades over the past three months. These are itemised below; Installed and commissioned new call centre application, upgraded the Property and Rating application, upgraded PABX to latest version that allows the use of IP based handsets, IP handsets being trialled in Customer Service and Information technology, 95 new tickets were created in the help desk system, setup new server at the Livestock Marketing Centre to facilitate the streaming of live sale video, Draft DCP maps being produced ICT have also had two work experience students during June, a traineeship position has been advertised and this is expected to be filled in July.</p>	
<p>Corporate Information Management Strategy The corporate system integration strategy was endorsed by E-Team on 8 June 2010. Information Management will now attempt to communicate the strategy to ensure that the organisation as a whole has an understanding of the vision. Policies and procedures will now need to be developed to maintain the integrity of the strategy.</p>	
<p>Best Practice Customer Service This initiative is linked to the draft Service Quality Strategy 2010-13.</p>	
<p>Call Centre Operations New call centre was implemented in June 2010. Continue to work towards multiple channel entry points for Customer Service.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>e-Business Strategy Review of current e-Business strategy is under way. Due to other commitment this review will be completed by mid July rather than the end of June.</p>	
<p>Complaints Handling All complaints received have been actioned in accordance with organisational guidelines.</p>	
<p>Employee Attraction and Retention Workforce Plan adopted by E- Team on 26 May and currently being promoted to staff. Attraction and retention initiatives have been scheduled over the next four years via the corporate planning cycle.</p>	
<p>EEO Management Plan Cultural awareness/EEO training continues to be scheduled as part of Council's Corporate Training and Development program. Selection panel training conducted over May/June 2010 and will be offered through Council's Corporate Training and Development program on a cyclical basis thereafter. EEO continues to feature within the employee handbook, position descriptions and interview questions as part of Council's strategy to create awareness amongst its staff. All external job vacancies continue to identify Council as an EEO employer. Council's individual performance and development framework continues to provide staff with equitable access to training and development opportunities.</p>	
<p>Manage Investment Portfolio For the 2009/10 Financial year, sufficient liquidity has been maintained to enable delivery of services and programs contained in the Management Plan. Investment performance has exceeded budgeted expectations for year-to-date.</p>	
<p>Review Infrastructure Funding Requirements Fair Value of Infrastructure assets has been completed and associated variations recorded. All Infrastructure Assets are to be condition rated and their condition linked to the residual or fair value. Data captured to date has been used in the formation of zero based budget models for the 2010/11 draft Delivery Plan. Unit rate models for all infrastructure are currently being revised and applied to the Asset base to initiate 'live' asset value data. Asset levels of service as expected by the community are to be determined in the 4th quarter of the 2010 year. This service level will be linked to a condition and subsequently all assets of each category can then be identified as requiring renewal or maintenance and funding calculated using current unit rates. In addition Council officers are completing a project to identify the required funding for each asset to clearly identify annual funding required for each asset category to maintain the service level expectation of the community and link that cost to the quantity of known assets to create an annual figure required to maintain each asset to that service level. Council currently reports on its actual maintenance expenditure and this project will allow Council to begin to address the reported \$5-\$6 million reported annual shortfall in maintenance spending.</p>	
<p>Grants Funding Program Approval received for \$11,744,300 under the Natural Disaster Relief Arrangements for the storm damage on 7th March 2010. Approval received for \$1,075,000 under the Regional and Local Community Infrastructure Program - Strategic Projects for the Wagga Wagga Aviation Education & Training Initiative. An additional \$552,000 has been allocated under Round 3 of the Regional and Local Community Infrastructure Program projects to be submitted by the 30th July 2010.</p>	
<p>Review Rating Structure The Rating structure (categories) will be effective as per Special Variation as granted, to be applied to 2010-2011 rating year. Residential Categories will be increased by 5% and other categories (Business and Farmland) will be increased by 3%. This is equivalent to an overall average increase of 4.18%. Estimated income from Rates for 2010-2011 is \$31,641,500. The next general revaluation will take place at 30 June 2010 and will be implemented effective from 1 July 2011.</p>	

Our Performance

OUR COMMITMENTS	STATUS
<p>Developer Contribution System The review has been carried out and an updated Section 94 Plan was adopted by Council on the 27th April 2010 following public exhibition of updated S94 Plan. A review of the Developer Service Plan (DSP) Storm Water & Sewer is currently being undertaken noting that for the fast track area of Booroma the existing Estella DSP may be applied . Over the next 12 months a review of the Section 94 Plan and Delivery Service Plans will be undertaken to incorporate any requirements identified from the adoption of the new Local Environment Plan (LEP) .</p>	
<p>Long Term Financial Plan The Long Term Financial Plan was completed in conjunction with the 2010/11 Delivery Program, which Council adopted at the June 2010 Council Meeting.</p>	
<p>OH&S Prioritisation of Audit outcomes is complete with priorities being review of risk assessments, work method statements and operational procedures. Review of OH&S risk management upgrade including risk assessments, work method statements and operational procedures is underway and will be a continuing cyclical process. Meanwhile, new audit outcomes have been analysed and moved into plans for financial year ended 2011 . Priority will be contractor management.</p>	
<p>Business Excellence Framework Self assessments have not been scheduled for the organisation, rather Council has an employee opinion survey which is currently in progress. A way forward with Business Excellence Self Assessments is currently being determined following a review by our Executive team on our way forward with Continuous Improvement Initiatives at Council.</p>	
<p>Corporate Training Program The main focus areas for corporate training for 09/10 were programs targeting:</p> <ul style="list-style-type: none"> • Leadership Development • Service Quality • Strategic and Community Planning • Communication & Consultation • Time, Task and Project Management • Disability and Access Awareness • Conflict Resolution and Complaint Handling, Community Engagement, Resume builder, Interview Panel Training and Recruitment and Selection Training <p>Continuing ongoing training and education in:</p> <ul style="list-style-type: none"> • Infrastructure and Asset Maintenance programs • Frontline Management and New Supervisor programs • Staff Plant and Machinery Operation skills • OH&S, Emergency and Risk Management programs • Legislative and Policy requirements • Information Technology skills • Records Management and Information Access • Arts and Libraries skill enhancement programs • Cultural Awareness • Council's Code of Conduct • Trade, Technical and Professional skills 	

Council's Governance

Good governance means that the structures, activities and operations of the Council are conducted in accordance with the principles of legal compliance, probity, transparency, accountability, and respect for people within the Council and for all other stakeholders. The effectiveness of Council's decision making process is dependent upon:

- A coordinated approach to the City's future (the big picture)
- Efficient administration
- Quality of information
- Communication and
- Community engagement

Good governance can be broadly defined as enabling effective decision making in the best interests of the whole community. In this regard, good governance is a value-adding activity ensuring a positive impact on the quality of outputs, enabling Council to meet its legislative obligations, encouraging community participation and confidence, whilst reminding Council of its accountability to the community it serves.

There are a number of ways by which Council achieves good governance – through its committee structure, engagement and consultation with the community, the endorsement and implementation of internal control and reporting frameworks, and ensuring transparency and accountability in its decision making.

Council meetings

Council meets on a monthly basis generally on the fourth Monday of each month commencing at 6.00pm.

At these meetings Council considers the business papers before it and makes decisions based on the content of the reports, relevant information supplied and the recommendations provided. These decisions are decisions of the whole Council and must be passed with a majority of the Council in agreeance. These decisions are called resolutions and are minuted through a formal reporting process and signed off by the Mayor and General Manager. Once this occurs, the recommendations are then enacted by the General Manager.

Committee Structure

To enable community consultation Council adopted a committee structure in late 2008, after the 2008 Local Government general elections.

The Committee structure is designed to:

- Provide a more effective governance structure for elected Councillors and staff

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

Council's committee structure consists of both Standing and Advisory Committees, user groups and representatives. Council has five Standing Committees, of which its members are made up of Council members. The five Standing Committees encompass the following, which align to each Directorate of Council:

- Environment & Community
- Commercial & Economic
- Planning
- Corporate Governance
- Infrastructure

The Standing Committee meetings occur each month, normally in the week, two weeks prior to the Council meeting.

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

- Arts Advisory Committee
- Seniors' Advisory Committee
- Youth Advisory Committee
- Business Advisory Committee
- Recreation & Sports Advisory Committee
- Multicultural Advisory Committee
- Murra Murra (Aboriginal) Advisory Committee
- Museum Sub Advisory Committee
- RRL Advisory Committee
- Environmental Advisory Committee

Council also has a number of User Group Committees comprising stakeholders and staff from the respective facilities/precincts. These groups include the Livestock Marketing Centre Committee, Local Emergency Management Committee, the Lake Albert Reference Group and the Lake Albert Community Committee.

Independent Reviews

In addition to the above, Council also has two bodies which are focused on independent reviews as a means of ensuring good governance through transparency and accountability.

Audit & Risk Committee

The Audit & Risk Committee is an advisory committee to Council. Its role is to act as a key mechanism in providing independent assurance and assistance to Council on risk management, internal control, governance and external accountability responsibilities.

The Audit & Risk Committee consists of five members, three of which are external and independent of Council - the remaining two being Councillors.

This Committee is governed by a Charter adopted by it and Council. The charter sets out the roles and responsibilities, activities and scope of the Committee and its functions.

In addition, Council also has a full time Internal Audit Officer. The Internal Audit Officer is responsible for the provision of independent appraisal activities within Council for the review of operations. This assists Council in achieving its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

As with the Audit and Risk Committee, Internal Audit is also governed by a Charter adopted by the Committee.

Conduct Review Panel

Councillors and Council staff are required to comply with Council's adopted Code of Conduct. The Code of Conduct assists Council in fulfilling its responsibility to serve the community and to meet effectively the requirements of its charter under section 8 of the Local Government Act 1993.

Council's Code of Conduct is derived from the Division of Local Government's Model Code of Conduct.

Under section 440 of the Local Government Act 1993, Council must adopt a Code of Conduct that incorporates the provisions of the model code.

Under section 14 of the adopted Code of Conduct, the Conduct Reviewer/Panel's role is to enquire, give consideration to and make recommendations to Council in relation to allegations of breaches of Council's adopted Code of Conduct

The community rightly expects councillors and staff to be honest, reasonable and equitable in their dealings with them and to have the public interest at heart – the Conduct Review Panel affords the mechanism by which this expectation may be governed.

External representation

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

- a. Australia Day Committee
- b. Bushfire Management Committee
- c. Eastern Riverina Noxious Weeds Advisory Group

- d. Floodplain Management Authority
- e. Local Traffic Committee
- f. Murray Darling Association
- g. North South Rail Corridor
- h. Public Libraries NSW – Country
- i. Riverina Conservatorium Board Of Management
- j. Riverina Regional Library
- k. Riverina Water – note that Councillors A Brown, R Kendall, W Geale, R Goodlass and L Vidler were nominated and elected members to Riverina Water County Council at the Ordinary Meeting of Council held 20 October 2008
- l. Rural Fire Service Zone Agreement Management Committee
- m. Wagga Wagga Tidy Towns
- n. Sister City Committee

In addition the Mayor and General Manager are, by constitution or resolution, also members of the G Division of the Shires' Association, Country Mayor's Association, Riverina Regional Organisation of Councils, NSW Inland Forum and Riverina Regional Cities.

Engaging with the Community

Engagement simply refers to a two way communication between Council and community, prior to Council's making a decision about the issue in question. Council is committed to having open, honest, respectful and truthful conversations with the community and encourages the community to do the same.

Satisfactory engagement requires that the community is given adequate time and opportunity to respond during any consultation process. Council too, must meet it's obligations giving prompt and effective feedback and following through with any undertakings it gives.

Council engages with the community through many ways which are supported by the International Association of Public Participation 2002 (IAP2) Spectrum www.iap2.org.au. Council is working on the best ways to achieve engagement via the 5 key headings:

1. Inform – provision of one-way information
2. Consult – ability to provide feedback prior to final adoption
3. Involvement – opportunity to be involved throughout the decision-making process
4. Collaborate – shared decision-making with the community
5. Empower – final decision-making is placed in the hands of the community

The form of interaction will depend on the level of engagement required for each project, program or service. Examples of frequent engagement activities are following

Village Consultations

Council holds bi-monthly village consultations with the twelve villages in the Council area. These consultations are undertaken on a rotating basis and cover the villages of Humula, Currarwanna, Ladysmith, Collingullie, Forest Hill, Tarcutta, Oura, Mangoplah, Uranquinty, Galore, San Isidore/Kapooka and Gumly. After these consultations are held a reporting document is provided to each community setting out the issues raised and the actions taken.

Community Newsletters

Council provides community newsletters on a quarterly basis in March, June, September and December and also provides a newsletter that accompanies rate notices in January, April, July and October. These newsletters keep the community informed of the work that Council is undertaking, activities that have been planned and achievements that have been made.

Management Plan Consultation

Every year Council provides presentations to the community to explain and discuss the contents of the Draft Management Plan. This process is undertaken during the exhibition period to enable community members the opportunity to provide comment on Council's activities and planning direction.

Media

On a daily basis Council liaises with the local media through media releases and in response to media enquiries. These media releases highlight Council activities and good news stories in an endeavour to circulate Council information to the greater community. Further, important information, meeting notices, invitations to events, workshops and presentations are all advertised through the different media to ensure community awareness and participation.

The Mayor also conducts a weekly interview segment with a local commercial radio station to discuss Council activities and community events. In addition, a Council Meeting Update occurs after each monthly meeting with a community radio station. This is undertaken by the Councillors on a roster basis which allows for the listeners to hear from a different Councillor each month and learn more about their elected representatives.

Miscellaneous Consultation

Council consults with the community in relation to a variety of strategic planning matters to assist in its decision making. This is facilitated by engaging with the community through workshops, seeking important feedback on a variety of issues and working with the community to determine priority areas.

Community Events

During 2009/10 there were in excess of 350 events which were supported and promoted by Wagga Wagga City Council. These events included, but were not limited to, the Australia Day Celebrations, Gold Cup Festival, Re:generate Youth Festival, Farmers' Markets, Little Big Day Out, Jazz Festival and the Twilight by the Lagoon series of concerts.

On 1 August 2009, Freedom of Entry to the City of Wagga Wagga was bestowed upon Australian Army Band Kapooka to commemorate and acknowledge 56 years of dedicated and distinguished service by the Band to the City of Wagga Wagga.

These events are supported and promoted to engage the community, encourage participation and develop a strong community focus through social interaction.

Council's website

Council has an interactive website which enables and invites survey response, feedback and comment from community members on a variety of issues, strategies and proposals. The website contains a variety of important and relevant information for community members relating to events, meeting dates and times, Councillor information and contact details, business papers and minutes, policies and regulations, services and functions.

Collaboration - Building Networks

Council also continues to develop its collaborative networks to assist in the development of resource sharing opportunities, strategic planning and establish forums by which to share ideas, discuss contemporary issues and provide support to peer councils and business stakeholders.

Riverina Regional Cities

The Riverina Regional Cities Group meets on a quarterly basis and consists of Wagga Wagga, Albury and Griffith City Councils. This Group collectively represents a population catchment of over 160,000 with its objective to present a single voice to Government on matters of mutual interest and promotion of the Riverina.

NSW Inland Forum

Meetings of the NSW Inland Forum coincide with the NSW Mayor's Meetings held on a quarterly basis in Sydney. The Inland Forum consists of the Councils of Wagga Wagga, Tamworth and Dubbo. This Group collectively represents a population of over 156,000 with a catchment of 430,000. The Forum's objective is to present a single voice on matters of mutual interest.

Evocities

The Evocities project is a partnership initiative between the NSW Inland Regional Cities of Albury, Armidale, Bathurst, Dubbo, Orange, Tamworth and Wagga Wagga to jointly progress an innovative, fresh marketing campaign into Sydney to raise awareness of the quality of these cities as places for people to live, work and invest. The key objectives of the Evocities project are:

- To raise awareness of the Evocities as vibrant progressive centres with excellent job prospects and a great lifestyle.
- To counter negative press that prevails in the metropolitan media about most aspects of life west of the 'Great Divide'.
- To attract people to move from Sydney to live, work and invest in one of the Evocities by:

1. undertaking an integrated advertising campaign in Sydney designed to present the Evocities as a better alternative to living and working in the metropolitan areas; and
2. developing www.evocities.com.au as a first point of reference for people stimulated to consider moving to an Evocity by the advertising campaign.

The Evocities three-year campaign is being funded in its first year by a \$1.2 million grant from the Australian Government's Building Better Regions Program, \$120,000 from the NSW Government, together with a commitment of \$40,000 per year for three years from each of the seven partner Councils (total \$840,000), together with significant in-kind funding and private sector sponsorship. Implementation of the campaign is now under development, with project managers appointed in December 2009, and the Marketing and Public Relations agencies now appointed. It is anticipated that the campaign will be rolling out in August 2010.

The Evocities partnership is proving to be more than simply a marketing campaign partnership, it provides an increasingly important collaboration between seven cities on a board range of issues.

Memorandum of Understanding

Council currently has a number of Memorandum of Understandings with key stakeholders in the community. These include Department of Lands, Charles Sturt University, TAFE NSW Riverina Institute, Families First Network, Wagga Medical Specialists Recruitment and Retention Committee, Department of Planning, Police Citizens Youth Club and Wagga Chamber of Commerce and Industry.

Councillors' Fees and Facilities

The total amount expended in 2009/10 on mayoral fees, councillor fees, and the total amount expended on the provision of services to Councillors in line with Council's adopted policy was:

- Mayoral Fees - \$33,840
- Councillor Fees - \$170,383
- Provision of Services and conferences - \$51,169

FEE	AMOUNT (\$)
Councillor Fees	170,383
Mayoral Fees	33,840
Councillor Allowances	0
Councillor Education	27,874
Councillors' Telephone Costs & Fax	1,014
Councillor IT Costs	17,143
Councillors' Travelling Costs NSW	15,066
Councillors' Travelling Cost Interstate	1,630
Overseas visits	0

Councillors' Attendance

From time to time during the 2009/10 financial year Council resolved for its representation at a number of different seminars and conferences through Councillor attendance. Attendance at these events is deemed appropriate to ensure that Council is aware of contemporary issues, innovation, comparative performance and strategic direction in Local, State and Federal Government sectors. This in turn assists Council's long term planning, the identification of funding opportunities and building cooperative relationships which aid in meeting Council's objectives.

Under Council's policy – Payment of Expenses and Provision of Facilities to Councillors - all direct expenses incurred in attending on seminars or conferences, as resolved by Council, is paid by Council. In this regard Council was represented at the following Conferences during the 2009/10 year:

- Public Libraries NSW Country
- 2009 Local Government Association Conference
- Floodplain Management Conference
- Local Climate Change Conference
- G Division Conference
- LGSA Tourism Conference
- LGMA Forum
- National General Assembly of Local Government
- Shires Association Conference
- Inland Forum Meeting
- Country Mayors' Conference
- Australian Local Government Women's Association Conference
- Strengthening Resilient Economies Conference
- Murray Darling Association Conference
- LGSA Water Management Conference

Councillors' Professional Development

In addition to attendance at appropriate conferences and seminars, Councillors also undertake professional development training in accordance with Council's adopted Training and Development Plan. Training included:

- Independent Commission Against Corruption – Fraud and Corruption
- Covey Leadership Program
- Occupational Health & Safety
- Media Training
- Financial Skills Training

Further, Councillors also attended an intensive two day retreat focused on leadership, identification of core objectives, strategic priorities and contemporary issues in local government.

A number of workshops were also held to ensure Councillors were equipped with the relevant skills, knowledge and information to enable informed and effective decision making.

Councillor Meeting Attendance at Conferences

CONFERENCE	DATE	VENUE	ARGUS	BRAID	BROWN	GEALE	GOODLASS	HISCOCK	KENDALL	PASCOE	UDEN	VIDLER	WALES
Floodplain Management Conference	23-26/02/2010	Gosford	1										
ALGWA Conference & AGM	4-6/03/2010	Moree	1	1									
Floodplain Management Conference	23-26/02/2010	Gosford	1										
Strengthening Resilient Economies Conference	5-6/03/10	Griffith				1							
Country Mayor's Meeting	19/03/2010	Sydney							1				
"G" Division Conference	25/03/2010	Wagga Wagga		1		1	1	1	1			1	
Local Government Cultural Awards	29/04/2010	Sydney							1				
National General Assembly	14/6 - 17/6 2010	Canberra							1	1			
LGMA	31/05/2010	Sydney		1		1			1			1	
Local Government Shires Association	31/5 - 3/6 2010	Sydney		1		1			1			1	
Planning Legislation Skills & Training	22/05/2010	Holbrook					1						

Amounts Incurred by Council in Relation to Legal Proceedings

MATTER	COSTS PAID	STATUS
Land & Environment Court - Bomen Agricultural Machinery DA 08/368	\$10,570	Finalised
Dedication of Land - 34 Dobney Avenue	\$21,804	Ongoing
Land & Environment Court - 15 Bruceedale Drive DA 07/0383	\$34,265	Finalised
Land & Environment Court - 1 Tasman Road DA 08/0489	\$11,162	Ongoing
Local Court Prosecution - 88 Plumpton Road	\$3,822	Finalised
Land & Environment Court - 112 Gap Hall Road DA 10/0171	\$23,225	Ongoing

Rates and Charges

DESCRIPTION	AMOUNT (\$)
Interest and/or rates raised in error	4,082.29
DHA demolished house	5,662.42
Land valuation adjustment	62.74
Negotiated write off	10,082.37
Non rateable properties	5.44
Amount paid between settlement and raising of invoice	186.00
Reversal examination notice fees	100.00
TOTAL RATES AND CHARGES WRITTEN OFF 2009/10	20,181.26

External Bodies

Council did not delegate any function to an external body in the 2009/10 Financial Year.

Condition of Public Works

This requirement is met by the inclusion of Special Schedule 7 in the Audited Financial Statements 2009/10.

Risk Management

During 2009/10 Risk Management made further progress in the following areas:

Workplace Safety

Council has a pro-active Occupational Health and Safety Risk Management System which includes 25 trained OH&S representatives elected by employees across Council as well as employer's representatives. Procedures are subject to continuing review and change.

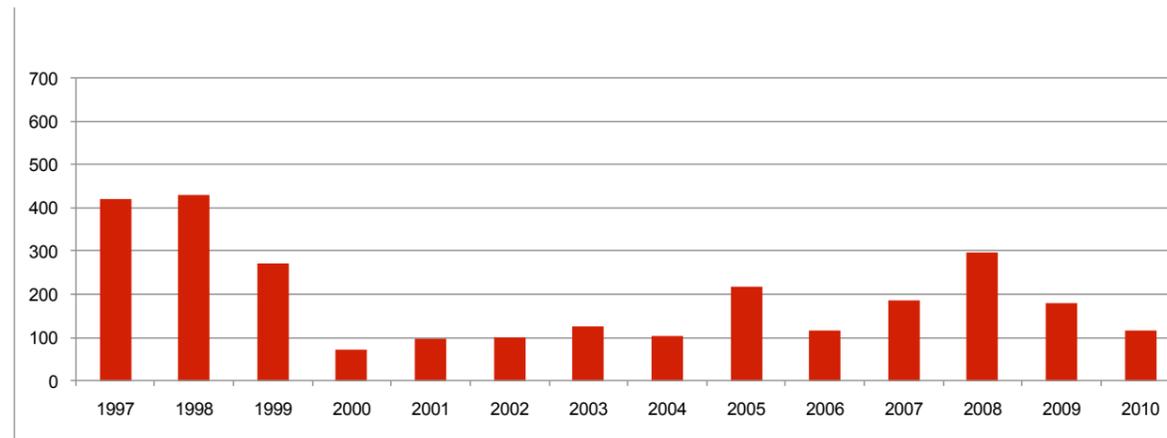
Total Incapacity (hours)

DEPARTMENT	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUN
General Manager's Department												
Corporate					49							
Environment and Community		114	8	38		66	14	38	36		7	56
Infrastructure	221	197	267	61	58		23	7	76	61	220	168
Planning												
Commercial and Economic												
Total hours lost	221	311	275	99	107	66	37	45	112	61	227	224

Compensation Claims

DEPARTMENT	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUN
General Manager's Department												
Corporate	1		1									
Environment and Community				1	2	1	3	2	2	1		
Infrastructure	2	1		1	2		2	2	2	2		4
Planning												
Commercial and Economic												
Total Claims	3	1	1	2	4	1	5	4	4	3	0	4

Total Hours Lost Through Incapacity



Human Resources Activities

“Diversity in People Increases Creativity”

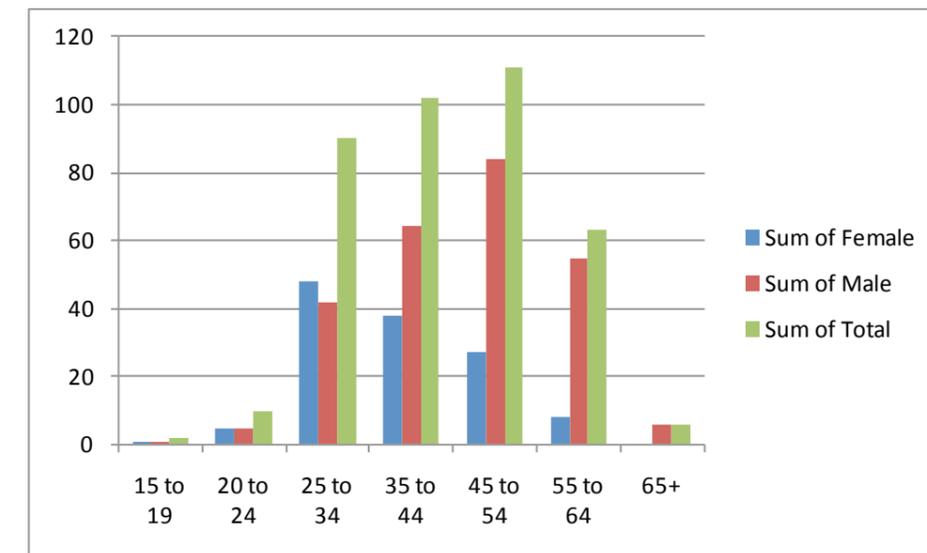
During 2009/10 the Human Resources Division was responsible for the following functions across the organisation:

- Human Resource Planning
- Recruitment, Selection and Induction
- Workplace Relations
- Learning and Development
- Performance Planning and Development
- Occupational Health & Safety
- Organisational Development

Workforce Profile

During 2009/10 Council spent approximately \$25,000,000 on staff wages.

Workforce by age in relation to permanent and full-time equivalent positions:



Staff turnover

In 2009/10 28 people left our employment. The retention of staff has continued to improve over the last twelve months with turnover now at 7% compared to 10% from the previous twelve months.

REASON FOR LEAVING	TOTAL
Resignation / Retirement	24
Redundancy	1
Death	1
Employment Terminated	2
Total Departures	28

Employment

Distribution of staff as at 30 June 2010 was as follows:

EMPLOYMENT TYPE	FTE NUMBER
Full Time Permanent	396
Part Time Permanent	26.87
Vacancies	27
Full Time Contract	8
FTE Total	457.87
Trainees/Apprentices	13
Full Time Temporary	17
Part Time Temporary	4.5
Casuals	170

Of these positions, 13.87 receive funding externally through a number of State and Commonwealth Government departments.

Recruitment

During 2009/10 110 new employees commenced with Council, 41 in a permanent full time capacity with the balance being a mix of part-time, temporary and casual positions.

During 2010 Council provided training to Manager/ Supervisors on the recruitment process to ensure that correct procedures were being followed in the recruitment process. The training increased probity in the recruitment process, as well as giving supervisors strategies/tools that ensure recruitment follows best practice principles.

Work Experience

During the 2009/2010 financial year, Council hosted 70 work placements for students from schools throughout the Riverina, TAFE students, university students and special needs students.

Students completed placements in the following areas:

- Ranger Services
- Civic Theatre
- Parks & Gardens
- Civil Engineering
- Information Management
- Botanic Gardens Zoo
- Oasis
- Family Day Care
- Wagga Wagga City Library
- Wagga Wagga Art Gallery
- Tourism
- Community Services
- Museum
- Administration

Volunteers

Council appreciates the outstanding efforts and services volunteers provide and recognises that they are integral to the success of many of our community and cultural services. In 2009/10 volunteers contributed their time and skills to enhancing Council services and programs across a number of areas, including Library, Art Gallery, Museum, Parks and Gardens, Zoo, Glenfield Road Animal Shelter and Event Management.

River Restoration Project

The Mahldhangilana River Restoration Project was a partnership between Wagga Wagga City Council and the Murrumbidgee Catchment Management Authority (CMA).

The project was commenced in 2006 to employ members of the local Aboriginal community to restore riparian areas of the Murrumbidgee River, as well as maximise environmental outcomes and Aboriginal people's involvement in Natural Resource Management.

The Mahldhangilana River Restoration team consisted of 10 Aboriginal workers being employed by Council to undertake the works required along the river.

Key outcomes related to Natural Resource Management included:

- Removal of environmental weeds
- Restoration of native vegetation
- Restoration of river bank erosion and stability
- Enhanced biodiversity and habitat re-establishment
- Increased community appreciation of, knowledge about and access to the Murrumbidgee River; and
- Improved planning and management of the riparian zone

The success of this project resulted in additional funding being secured for additional work to be done on Wagga Wagga wetlands and riparian areas. An Aboriginal project team was created in 2010 for a 12 month period and has continued the excellent work that was done by the original River Restoration team.

Employee Recognition

During 2009/10 Council continued its Employee Award Program and Service Recognition Awards. The contribution of employees reaching 15 years or more service with Council is now recognised by way of a formal dinner and presentation in the presence of peers, family and Councillors which has been well received.

In the coming year Council plans to review our Employee Award Program to ensure we provide appropriate and desired awards for staff which will all contribute to making Council a great place to work!

Employee Consultation

Council consults with staff through a variety of mechanisms including team meetings, the staff intranet, staff newsletters and a joint staff Consultative Committee. In 2009 Council formed Directorate Consultative Committees to improve the consultative processes within each Directorate, as well as ensuring that the voices of employees within the Directorates are heard.

There have been some major initiatives implemented across Council as a result of the new consultative framework, including new flexible work hour arrangements, the trial of a 9 day fortnight and a new travel allowance.

Staff Social Club

The Staff Indoor Social Club and Outdoor Social Club is open to all staff and provides a range of fun activities for both families and individuals throughout the year. Strong friendships and networks have formed between staff with the added benefit of enhancing our organisation's efficiency and teamwork.

Employee Assistance Program

Council's Employee Assistance Program provides a confidential counselling service to all staff and their immediate families. Services provided as part of this program include:

- Individual counselling
- Inter-agency referrals
- Mediation

Council provides six one hour counselling sessions over a two year period per staff/family member. Additional sessions are available at a cost to the employee and session details remain confidential. Council receives quarterly statistics from the service provider based on data collected from employees participating in the program.

Achievements

Promoting a Healthy workforce

Throughout the past year the Human Resources team has worked at marketing Council's health and wellbeing initiatives under a banner entitled heart – mind – body – soul, as well as developing and implementing some new initiatives. These include:

- A confidential employee assistance program carried out by a local psychologist
- Voluntary influenza vaccinations in April
- 12 month corporate gym memberships at local gyms
- 12 month swim memberships at Oasis available by salary sacrifice

- 12 month Civic Theatre memberships available by salary sacrifice
- Monthly morning teas raising money for a different charity each month while recognising staff's achievements
- Corporate Weight Watchers program
- Training plan for staff who wish to enter the local fun run, Lake to Lagoon, held in September
- Indoor and outdoor social clubs which host various activities

As part of the Year of the Women in Local Government, 30 women took part in lunch time fitness sessions conducted by 3 staff members who are also qualified personal trainers. Participants thoroughly enjoyed the exercise and the challenges, and it is hoped that a similar initiative will be continued for all staff into the future.

Employee opinion survey

In 2010 Council conducted an Employee Opinion Survey and have achieved an improvement in our Overall Performance Score moving our results into the 3rd quartile. The results from the survey will be used to guide future initiatives for the organisation.

Leaders' Workshops

Council continued to hold quarterly Leadership Workshops with our Executive and Management team to promote innovative and inspirational leadership. The workshops were used to address key issues facing the group, as well as providing an opportunity to ensure that everyone was united in our commitment to improving leadership for the organisation.

Innovation and Continuous Improvement

Council has continued with our commitment to Continuous Improvement and improving the way things are done at Council. Council has remained an active member of the Local Government Business Excellence Network where councils from Victoria, New South Wales, Queensland, South Australia, Tasmania and Western Australia work together to learn from each other about how to successfully implement excellence in local government.

During 2009/10 Council continued to deliver training around the Covey Leadership model and the 7 Habits of Highly Effective People. This training combined with our quarterly leaders' workshops is all aimed at further developing our internal leadership capability which is an essential component of 'Excellence'.

Council's approach to Excellence is one which combines a number of initiatives which are suited to the needs of Wagga Wagga City Council.

Learning and Development

Council is continuing to build a workplace culture that encourages learning and development both at a professional and a personal level so that our staff are equipped to deliver outstanding service to our customers.

Learning and Development Initiatives

Our key learning and development initiatives for 2009/10 are identified from Council's Workforce plan and incorporated into the learning and development plan. These focus on:

- Improving our capabilities in leadership, strategic planning, and service delivery
- Offering professional development opportunities that link with being an Employer of Choice
- Developing a workplace learning culture in line with our corporate values

Leadership Development

The organisation is continuing to focus on delivering a strong leadership culture which will enhance leadership capability now and into the future. This strategy incorporates the Covey Leadership Program, LGMA Leadership Challenge, Women as Leaders and various other initiatives.

Strategic and Community Planning

A number of programs are being offered around Integrated Planning & Reporting, Community Engagement, Service Delivery and Continuous improvement to ensure Council meet Local Government best practice objectives.

Professional Development Opportunities

In 2009/10, Council offered a range of professional development opportunities designed to enhance the capability of staff and deliver improved performance.

All employees can access professional development opportunities throughout various phases of their career - from aspiring through beginning, consolidation and growth, to high achieving and transitioning to other roles.

Extensive 'in-house' development programs such as 7 Habits of Highly Effective People have enhanced the capabilities and performance of individuals and teams.

In addition, staff can engage in a variety of targeted programs that build leadership, management and technical capability, whilst also ensuring we are up to date on our legislative knowledge.

Developing a Workplace Learning Culture

As part of Council's strategy in developing a workplace learning culture Council offers a number of programs to develop existing staff, as well as opening up opportunities to bring apprentices and trainees into to our organisation.

Coaching and Mentoring

Council actively supports the ongoing establishment of internal and external coaching and mentoring to support our workplace learning. Learning and Development are in the process of developing a formal program to link with our leadership initiatives.

Existing Worker Traineeship (EWT) Program

Council applies for Federal/State funding to enable current employees to obtain nationally recognised qualifications as part of the existing worker traineeship program. In 2009/10 Council had approximately 22 existing worker trainees involved in courses under this scheme.

Trainees and Apprentices

Council has approximately 20 Trainee and Apprentices that we continue to support through a number of trade, technical and professional qualification programs with the support of local New Apprenticeships Centres (NAC's) and training providers.

Education and Training Assistance Program

Council's Education Assistance Program supports the culture of a learning organisation through the provision of education and training assistance for employees completing formal studies outside work through TAFE and Universities.

Looking Ahead

Human Resources People Strategy

In 2010 the Human Resources Division have worked to develop a Human Resources People Strategy for the organisation to provide a strategic framework to help the organisation achieve their goals by working with them.

The key focus areas of the strategy include:

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

Workforce planning

The 2010 – 2014 WWCC Workforce Plan provides the strategic direction to create a sustainable workforce, as well as providing a supportive framework for the objectives and actions contained within directorate workforce plans. The focus of the plan will be on improved attraction and retention, renewal and development of the workforce, and alignment of the workforce with corporate goals and objectives.

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

The key objectives of the Workforce Plan were to identify:

- Areas of skill shortage
- Issues arising from an ageing workforce
- Gaps between current and future workforce capability
- Areas of workforce growth and shrinkage

And to develop:

- Strategies to address the gaps and mitigate risk
- A succession plan for critical positions

Awards and Recognition

Golden Crow Award - 2009

Council were recipients of the 2009 Chamber of Commerce Golden Crow Award in the category of Excellence in Staff Development. This is awarded to an organisation that is committed to involving its employees in the development of the organisation and nurturing them to bring out their full potential.

TAFE NSW Wagga Wagga Campus Award - 2010

Council were also the recipients of the TAFE NSW Riverina Campus Award for Outstanding Support to Technical and Further Education. This award is given each year to an industry or organisation that gives ongoing support to TAFE institutes.

EEO Management Plan

Council's EEO Management Plan contains a range of short, medium and long term initiatives designed to assist Wagga Wagga City Council in its efforts to address current and future challenges.

Council has increased the number of EEO Contact Officers to improve employee access. Further EEO Contact Officer training was provided by Anti-discrimination Board to ensure new and existing officers were confident in performing this role. EEO Contact Officer training is scheduled for delivery on a biennial basis as part of Council's Corporate Training Plan.

EEO principles continue to be reinforced through Council's human resource management processes and practices.

All new employees undertake an induction program which includes information and guidelines in relation to EEO and anti-discrimination within the workplace. Training is also scheduled on a cyclical basis for all staff in relation to a variety of EEO and anti-discrimination issues, including cultural awareness and bullying and harassment.

Councillor Facilities and Payment of Councillors' Expenses

Council's policy on the provision of facilities for use by Councillors and the payment of Councillors' expenses.

Legislation

This policy is made under the Local Government Act 1993 (the Act) including Sections 252 to 254A, together with clause 403 of the Local Government (General) Regulation 2005. The Act requires that the Council must adopt a policy concerning the payment of expenses incurred by, and the provision of facilities to, the Mayor, the Deputy Mayor and other Councillors.

Policy Objectives

- To provide a framework to encompass the requirements of the Act being the payment of expenses and provision of facilities to Councillors, Mayor and Deputy Mayor.
- To ensure that there is accountability and transparency in the reimbursement of expenses incurred, or to be incurred by the Mayor and to Councillors.
- To provide adequate fair and equitable facilities for the payment or reimbursement of, expenses incurred by the Mayor, Deputy Mayor and Councillors to appropriately and satisfactorily fulfil their role as responsive and responsible community representatives.
- To provide a framework for Councillors to attend conferences to represent Council and any training sessions deemed appropriate for the education of each Councillor. This could include new legislation or refresher courses as deemed necessary.

Policy Implementation Guidelines

- All Councillors, including the Mayor and Deputy Mayor are entitled to claim for reimbursement of reasonable expenses incurred in properly carrying out the duties of civic office as a Councillor.
- All expenses should be directly and wholly attributable to the performance of the duties of civic office.
- Each expense claim is to be accompanied by appropriate documentation and/or certification from the Councillor as to its validity in terms of the Act.

- The meeting of expenses and the reimbursement of claims shall be subject to prior authorisation by Council. However, in the circumstances where the time factor does not allow prior authorisation by Council, then the Mayor has delegation, to approve such expenses.
- A public record, open for scrutiny, is to be kept concerning all facilities provided to Councillors and of the total expenses reimbursed to Councillors.

Scope of Policy

This policy applies to the Mayor, Deputy Mayor and all Councillors of Wagga Wagga City Council.

Definitions

In this Policy:

ACCOMPANYING PERSON	Shall mean spouse, partner or a person with a close personal relationship to the Councillor and/or provides carer support to the Councillor
ACT	Shall mean the Local Government Act 1993 (as amended)
CONFERENCE	Shall mean any conference, seminar, congress, forum, workshop, course, meeting, deputation, information and training session, or event, related to the industry of local government and held within Australia. A conference is generally considered residential in nature, with a programme spanning more than one day
POLICY	Shall mean this policy, being the Policy – Payment of Expenses and Provision of facilities to the Mayor and Councillors
REGULATION	Shall mean the Local Government (General) Regulation 2005
OFFICIAL FUNCTION	A function where the Mayor or a Councillor is in attendance as a representative of Council
SEMINAR	See definition of conference, above
WORKSHOP, TRAINING COURSE	For the purpose of this policy, workshops and training courses span a single day and are non-residential in nature
MAYOR	Means the elected Mayor, or the Deputy Mayor acting in the position of Mayor in the Mayor's absence.

Reporting Requirements

Section 428 (2) (f) of the Act requires the Council to include in its Annual report:

- The total amount of money expended during the year on Mayoral fees and Councillor fees
- The Council's policy on the provision of facilities for use by Councillors and the payment of Councillor's expenses
- A statement as to the total amount of money expended during the year on the provision of such facilities and the payment of such expenses

Section 12 of the Act provides that the public is entitled to inspect the Council's policy concerning the payment of expenses incurred by, and the provision of facilities to, Councillors free of charge, and may obtain a copy, either free of charge or on payment of reasonable copying charges.

Other Government policy provisions related to this Policy:

- Division of Local Government Guidelines for payment of expenses and provision of facilities
- Model Code of Conduct
- Division of Local Government Circulars to Councils
- ICAC publications

Approval Arrangements

All expenses related to the exercise of Council-related business should only be incurred by Councillors in accordance with the provisions of this Policy. All approvals under this Policy shall be made by resolutions of the Council or jointly by the Mayor or Deputy Mayor and the General Manager.

No deduction from S248 and 249 fees

Unless otherwise provided, the payment of, or reimbursement of expenses and the facilities which may be provided to the Mayor, Deputy Mayor and Councillors under this policy, shall be provided without reduction of the annual fees payable to the Mayor and Councillors, as determined by the Council, under Section 248- 254A inclusive of the Act.

Private Benefit

Councillors should not generally obtain private benefit from the provision of equipment, services and facilities. However it is acknowledged that incidental use of council equipment and facilities may occur from time to time. Where substantial private use has occurred, section 252 of the Act provides for payments to be

made by Councillors to cover the level of that private use. Councillors are required to report to the General Manager any significant private use of Council facilities immediately. The amount of reimbursement to Council by the Councillor will be considered in accordance with the extent of personal use and the value of the benefit, on a case-by-case basis.

Review procedures

S 252 (1) of the Act requires that Council:

Within 5 months after the end of each year, a council must adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the Mayor, the Deputy Mayor (if there is one) and the other councillors in relation to discharging the functions of civic office

Further, S 253 requires that each year the revised policy is placed on public exhibition prior to its adoption via a resolution of Council:

- A council must give public notice of its intention to adopt or amend a policy for the payment of expenses or provision of facilities allowing at least 28 days for the making of public submissions.
- Before adopting or amending the policy, a council must consider any submissions made within the time allowed for submissions and make any appropriate changes to the draft policy or amendment.
- Despite subsections (1) and (2), a council need not give public notice of a proposed amendment to its policy for the payment of expenses or provision of facilities if a council is of the opinion that the proposed amendment is not substantial.
- Within 28 days after adopting a policy or making an amendment to a policy for which public notice is required to be given under this section, a council is to forward to the Director-General:
 - a copy of the policy or amendment together with details of all submissions received in accordance with subsection (1), and
 - a statement setting out, for each submission, a council's response to the submission and the reasons for a council's response, and
 - a copy of the notice given under subsection (1)
- A council must comply with this section when proposing to adopt a policy each year in accordance with section 252 (1) even if a council proposes to adopt a policy that is the same as its existing policy

Provision of Facilities

General Provisions

It is recognised that Councillors and the Mayor have specific needs to meet the demands of civic office. Accordingly, Council will provide facilities to Councillors, together with additional exclusive facilities for the Mayor's use, to allow all Councillors to perform their duties.

All equipment and furniture provided under this section shall always remain in the possession of the Councillor during his/her term of office, and shall remain the property of the Council and be returned to the Council in good operational order and condition upon ceasing to be an elected member of the Council.

Provision of equipment and facilities for Councillors

Council will provide the following facilities and administrative support to Councillors to assist them in the effective discharge of their civic duties. The provision of such equipment will be of a standard deemed by the General Manager as appropriate for this purpose.

The following facilities will be made available to all Councillors:

Resource Centre (Committee room)

The committee room will be available to Councillors, via appointment, during normal office hours for their use in activities associated with their role as a Councillor. Copies of the following documents are available on request from the Director, Corporate Services:

- Local Government Act, 1993 and related legislation
- Environmental Planning and Assessment Act
- Council's Code of Conduct
- Council's Code of Meeting Practice
- ICAC and Ombudsman's reports
- Copies of current consultancy reports and studies
- Wagga Wagga City Council Local Environmental Plans
- Other reports and publications as are deemed appropriate

Refreshments

Reasonable refreshments will be provided at Council and Council Committee meetings, and meetings of the Mayor or Councillors with Parliamentary representatives, visiting dignitaries and other delegations.

Stationery

Each Councillor will be provided with appropriate stationery to carry out their civic duties, including but not limited to:

- Mayoral and Councillor letterhead stationery and envelopes
- Name badges
- Business cards
- Writing pads and pens
- Paper and consumables for printers and fax machines

Corporate Dress

Each Councillor will be supplied with two Wagga Wagga City Council neckties or scarves, and upon request a corporate sports coat.

Secretarial support

Reasonable secretarial/clerical support will be provided to Councillors during normal office hours for work directly related to the duties of office.

Councillor Parking

A total of three (3) shared parking spaces will be reserved in the Civic Centre parking area exclusively for use by the Councillors. Access to these parking spaces shall be on a first come, first served basis.

Complimentary Tickets

Entrance costs and complimentary tickets will be provided, including those for an accompanying person, for official functions (where invited as Councillor) and performances in the Civic Theatre, Art Gallery or Museum.

Office Equipment

Councillors will be provided with reasonable access to the photocopier and facsimile machine in the Mayor's office during normal office hours for work directly related to the duties of office.

Facsimile machines

To facilitate communication, Councillors will be supplied with a fax machine (or printer with fax functionality) (only on request) for location or installation at their place of residence for use on Council business only, subject to the following conditions:

- The Council shall:
 - Meet the capital cost of acquisition of the equipment
 - Meet the initial cost of installation of the equipment in the residence of the Mayor or Councillor
 - Meet the cost of any maintenance/servicing of the equipment including any service call charge
 - Be responsible for the cost of all consumables, including paper, for the equipment
- The Councillor shall be responsible for the good care and proper use of such equipment and to promptly report any faults, malfunctions or needs for service/repair to the Council
- The Councillors' telephone and facsimile numbers are to be made available to the public.

Laptop Computers and peripheral equipment

Councillors will be supplied with a laptop computer set up to enable Internet access, emailing and processing of correspondence and access to Council business papers, minutes, policies and other Council records. All requisite software will be installed on that laptop computer.

Councillors will be supplied with a multi-function printer or fax machine.

Insurance expenses and obligations

The Mayor and Councillors will receive the benefit of insurance cover to the limit specified in Council's insurance policies for the following:

Personal Accident

Personal accident and sickness whilst the insured person is engaged in or on any activity directly or indirectly connected with or on behalf of the Council including whilst travelling directly to and from such activity. Personal accident insurance also provides specified benefits for lost income arising from total disablement, and partial disablement. The Policy also provides limited cover for a Councillor's accompanying partner/spouse. The cover does not include medical expenses.

Councillors' and Officers' Liability

Applies to expenses incurred by Councillors in respect of claims made against them for any alleged wrongful acts arising out of their official capacities (but excludes cover for statutory penalties (see item 3 below).

Statutory Liability

Applies to cover penalty and defence costs payable by Councillors to any regulatory authority pursuant to any Act for a (not deliberate) wrongful statutory breach, whilst acting within the scope of their duty.

Industrial Special Risk - Personal Effects on Council Premises

Councillors are covered for limited loss or damage of personal effects stored on Council's premises, subject to the terms and exclusions of the Council's Industrial Special Risks Policy and an excess to be paid by Council.

Commercial Motor Vehicles Policy – Personal Property during Travel

Councillors are provided with limited cover for personal property and private baggage, whilst travelling on authorised Council business. A number of restrictions and sub-limits apply.

General

Indemnity of each insured person(s) (Mayor/Councillors) for all costs, charges, expenses and defence costs but excluding fines and penalties incurred in relation to any prosecution (criminal or otherwise) of any insured person(s), attendance by any insured person(s) at any official investigation, examination, inquiry or other proceedings ordered or commissioned during the period of insurance by any official body or institution that is empowered to investigate the affairs of the Council by reason of any wrongful act wherever or whenever committed or allegedly committed by the insured person(s) in their capacity as insured person(s), BUT subject to any limitations or conditions set out in the policy of insurance which is, at the direction of the Council.

Provision of additional facilities for the Mayor

In addition to the facilities provided to all Councillors, Council will provide a number of specific facilities to the Mayor.

Transport

Council will provide a suitable Mayoral vehicle, fully maintained, fuelled, insured and registered by the Council, for use by the Mayor for all official, executive and social duties connected with the Office of Mayor, and private and personal use in accordance with Appendix A to this Policy.

Where the Deputy Mayor, at any time, is required to act in the Office of Mayor, their transport costs will be reimbursed through their use of their private vehicle at the appropriate kilometre rate as defined in Appendix D.

Office accommodation and secretarial/clerical support

The Mayor will be provided with a fully furnished suite within the Civic Centre which includes office and reception furnishings. Secretarial support will be provided during normal office hours, for work directly associated with the official functions and duties of the office of Mayor.

Refreshments

Office and Civic and Mayoral Reception refreshments

Mobile Telephone

The Mayor will be provided with an appropriate mobile telephone and/or communications device for use in relation to official functions and duties of the office of Mayor. A car kit will be installed in the Council provided Mayoral car, should it be required.

Car Parking

The Mayor will be provided with an exclusive car parking space within the Civic Centre.

Payment of Expenses

General Provisions

Beyond the facilities provided by Council to Councillors and the Mayor, it is expected that additional expenses will be incurred in the performance of Councillors' and the Mayor's civic duties. Accordingly, Council will provide annual allowances, together with reimbursement of approved expenses incurred in the performance of a Councillors' or Mayor's role.

No allowances or expenses other than those expressly contained in this policy are payable to the Mayor or Councillors.

Annual Fees For Mayor And Councillors

Fees payable to Councillors

The Council shall, prior to 30th June each year, set by resolution, the annual fees to be paid, monthly in arrears, to a Councillor for the following year commencing 1st July, provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal. Such payment shall be subject to Section 254A of the Regulations and any specific resolution of the Council under Section 254A.

Fees payable to the Mayor

The Council shall, prior to 30th June each year, set by resolution, the annual fee to be paid to the Mayor for the following year commencing 1st July provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal.

Fees payable to the Deputy Mayor

The Deputy Mayor shall be paid a daily pro-rata fee equivalent to the daily Mayoral fee for the periods of time when the Mayor advises that he/she is prevented by absence, illness or otherwise from acting in, or when the Mayor requests the Deputy to act in, the office of Mayor. The amount of the fee so paid to the Deputy Mayor shall be deducted from the Mayor's annual fee. This clause is applicable only where the Deputy Mayor is required to fulfil the Mayoral role for a period of three (3) days or more.

No deduction under this Policy from Fees

Unless otherwise provided, the payment of, or reimbursement of expenses and the facilities which may be provided under this Policy, shall be provided without reduction from the annual fees payable to the Mayor and Councillors, as determined by the Council, under this section.

Payment of expenses generally

Time limit for claiming expenses
Councillors are required to submit their application for reimbursement of expenses within 60 days of the date of the expense.

Reimbursement and reconciliation of expenses
Expenses will be reimbursed to Councillors only where they have been incurred in accordance with this policy.

An expense claim form must be prepared and signed by the Councillor and submitted for approval within the time limit.

Supporting documentation must accompany each expense claim and constitutes:

- Receipts for travel, accommodation, registration and other incidental costs
- Conference timetables
- Travel itineraries or booking confirmations

Completed expense claim forms are to be submitted to the General Manager through the Mayor's Executive Assistant. On approval of the expense claim, a reimbursement cheque will be processed and sent to the Councillor at their mailing address.

Payments in advance

Councillors may request payment in advance in anticipation of expenses to be incurred in attending conferences, seminars and training away from home, as well as any other service or facility covered by this policy.

Expense claim form is required, including supporting documentation, as outlined in section 3.3.2 above. The reconciliation section on the expense claim form is required to be completed to account for the advance payment and any excess to be repaid or deficit to be reimbursed. Where an excess of advance over actual expenses is recorded, cash or cheque repaying the excess advance must accompany the claim when it is submitted.

Monetary Limits

Expenses will be reimbursed based on actual expenditure. However, monetary limits have been applied which set a maximum level of expenditure which Council will reimburse for each type of expense. The monetary limits contained within this policy have been set based on information available on reasonable market rates for the provision of the relevant services. Regional considerations have also been addressed with respect to accommodation costs. These limits may be amended with any amendment to this policy and will be assessed for relevance and reasonableness on an annual basis in line with the annual policy review.

Spouse, partner and accompanying persons' expenses

Allowable expenses for accompanying persons

The Council shall meet the following costs of an accompanying person:

- Local Government conferences
Council shall meet the costs of registration and any official conference dinners of the Mayor's or Councillors' accompanying person in attending the following annual conferences:
 - Local Government Association of NSW
 - Local Government Shires Association of NSW
 - Australian Local Government Association
 - National General Assembly of Local Government

All travel expenses, additional accommodation expenses, accompanying person tours and other sundry expenses incurred by the accompanying person shall be the personal responsibility of the individual Councillor.

- Official Council Functions within local government area

Costs incurred by the Mayor or a Councillor on behalf of, or by, an accompanying person in attending official Council functions of a formal and ceremonial nature within the Wagga Wagga local government area, such as Australia Day awards ceremonies, citizenship ceremonies, civic receptions, Mayoral receptions and charitable functions formally supported by the Council.

Disallowed expenses for accompanying persons

Council will not meet expenses associated with the attendance of an accompanying person at:

- Attendance at any conference or event not noted in section 3.5.1 above
- Any event or function outside the Council area, including interstate and overseas (with the exception of attendance at annual conferences of those bodies noted above)

Specific Expenses for Mayor and Councillors

Seminars, Conferences, Workshops and Training Courses

For the purpose of this policy, a seminar or conference is considered to be of a residential nature, with a programme spanning more than one day. Workshops and training courses generally span a single day and are non-residential in nature.

Councillors are encouraged to attend training sessions and workshops offered by Council for the development

of skills and the provision of information relevant to the role of Councillor. A detailed training plan is prepared each calendar year in accordance with POL 113: Councillor Training and Development policy and Councillors have the responsibility under that policy for making themselves available to attend such training sessions and workshops.

All costs associated with training, together with any associated travel, accommodation and reasonable incidental expenses, will be covered by Council in the first instance or reimbursed to the Councillor.

Attendance at Seminars and Conferences

Nomination and authorisation of attendance

The Mayor and Councillors will be nominated and authorised to attend conferences by:

- The Council, through resolution duly passed in open session at a Council Meeting
- The Mayor or Deputy Mayor and General Manager jointly, acting within any delegated authority during Council recess
- The Mayor or Deputy Mayor and General Manager jointly, where such conference is for one day or less or does not involve an overnight stay
- Where there is insufficient time for consideration by the full Council, the Mayor or Deputy Mayor and General Manager jointly

Applicable Conferences

The conferences to which this Policy applies shall generally be confined to:
Annual conferences and special one-off conferences called or sponsored by any of the following Associations:

- Local Government Association of NSW
- Local Government Shires Association of NSW
- Local Government Womens' Association
- Australian Local Government Association
- National General Assembly of Local Government
 - Annual conferences of the major Professions in Local Government
 - Australian Sister Cities Conference
 - Regional Organisation of Councils Conferences
 - Conferences, which further training and development efforts of the Council and of Councillors, or which relate to or impact upon the Council's functions
 - Conferences or meetings of organisations or bodies to which a Councillor has been elected, or appointed as a delegate or member of the Council, or the LGA, LGSA, LGWA, or ALGA

Expression of Council's viewpoint at Conferences

Where a viewpoint of Council may be sought at a Conference, the conduct of Delegates representing Council shall be governed as follows:

- Where possible, Delegates should express only Council's viewpoint when representing Council
- Where Council has not determined a viewpoint on any issue being raised at a Conference, or new information is provided, then the Delegate shall represent the best interests of Council

Registration, travel and accommodation bookings

Where a delegate has been authorised to attend a conference, it is the delegate's responsibility to confirm that registration, travel and accommodation bookings are made to attend that conference.

- Registration, travel and accommodation bookings for conferences and workshops will be coordinated through Council's Support Services Division
- Delegates must, within 3 business days of the Council resolution authorising them as a delegate, contact Council to arrange for the relevant bookings to be made. Any special requirements which the delegate may have in relation to the conference, travel or accommodation are to be advised to Council at this time
- The confirmation of relevant bookings, once made, is the responsibility of the delegate
- Where payment is required upfront, delegates must provide to Council's Support Services Division a form of payment to meet those upfront costs:
 - (a) an approved expense advance authorised by the Mayor and General Manager, or
 - (b) valid credit card or bank details

Conference Costs

The Council shall pay or reimburse the Mayor or a Councillor:

- **Registration:** All normal registration costs, including costs relating to official luncheons, dinners and tours/inspections which are relevant to the interests of the Council.
- **Accommodation:** Reasonable accommodation costs (with limits as defined in Appendix D) including the night before and/or after the conference where that is necessary due to travel and/or conference timetables.
- **Travel:** All reasonable travel costs (with limits as defined in Appendix D) to and from the conference location and venue in accordance with the requirements for travel as outlined in section 3.6.5 of this policy
- **Out of Pocket Expenses:** Reasonable

out-of-pocket expenses (with limits as defined in Appendix D) associated with attendance at a conference upon presentation of a claim and receipts for the following:

- (a) any hotel/motel charges associated with the Conference, other than accommodation
- (b) all telephone or facsimile calls or internet charges related to Council business
- (c) reasonable lunches, dinners and other meals incurred whilst travelling to or from the Conference and other meals occurring during the Conference but not included in the conference registration fee
- (d) incidental expenses, e.g. parking, motorway or bridge tolls, laundry and refreshments
- (e) any optional activity in a conference program, but excluding any pre or post conference activities

Report to Council

Attendance at any conference, seminar, training course or workshop shall be the subject of a report to Council outlining the major issues raised at the event and its relevance to the Wagga Wagga City Council with recommendations for further areas of investigation. Where a group of Councillors attend the same event, the report to Council may be submitted by the group, but must be signed by all Councillors.

The delegate(s) must submit this report to Council within one calendar month of the conference.

The report to Council should be in writing and include the following sections:

- (a) The purpose / subject matter of the conference, including the reason for the attendance of the delegate
- (b) The agenda of the conference
- (c) Any items of interest to Council discussed at the conference
- (d) Recommendations for further areas of action or investigation

A report template is provided in Appendix C of this document.

The written report should be provided to the General Manager no later than two full weeks prior to the relevant Standing Committee Meeting at which the report will be presented.

Attendance at dinners and other non-Council functions

Where functions are held by key community groups, politicians and businesses which are of direct relevance to Council's interest, Council will meet the cost of Councillors' attendance at these functions. The extent of the reimbursement in this section is limited to the cost of the function only.

Attendance at Workshops and Training Courses

As per clause 78(6) of the Code of Meeting Practice, all councillors are entitled to attend workshops and training courses, however there is no obligation on any councillor to attend.

Seven (7) days' notice of any workshop must be given to Councillors, in writing (electronic notification is also appropriate).

Costs associated with the attendance of a councillor at workshop or training courses may be claimed by the Councillor provided that the workshop or course is specifically related to the Councillor's civic functions and responsibilities.

Travel**General provisions**

Travel outside the Local Government Area is generally restricted to Councillors' attendance at approved conferences as delegates authorised by the Council. All travel by Councillors should be undertaken by utilising the most appropriate direct route and the most practicable and economical mode of transport subject to any personal and medical considerations.

Where travel is by motor vehicle the utilisation of an acceptable Council vehicle should be preferred. In order to minimise Council's transportation costs, Councillors travelling to the same destination should travel together.

If appropriate and acceptable to the Councillors concerned, Councillors using a Council vehicle should consider travelling to the same destination by travelling together in the one vehicle.

Hire cars, taxi fares and parking costs that are reasonably required in attending conferences may also be claimed as travel expenses.

Use of private motor vehicles

A Councillor's registered and insured private vehicle may be used for official travel but the Mayor and the General Manager must jointly approve such usage prior to the journey. Where a private vehicle is used following the granting of the appropriate approval the Mayor or the Councillor may claim the kilometre allowance as defined at the time Appendix D.

Travel costs in a Councillors' private vehicle, with approval, will only be reimbursed at the designated rate for the distance of the most appropriate direct route between the Councillors' place of residence in Wagga Wagga and the venue of the conference. The Council will not reimburse travelling to any other destination on the journey unless such is undertaken for authorised Council businesses.

- **Conferences:** When attending, as an authorised Council delegate, any conference as defined in this policy held outside the Wagga Wagga local government area, the Mayor or a Councillor may claim a per kilometre allowance (as defined in Appendix D) for approved use of a private motor vehicle, subject to the prior approval of such usage by the Mayor and General Manager.
- **Other travel:** When attending official engagements and functions where the Councillor has been authorised by the Council to do so, or is deputising for the Mayor, as an authorised Council delegate, at any conference as defined in this policy held outside the Wagga Wagga local government area, a Councillor may claim a per kilometre allowance (as defined in Appendix D) for approved use of a private motor vehicle, subject to the prior approval of such usage by the Mayor and General Manager.

Local travel arrangements and expenses

Councillors may claim expenses associated with reasonable travel expenses for travel relating to defined Council business within the local government area. A number of transport arrangements are available to Councillors:

- **Council Vehicle:** A suitable vehicle or vehicles will be provided by the Council for use on official duties connected with the office of Councillor
- **Private Vehicle:** As defined in section 3.6.5.2 above.
- **Cabcharge:** If approved jointly by the Mayor and General Manager, a Councillor may be issued with a cab charge card for use when on Council business, provided that at least one of the following conditions apply:
 - when a Council vehicle is not reasonably available to provide such transport
 - the provision of a vehicle would not be economical in the circumstances
 - the councillor does not own a registered vehicle
 - the Councillor is not a licensed driver

Travel outside the LGA including interstate travel

Prior approval for travel outside the LGA must be granted to obtain a reimbursement of expenses. The application must be made to the General Manager and should include full details of the travel, including itinerary, costs and reasons for the travel.

Approval for travel outside the LGA for expense reimbursement must be granted prior to the travel and shall be given jointly by the Mayor or Deputy Mayor and the General Manager.

Overseas travel

Overseas travel should generally be avoided unless direct and tangible benefits can be demonstrated for Wagga Wagga City Council and the local community.

Detailed proposals for overseas travel should be developed and included in Council business papers. These proposals shall include nomination of the Councillors undertaking the trip, the purpose of the trip and expected benefits. The duration, itinerary and approximate total costs of each proposed visit should also be provided.

Overseas travel must be approved by a meeting of the full Council prior to a Councillor undertaking the trip. Travel must be approved on an individual trip basis.

After returning from overseas, Councillors will provide a detailed written report to Council on the aspects of the trip relevant to Council business and/or the local community. Councillors are also required to report back on their overseas travel to a full meeting of Council.

Telephone call costs and related expenses

Council will reimburse reasonable telephone call, facsimile and internet access costs (as defined in Appendix D) associated with the execution of Councillors' civic duties. Expense claims for reimbursement are to be accompanied by an itemised bill, with usage relating to Council business highlighted.

Incidental expenses

Reasonable incidental expenses (with limits as defined in Appendix D) associated with attendance at conferences, seminars or training courses may be reimbursed upon presentation of a claim form and appropriate receipts.

Care and other related expenses

Council will reimburse a Councillor's costs to cover engagement of a babysitter or carer where required to allow the Councillor to attend any Council, Standing Committee, Advisory Committee Meeting or a Council workshop (as defined in the Code of Meeting Practice). Expense claims for reimbursement are to be accompanied by an itemised receipt.

Legal assistance for Mayor and Councillors

Legal assistance granted for enquiries by various bodies Subject to conditions shown in section 3.6.9.2 below, legal assistance will be provided to the Mayor and Councillors in the event of an enquiry, investigation or hearing, into the conduct of a Councillor by:

- the Independent Commission Against Corruption
- the Office of the Ombudsman
- Division of Local Government
- the Police
- the Director of Public Prosecutions; or
- the Local Government Pecuniary Interest Tribunal

Legal assistance will be provided to the Mayor and Councillors in respect of legal proceedings being taken against them, arising out of or in connection with the Mayor and Councillor's performance of their civic duties or exercise of their functions as a Mayor or Councillor.

Council, by resolution, may reimburse the Mayor and such Councillor, after the conclusion of the enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or proceeding, on a solicitor/client basis.

Conditions for provision of legal assistance

Legal assistance and reimbursement as specified above will only be provided upon resolution of the Council and subject to the following conditions:

- the amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Mayor or Councillor on any basis
- the enquiry, investigation, hearing or proceeding results in a finding substantially in favour of the Mayor or Councillor
- the amount of such reimbursement is limited to the equivalent of the fees being charged by Council's Solicitors

Additional Mayoral Expenses

In addition to those expenses outlined above and to the annual allowance paid to the Mayor, the following expenses will be met by the Council having regard to the responsibilities and duties of the Mayor:

- Home telephone costs and rental

Other Matters**Acquisition and return of facilities and equipment by Councillors**

All equipment provided to Councillors under this policy shall remain the property of the Council and be returned in good condition to the Council upon the Mayor or Councillor ceasing to hold civic office.

Terms And Conditions For Use Of Mayoral Vehicle

A vehicle is made available for use by the Mayor:

- To attend any function, activity or engagement whether associated with local government or not, both within and outside the Wagga Wagga City Council area, at any time and on any day, in the official capacity of Mayor
- At any time or day to attend any meetings, inspections, sites or appointments within Wagga Wagga LGA as Mayor, with residents, ratepayers or people associated with Council business
- For full personal or private use

1. Restrictions on Use of Vehicle

The following restrictions shall apply to the use of the Mayoral vehicle:

- The vehicle shall only be driven by a properly licensed person, being:
 - The Mayor or Acting Mayor
 - A Council employee, or
 - A Councillor of Wagga Wagga City Council, with the Mayor's consent
 - a member of the Mayor's immediate family (eg. mother/father/son/daughter/brother/sister, partner/spouse)
 - a nominated person, so long as the Mayor or Acting Mayor is a passenger
- The Mayor shall not use, or allow the vehicle to be used, to compete in any car rally or competition.
- The vehicle is not to be used for any trading undertaking or for any activity where remuneration is received which is not directly related to Council business or activities of the office of Mayor.

2. Conditions of Use of Mayoral Vehicle

The following conditions apply to the use of the Mayoral vehicle:

- The Mayor, if he/she intends to drive the vehicle, must show evidence of a current New South Wales driver's licence of an appropriate class, or equivalent, and be the holder of a licence for the duration of their use of the vehicle. If the Mayor loses his/her licence or is suspended from driving, they must immediately
 - forfeit use of or access to the Mayoral vehicle, or
 - provide evidence of a properly licensed person who will be the driver of the vehicle whenever used by the Mayor during such period
- Whenever the Mayor has the control of the vehicle, the Mayor must ensure that it is driven only by a responsible properly licensed person as above.

- If the Mayor drives, or allows another person to drive the vehicle without a current driver's licence, or whilst disqualified, the Council may withdraw the vehicle from access by the Mayor.
- All traffic fines and penalties incurred by the Mayoral vehicle will be paid by the driver. The Mayor must keep a record of any drivers of the vehicle, other than the Mayor, whom the Mayor permits to drive the vehicle.
- If the Mayor or a properly licensed person, by their action, negates any motor vehicle insurance, that person will be responsible for the payment of costs as a consequence thereof.
- The Mayor always remains responsible for ensuring proper and adequate care and usage of the vehicle at all times including:
 - day to day routine maintenance (eg. fuel, oil, battery, radiator, tyre pressures etc) is carried out at regular intervals
 - garaging off-street and under cover wherever possible
 - the vehicle is to be kept in a clean condition, by making it available to Council staff weekly for this purpose
 - all maintenance/repair issues are reported to Council without delay
 - any accident or damage to the vehicle is immediately reported using the appropriate Accident Report Form
- If the Mayor or a properly licensed person, whilst driving the vehicle, is convicted of drink-driving or an offence leading to licence suspension or loss in association with an accident involving the Mayoral vehicle, the Mayor will be required to pay the cost of associated repairs in the event that Council's insurers disclaim responsibilities on the grounds of such conviction, suspension or loss.

Details of Overseas Visits

There were no overseas visits undertaken during 2009/2010.

Executive Team Remuneration Packages

There were five Senior Staff and two General Managers employed during 2009/10. Senior management remuneration packages are on a total employment cost basis and inclusive of a Council-owned motor vehicle, superannuation and salary.

The remuneration packages (including salary, motor vehicle and superannuation) for senior staff positions held in 2009/10 were:

POSITION	PERIOD FROM 1ST JULY 2009	PERIOD TO 30 JUNE 2010	TOTAL ANNUAL REMUNERATION PACKAGE
General Manager	01/07/2009	31/10/2010	\$251,125
General Manager	15/02/2010	30/06/2010	\$258,618
Director Corporate Services	01/07/2009	30/06/2010	\$942,645
Director Infrastructure Services	13/07/2009	30/06/2010	
Director Environment and Community Services	01/07/2009	30/06/2010	
Director Planning	01/07/2009	30/06/2010	
Director Commercial and Economic Development	01/07/2009	30/06/2010	



We are the “City of *Good Sports*”
in our activities and attitudes



Diverse City

Accessing Information

Section 12 of the Local Government Act was repealed on 30 June 2010 and replaced by the new Government Information (Public Access) Act 2009.

Freedom of Information (FOI)

The Freedom of Information Act was repealed on 30 June 2010 and replaced by the new Government Information (Public Access) Act 2009.

Government Information (Public Access) Act (GIPAA)

This new Act (which commenced 1 July 2010) introduces the requirement for Council to be proactive in releasing its information and encourages release via Council's website for most types of Council information.

A significant amount of Council's information is deemed "Open Access" and in most cases this will be published on Council's website at www.wagga.nsw.gov.au. Council also has a Publication Guide on its website which provides information about all Open Access information held by Council, and how the public can access it.

Members of the public seeking access to Council information can do so by contacting Council on 1300 292 442, or by attending Council's Customer Service Centre at the corner of Baylis and Morrow Streets, Wagga Wagga.

There is no fee to obtain Open Access information, however photocopying charges apply as detailed in Council's schedule of fees and charges.

Some requests for access to information require a written application on Council's "Formal Access Application" form, accompanied by the application fee of \$30 (GST exempt). This fee includes 1 hour of processing time. Processing time in excess of 1 hour is charged at \$30/hour (GST exempt). Processing time is the time taken to locate the information, determine the application and undertake any required consultation and photocopying.

If an applicant is not satisfied with Council's determination of a Formal Access Application, the applicant may request an internal review by the Council within 20 working days of receiving the determination. The review is considered by a Council officer who was not involved in the original determination. The fee for an internal review is \$40 (GST exempt). The applicant may also consider an appeal to the Tribunal or complaint to the Office of the Information Commissioner.

A 50% reduction in processing charges will be granted to:

- holders of a Pensioner Concession Card or Health Care Card

- those with incomes less than the maximum weekly income allowable under the Commonwealth Social Security Act
- holders of a War Widow Concession card
- Non-profit organisations able to demonstrate financial hardship
- An application where the information is deemed by Council to be of special interest to the public

Where the applicant believes that any information received under GIPAA is incorrect, the applicant can request Council amend its records in accordance with the Privacy & Personal Information Protection Act (PPIPA). An Amendment Request Form or written letter should be submitted by the applicant. If an applicant has any information to support such request this should be included with the application.

There is no fee for amendment of records. Where there is significant correction of your personal records and the mistakes were not your fault, all fees and charges paid for the original application will be fully refunded.

If Council does not agree with your request to amend your records it will provide you with the reasons for such refusal. If Council does refuse your request for amendment you can ask Council to attach a note to the records outlining your requested corrections - Council will abide by this request.

Information regarding Freedom of Information requests for the year 2009/10 compared to 2008/2009 is summarised below:

APPLICATIONS	2008/2009	2009/2010
Applications received during the year	18	19
Applications; granted in full	4	12
granted in part	11	4
Refused	2	1
Carry overs granted	2	1
Carry overs refused	1	0
Applications completed within the year	20	20
Applications in progress at year end	1	3
Applications carried forward to be completed in following year	1	3

Privacy

The Privacy and Personal Information Protection Act 1998 (the Privacy Act) introduced a set of privacy standards for the public sector in NSW. These standards direct the way public sector agencies (of which Council is one) deal with personal information.

The Council in July, 2000 adopted a Privacy Management Plan and the Privacy Code of Practice for Local Government which was approved by the Attorney General and made by Order published in the Government Gazette on 30 June, 2000.

Under the Act, personal information is any information that relates to an identifiable person. This covers not only data storage such as paper files, but also such things as genetic material, electronic records, video recordings, photographs and biometric information such as fingerprints. The person does not have to be clearly identified by the information. It is only necessary that identity "can reasonably be ascertained from the information".

From 1 July, 2000, Council was required to meet these privacy standards by applying the Information Protection Principles (IPPs) outlined in the Privacy Act to all the personal information held by the Council. The Council adopted a Privacy Management Plan which explains how the Council complies with the Act and establishes procedures to deal with requests and complaints about the Council's dealings with personal information.

The 12 IPPs deal with the collection, storage, access, use and disclosure of personal information. They are designed to reduce the risk of misuse of personal information. They also allow individuals a reasonable degree of control over what happens to their personal information.

The Access provisions of the IPPs give people the right to find out what personal information Council holds about them and then the right to access, amend and/or add a notation to the personal information to ensure that it is relevant, up to date, complete and not misleading.

The Privacy Code of Practice for Local Government has the effect of modifying the application of Part 6 of the Privacy and Personal Information Protection Act 1998 (the "public register" provisions) and the application of the 12 Information Protection Principles as they apply to local government.

The Disclosure provisions of the Information Protection Principles allow Council to disclose personal information only for a purpose directly related to the purpose for which it was collected or where disclosure is necessary to lessen a threat to someone's life or health.

Council cannot disclose personal information about a person's ethnic or racial origin, political opinions, religious or philosophical beliefs, trade union membership, health or sexual activities, unless disclosure is necessary to lessen a threat to someone's life or health.

Exemptions provided in the Act mean that in certain circumstances Council does not have to comply with one or more of the Information Protection Principles. The Local Government Privacy Code of Practice sets out Council's exemptions from the Act which includes an exemption to personal information contained in Public Registers.

The Council must comply with any Privacy Code of Practice that applies to it.

Application for Access for Amendment of, or Notation to, personal information held by Council: People wanting to access, amend or to add a notation to their personal information should fill out Council's Document / Personal Information Access Request form. These forms can be obtained from Council's Privacy Officer or from the Customer Service Section. A fee of \$33 (GST inclusive) is payable.

Application for personal information from a Public Register: The Local Government Privacy Code of Practice allows people to access personal information about another person which is contained in a Public Register as long as it is to be used for a purpose directly related to the one for which it was collected. If the personal information is not contained in a Public Register, the personal information should be applied for under either S.12 of the Local Government Act or under FOI. This requires Council to consult with the person to whom the personal information relates for permission to disclose the information.

A Single Entry Enquiry (1 to 9 records from a Public Register) can be made and personal information will be disclosed in accordance with the Privacy Code of Practice, provided the information is to be used for a purpose directly related to the one for which the information was collected.

A Multiple Entry Enquiry (10 records or over from a Public Register) must be made in writing stating the purpose for which the personal information is to be used. A \$33 (GST inclusive) fee is payable for collating this information. The personal information will be disclosed if it is to be used for a purpose directly related to the one for which the information was collected.

An Annual Enquiry Fee of \$720 (GST inclusive) is payable for the whole Rates Record. Applications must be in writing and supported by a Statutory Declaration that the information will only be used for a purpose directly related to the one for which the information was collected.

Privacy complaint and review: The Council can only deal with privacy issues that relate to its own conduct. If a person is not satisfied with the way the Council has dealt, is dealing or intends to deal with their personal information then that individual has the option of lodging a complaint. If a complaint is made about a breach of the Information Protection Principles or Privacy Code of Practice the Council must conduct a formal review of the conduct complained about.

A complaint must be lodged in writing using a Complaint or Request for Review form and must be made within 6 months of the time a person first became aware of the conduct complained about. The Council must notify the NSW Privacy Commissioner about the review, its progress and its outcome.

Privacy complaints about the Council can also be made directly to the NSW Privacy Commissioner, who, in consultation with the complainant, could direct the complaint elsewhere for investigation.

After a review: If a person is not satisfied with the outcome of a review they can appeal to the NSW Administrative Decisions Tribunal which has the power to make any orders it deems necessary, including the award of damages to the person making the complaint.

All applications under either Section 12 of the Local Government Act, the Freedom of Information Act or the Privacy and Personal Information Protection Act should be addressed to:

Wagga Wagga City Council
P.O. Box 20
WAGGA WAGGA NSW 2650

Preliminary telephone enquiries may be directed to the Information Access Officer by telephoning 1300 292 442, by faxing (02) 6926 9159 or by email at council@wagga.nsw.gov.au

Competitive Neutrality

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & Costing for Council Businesses A Guide to Competitive Neutrality" issued by the Division of Local Government in July 1997 has also been adopted.

Council's complaint management policy provides for management of competitive neutrality complaints. Council has not received any competitive neutrality complaints in 2009/10.

Business Activities

Category 1 business activities

(where gross operating turnover is over \$2 million)

- a. Sewerage Operations
- b. Livestock Marketing Centre

Category 2 business activities

(where gross operating is less than \$2 million)

- a. Wagga Wagga City Airport Facility

A financial summary of operations is included in the Special Purpose Financial Reports.

The Division of Local Government's July 1997 'Pricing & Costing Guidelines for Council Businesses: A Guide to Competitive Neutrality' outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

The Department of Energy, Utilities & Sustainability's May 2004 guidelines 'Best Practice Management of Water Supply and Sewerage' include specific requirements relating to the calculation and payment of dividends by water supply and sewerage business units.

Councils Financial Statements for the year ended 30 June 2010 for each of the declared Business Activities are displayed in the Special Purpose Financial Reports in the separate Audited Financial Statements document.

Section 67 Resolutions

There were no resolutions made under section 67 concerning work carried out on private land during 2009/10.

Joint Ventures

Riverina Regional Library

Council participates in cooperative arrangements with eight other Councils (Coolamon, Cootamundra, Greater Hume, Gundagai, Junee, Lockhart, Temora and Tumut) for the provision of services and facilities through the Riverina Regional Library Service. The headquarters of the service are located at Wagga Wagga City Council.

Riverina Eastern Organisation of Councils (REROC)

REROC is 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, and acts an advisory body that develops regional strategies and initiatives of benefit to member councils. Members of the body are the councils of Bland Shire, Coolamon, Cootamundra, Corowa, Greater Hume, Gundagai, Junee, Lockhart, Temora, Urana Shire, Wagga Wagga City and Goldenfields Water County Council and Riverina Water.

Statewide Mutual Insurance Scheme

Wagga Wagga City Council is a member of this scheme.

Statecover Mutual Ltd

Wagga Wagga City Council is a member of this worker's compensation mutual scheme.

Section 356 Contributions

BENEFICIARY	PURPOSE	AMOUNT
Australian Breastfeeding Association	Financial Assistance Grant	\$700
Behind the Curtain Theatre Company	Arts and Cultural Grant	\$2,000
Blue Wren Stitchers	Arts and Cultural Grant	\$1,393
Book Book Hall Committee	Rural Halls Grant	\$4,742
Booranga Writers Centre	Arts and Cultural Grant	\$2,820
Burrundana Recreational Reserve & Public Hall Trust	Neighbourhood/Rural Village Grant	\$3,809
Classic Motoring Club Wagga Wagga Inc	Event Promotion Grant	\$1,239
Collingullie Ashmont Kapooka Football/Netball Club	Sporting and Cultural Facilities Grant	\$2,000
Connemara Pony Breeders Society	Event Promotion Grant	\$500
Currawarna Community Centre	Rural Halls Grant	\$5,258
Dan Atkinson Memorial Golf Day	Community Development Grant	\$2,000
DG & JA Read	Local Heritage Grant	\$6,000
Divisional Therapy Association of Wagga Wagga	Community Development Grant	\$1,550
Docker St Drill Hall Centenary Committee	Event Promotion Grant	\$500
Domestic Violence Liaison Committee	Community Development Grant	\$2,821
Eastenders of GCMCC	Event Promotion Grant	\$2,000
Estella Progress Association	Neighbourhood/Rural Village Grant	\$1,500
Friends of the Wagga Wagga Botanical Gardens	Event Promotion Grant	\$500
Galore Hall Committee	Rural Halls Grant	\$10,000
Gearstick Theatre	Arts and Cultural Grant	\$3,000
Girl in the Red Light	Arts and Cultural Grant	\$3,000
Greater Hume Shire Council	Bushfire Relief Donation	\$2,500
Hampden Bridge Childcare Centre	Community Development Grant	\$2,400
Hill Street Singers	Arts and Cultural Grant	\$1,000
Humula Public School	Neighbourhood/Rural Village Grant	\$1,457

Section 356 Contributions

BENEFICIARY	PURPOSE	AMOUNT
J & B O'Leary	Local Heritage Grant	\$1,500.00
J Powell	Local Heritage Grant	\$454.55
Justy Phillips	Arts and Cultural Grant	\$500.00
Koorringal Casual Childcare	Family Day Care Subsidy	\$4,656.15
Kurrajong Early Intervention	Fee Donation - Ashmont Oval	\$61.00
Kurrajong Waratah	Fee Donation - Music Bowl	\$3,172.24
L Powling	Local Heritage Grant	\$3,000.00
Lake to Lagoon Fun Run Committee	Fee Donation - Civic Theatre	\$343.00
Lake to Lagoon Fun Run Committee	Event Promotion Grant	\$1,000.00
M & C Power	Local Heritage Grant	\$2,800.00
Movies by Moonlight	Event Promotion Grant	\$500.00
MTB Wagga Inc	Event Promotion Grant	\$2,000.00
MTB Wagga Inc	Sporting and Cultural Facilities Grant	\$4,000.00
Multicultural Council of Wagga Wagga	Community Development Grant	\$3,000.00
Next in Line Productions	Arts and Cultural Grant	\$2,300.00
North Sydney Youth Orchestra	Fee Donation - Civic Theatre	\$1,847.00
North Wagga Australian Football Club	Sporting and Cultural Facilities Grant	\$4,000.00
Possums Playground	Financial Assistance Grant	\$700.00
Possums Playground	Family Day Care Subsidy	\$9,090.91
Probus Club of Wagga Wagga Inc	Financial Assistance Grant	\$350.00
Riverina Community College	Arts and Cultural Grant	\$2,200.00
Riverina Conservatorium of Music	Annual Sponsorship	\$8,727.28
Riverina Geocaching Committee	Event Promotion Grant	\$1,000.00
Riverina Institute of TAFE	TAFE Scholarship	\$10,000.00
Riverina New Century Lions	Sporting and Cultural Facilities Grant	\$1,000.00
Riverina Summer School for Strings	Annual Sponsorship	\$2,500.00
Riverina Woodworkers Club	Event Promotion Grant	\$1,000.00
Riverina Woodworkers Club	Sporting and Cultural Facilities Grant	\$2,000.00
Shaw Street Children's Centre	Family Day Care Subsidy	\$9,166.63
South East Asia Multicultural Group	Community Development Grant	\$1,500.00
South Wagga Tennis Club	Sporting and Cultural Facilities Grant	\$1,500.00
St Aidans South Wagga Wagga Presbyterian Church	Community Development Grant	\$3,000.00
St Johns Activity Group	Community Development Grant	\$2,110.00
St Vincent De Paul Society Youth Services	Community Development Grant	\$3,000.00
Sunflower House	Financial Assistance Grant	\$400.00
Tarcutta Branch CWA	Neighbourhood/Rural Village Grant	\$3,000.00
TAFE NSW	Community Development Grant	\$3,000.00
TAFE NSW	Neighbourhood/Rural Village Grant	\$3,000.00
Tarcutta Mens Shed	Neighbourhood/Rural Village Grant	\$2,727.27
Tarcutta Progress Association	Neighbourhood/Rural Village Grant	\$2,000.00
Telstra Child Flight	Fee Donation - Bolton Park	\$122.00
The Leisure Company	Community Development Grant	\$1,650.00
Tumba Rail	Rates Donation	\$836.00
Tumut Shire Council	Bushfire Relief Donation	\$2,500.00
Turvey Park Girl Guides Support Group	Sporting and Cultural Facilities Grant	\$7,500.00

Section 356 Contributions

BENEFICIARY	PURPOSE	AMOUNT
Uranquinty Progress Association	Financial Assistance Grant	\$1,000.00
Vietnam Veterans Association	Fee Donation - Traffic Management	\$5,115.39
Wagga City Council Social Club	Contribution towards Parkes Touch Carnival	\$1,000.00
Wagga City Rugby Club Male Choir	Arts and Cultural Grant	\$1,500.00
Wagga Historic Engine Club	Event Promotion Grant	\$1,000.00
Wagga Junior Rugby League	Sporting and Cultural Facilities Grant	\$3,636.36
Wagga Show Society	Rates Donation	\$8,310.00
Wagga Wagga Antiques Society	Arts and Cultural Grant	\$1,500.00
Wagga Wagga Art Society	Community Development Grant	\$2,181.82
Wagga Wagga Art Society	Arts and Cultural Grant	\$1,500.00
Wagga Wagga Country Music Club Inc	Event Promotion Grant	\$500.00
Wagga Wagga Croquet Club	Event Promotion Grant	\$50.00
Wagga Wagga Cycle Club	Event Promotion Grant	\$500.00
Wagga Wagga Eisteddfod Society	Annual Sponsorship	\$2,727.27
Wagga Wagga Gold Cup	Event Promotion Grant	\$1,000.00
Wagga Wagga Lions Club	Event Promotion Grant	\$1,500.00
Wagga Wagga Model Aero Club	Event Promotion Grant	\$1,500.00
Wagga Wagga Patchwork and Quilters	Financial Assistance Grant	\$700.00
Wagga Wagga Riverina Lapidary Club Inc	Arts and Cultural Grant	\$2,250.00
Wagga Wagga Road Runners	Community Development Grant	\$2,500.00
Wagga Wagga Road Runners	Event Promotion Grant	\$2,000.00
Wagga Wagga Rod and Custom Club Inc	Event Promotion Grant	\$1,500.00
Wagga Wagga School of Arts	Annual Sponsorship	\$2,500.00
Wagga Wagga Tennis Association	Sporting and Cultural Facilities Grant	\$4,000.00
Wagga Wagga Uniting Church	Community Development Grant	\$3,000.00
Wagga Wagga Veterans Week of Golf	Event Promotion Grant	\$300.00
Wagga Wilderness Walkers Inc	Financial Assistance Grant	\$649.00
Wagga Women's Bowling Club	Financial Assistance Grant	\$440.00
Wagga Women's Bowling Club	Rates Donation	\$3,118.00
Waggas Life FM	Financial Assistance Grant	\$700.00
William Pincott	Neighbourhood/Rural Village Grant	\$2,662.00
Young Achievement Australia	Wagga Business Sponsorship	\$500.00
TOTAL		\$246,742.87

Special Rate Variation

In June 2007 Wagga Wagga City Council was successful in applying for a Special Rate Variation in order to meet the challenge of providing continued levels of services, facilities and infrastructure across Council from a revenue base that was failing to keep up with increasing costs.

The approval as granted by the Minister of Local Government at the time, allowed Council to increase its ordinary rates for the period beginning 2007/2008 through to 2011/2012 for the following amounts above rate pegging:

- 2007/08 5.63% above that for 2006/07
- 2008/09 9.25% above that for 2007/08
- 2009/10 9.25% above that for 2008/09
- 2010/11 4.18% above that for 2009/10
- 2011/12 4.18% above that for 2010/11

The impetus and the issues supporting the Special Rate Variation may be summarised as follows:

A demonstrated community desire to improve the service standard on Council infrastructure and community facilities and to improve the overall "liveability of the City".

Council had undertaken a comprehensive review of all existing services and programs which found that the level of service provided in many instances did not meet community expectations. In particular the budget provisions for the maintenance of roads, public buildings and parks and sport grounds were found to be insufficient to maintain this existing and vital infrastructure at a satisfactory standard.

The benefits of the Special Rates Variation are clearly visible through out the City and Rural areas with significant improvements to services, facilities and infrastructure.

In 2009/10 the Special Rate Variation generated \$2,942,707 with \$574,602 carried over from 2008/09 of which \$1,461,234 was applied to infrastructure maintenance and \$1,549,219 to capital infrastructure projects.

INFRASTRUCTURE MAINTENANCE PROJECTS	AMOUNT (\$)
Building Maintenance	157,338
City Entrances	6,554
Drainage	51,264
Flood Mitigation	421
Footpath Maintenance	146,676
Information Technology Services & Upgrades	55,260
Recreation & Cultural Projects	328,848
Roads	437,050
Town Planning Studies	113,908
Tourism	54,636
Street Maintenance	109,274
TOTAL INFRASTRUCTURE MAINTENANCE SRV PROJECTS	\$1,461,234
CAPITAL PROJECTS	AMOUNT (\$)
Drainage	133,112
Flood Mitigation	32,781
Footpaths	103,969
Recreation & Cultural Projects	418,102
Roads	861,251
TOTAL CAPITAL INFRASTRUCTURE SRV PROJECTS	\$1,549,218

Special Rate Variation

ACTUAL SRV BUDGET & EXPENDITURE 2009/10			
Project	09/10 Budget	09/10 Expenditure	Carry Over 10/11
Councillors' Home Office Setup	16,391	16,391	0
Lake Albert Maintenance	81,526	81,526	0
Parks/Open Space Maintenance	106,000	106,000	0
Tourism Marketing	24,636	24,636	0
Human Resources Consultancies	22,000	22,000	0
Website Development	61,135	38,869	22,266
Strategic Planning Various Studies	40,584	40,584	0
Reseal Sub Arterial Roads	65,000	65,000	0
Lawn Cemetery Reseal Roads and Carparks	2,545	2,545	0
Natural Resources Energy Plan	51,324	51,324	0
Fire Trail Maintenance	10,925	10,925	0
Building Maintenance	157,339	157,339	0
Parks & Gardens Maintenance	57,910	57,910	0
Tarcutta Truck Stop	16,211	16,211	0
Welcome to Wagga Sign Maintenance	6,555	6,555	0
Wagga Wagga Marketing	30,000	30,000	0
Public Art Project	29,046	29,046	0
Floodplain Risk Management Plan	422	422	0
Tree Maintenance	109,275	109,295	0
Unsealed Grader Maintenance Collector Road	18,598	18,598	0
Unsealed Grader Multi Access Roads	96,332	96,332	0
Sealed Routine Maintenance Local Major Roads	65,152	65,152	0
Sealed Routine Maintenance Local Minor Roads	93,651	93,651	0
Sealed Routine Maintenance Multi Access Roads	14,000	14,000	0
Bridge Maintenance	54,636	54,636	0
Footpath Maintenance	115,776	115,776	0
Cycleways/Footpaths Maintenance	30,900	30,900	0
Drainage Maintenance	119,389	51,264	68,125
Urban Salinity Stage 2	105,682	105,682	0
Victory Memorial Gardens Anzac Parade Poplar Replacement	37,219	37,219	0
Collins Park Amenities Upgrade	58,041	58,041	0
Cricket Ground Lighting	212,299	10,032	202,267
Ziegler Park Refurbish	6,680	6,680	0
Botanic Garden Dam Retaining Wall	14,570	14,570	0
Chambers Park Cricket Nets	5,000	5,000	0
River Reserves Furniture	6,000	6,000	0
Bolton Park Signage	3,000	0	3,000
Botanic Gardens Paths/Granite Refurbishment	11,066	11,066	0
Botanic Gardens Toilets	125,769	73,845	51,924
Oura Road Pavement Rehab	160,000	160,000	0
Reserves Signage	13,794	13,794	0

Special Rate Variation

ACTUAL SRV BUDGET & EXPENDITURE 2009/10			
Project	09/10 Budget	09/10 Expenditure	Carry Over 10/11
Community Halls Construction	21,855	21,855	0
Urban Salinity - Rear of Block Program	109,273	0	109,273
Gravel Resheet Local Major Roads	51,089	51,089	0
Gravel Resheet Local Minor Roads	183,030	183,030	0
Gravel Resheet Multi Access Roads	107,036	107,036	0
Reseal & Asphalt Arterial Roads	121,601	121,601	0
Reseal & Asphalt Sub Arterial Roads	65,431	65,431	0
Reseal & Asphalt Collector Roads	79,203	79,203	0
Reseal & Asphalt Local Major Roads	36,417	36,417	0
Pavement Rehab Arterial Roads	216,652	216,652	0
Pavement Rehab Sub Arterial Roads	793	793	0
Cycleways/Footpaths Construction	73,970	73,970	0
RTA 50/50 Cycleways Program	30,000	30,000	0
Street Tree Strategy	50,000	0	50,000
Major Overland Flow Flood Study	32,782	32,782	0
Equex Facility Improvements	54,367	54,367	0
Silverlite Underpass - Drainage & Earthworks	27,430	27,430	0
TOTAL	3,517,310	3,010,455	506,855

Summary of Outcomes:

The storm damage event of March 2010 required all available resources to be directed at making the road network safe and repairing the substantial damage to roads, bridges and drainage assets (\$11.7M). These works have been impacted by the flood event of October 2010 which has caused further damage to road and drainage assets.

Despite the substantial damage caused by the March 2010 storm works have continued on the road network as follows.

Completion of rural road reseals for sections of: Cunnindroo St, Lyons Rd, Oura Rd, Pine Gully Rd, Uranquinty Cross Rd, Westby Rd, Humula Rd, Millwood Rd, Wokolena Rd, Brushwood Rd, Dunn Ave, Gregadoo Rd, Hampden Ave, Horseshoe Rd, Inglewood Rd

Completion of urban road reseals for sections of: Anembo, Bourke, Dalkeith, Lonergan, Grinton, Kurrajong, Ries, Eldershaw, Melkin, Mill, Mount Austin, Murray, Norfolk, Parkhurst, Quambi, Rabaul, Redhill, Sheppard, Smithies, Travers, Vincent, Walteela, Waranga and Weedon streets.

Improved pedestrian and pram access to 62 locations within the Wagga Wagga urban area.

Village Reseals

Argent St (Tarcutta), Sydney St (Tarcutta), Spring St (Tarcutta), Condon Cl (Ladysmith) and Conjura St (Ladysmith).

The Special Rate Increase assisted in many areas in marketing and tourism in 2009/10 including: Advertising and promotion of Wagga Wagga in travel magazines (National), Canberra destination magazines, Regional Tourism Publications, in-flight magazines and purchase of software to analyse the economic benefits of events to the local economy.

Special Rate Variation

An improved drainage maintenance program continued in 2009/10 with emphasis on preventative works including pit and pipe cleaning, desilting, removal of trees and repairs and replacement to damaged and aging drainage assets.

Major drainage repairs are in progress in Jack Avenue with completion of these works programmed for 2010/11.

Completion of the prioritised program of works as detailed in the 2009/10 Management Plan for:

- Gravel resheeting of local major roads
- Gravel resheeting of local minor roads
- Gravel resheeting of multi access roads
- Grader maintenance of collector roads and multi access roads
- Reseal and asphalt of arterial and sub arterial roads
- Reseal and asphalt of collector roads
- Reseal and asphalt of local major roads
- Pavement rehabilitation of arterial and sub arterial roads
- Sealed routine maintenance of local major and local minor roads
- Maintenance of multi-access roads
- Completion of cycleway/footpaths in Glenfield –Glenfield Road and Redhill Road and Estella – Estella Road
- Construction of new footpaths in Estella, Glenfield, Lloyd and Tatton
- Ongoing maintenance and upgrades to public art items

- Ongoing program of upgrading Reserve Signage
- Maintenance of fire trails in line with recommendations from the Rural Fire Service
- Ongoing development of Council's website
- Completion of the upgrade of toilets in Collins Park
- Additional maintenance to Lake Albert recreation facilities
- Additional grass mowing throughout the Wagga Wagga area
- Botanic Gardens retaining wall improvements
- Botanic Gardens granite paths refurbishment
- Energy Saving Plan implementation
- National Tree day plantings
- Biodiversity promotion
- Anzac Parade poplar replacement
- Cricket Ground lighting - commencement of installation to be completed 10/11
- Chambers Park Cricket nets improvements
- River Reserve furniture upgrades
- Botanic Gardens public toilet upgrade
- Completion of additional maintenance works to the following buildings:
 - Civic Theatre
 - Civic Centre

Contracts Awarded

CONTRACT NUMBER	TITLE	CONTRACTOR APPOINTED	TYPE OF CONTRACT	AMOUNT OF CONTRACT
22/2009	Delivery, Installation and Commissioning of one human cremation furnace and decommissioning, removal and disposal of existing furnace	Australian Engineered Solutions (Austeng) Pty Ltd	Lump sum	\$396,489.50 Inclusive of GST
24/2009	Hire of Fleet Plant & Equip	Various contractors	Schedule of Rates	Estimated \$6,000,000.00 Inclusive of GST
34/2009	Replacement of a Landfill Compacting Machine	GCM Enviro Pty Ltd	Lump sum	\$875,270.00 Inclusive of GST
31/2009	GWMC Civil Works for New Cell 2.3 Stage II	D & L McCallum Pty Ltd	Lump sum	\$410,813.54 Inclusive of GST
29/2009	Supply of a combo drain cleaning/vacuum loader unit	Bell Environment Pty Ltd	Lump sum	\$337,370 Inclusive of GST
26/2009	Provision of Cattle Delivery Services	Bourlet Pty Ltd	Schedule of Rates	Estimated \$740,000 Inclusive of GST
33/2009	GWMC Supply and installation of a high density polyethylene geomembrane liner for the new cell 2.3 Stage II	Jaylon Pacific Pty Ltd	Lump sum	\$254,512.70 Inclusive of GST
3/2010	Sprayed Bituminous Surfacing - Sealing and Resealing of Local and Regional Roads with the City of Wagga Wagga	Bitupave Pty Ltd T/a Boral Asphalt	Schedule of Rates	Estimated \$1,986,136.00 Inclusive of GST
4/2010	Removal of Willows and Exotic tree species along Murrumbidgee River	Plateau Tree Service Pty Ltd	Lump sum	\$191,987.00 Inclusive of GST
2/2010	Replacement of Roof - Bolton Park Stadium	T Mullins Constructions Pty Ltd	Lump sum	\$208,832.72 Inclusive of GST
8/2010	Wagga Wagga Airport Pavement Resurfacing Project 2009	Downer EDI Works	Lump sum	\$6,349,194.45 Inclusive of GST
14/2010	Civic Theatre Backstage Facility Upgrade	Ladex Constructions Pty Ltd	Lump sum	\$227,096.10 Inclusive of GST
17/2010	Rehabilitation of Gravity Sewer Mains Ashmont	Keough's Plant Hire Pty Ltd	Lump sum	\$410,630.00 Inclusive of GST
18/2010	Construction of Concrete Footpaths	Kenyon Concreting	Lump sum	\$170,036.15 Inclusive of GST
13/2010	Replacement of Two Backhoe Loaders	Capital Construction Equipment Pty Ltd	Lump sum	\$308,780.00 Inclusive of GST
27/2010	Provision of Various Livestock Handling services	Quality Lean Meats	Schedule of Rates	Estimated \$400,000.00 Inclusive of GST
21/2010	Kerb and Gutter Replacement Central Wagga Wagga	Burgess Earthmoving Pty Ltd	Lump sum	\$234,800.45 Inclusive of GST

Contracts Awarded

CONTRACT NUMBER	TITLE	CONTRACTOR APPOINTED	TYPE OF CONTRACT	AMOUNT OF CONTRACT
10/2010	Flowerdale Augmentation Project	AJ Lucas Operations Pty Ltd	Lump sum	\$4,286,287.50 Inclusive of GST
22/2010	105 - 111 Peter Street Carpark Shade Sails	Greenline Shade & Shelter Pty Ltd	Lump sum	\$155,100.00 Inclusive of GST
31/2010	Provision of Legal Services	Lindsay Taylor Lawyer, Sparke Helmore, Williams Love Nicol, Commins Hendriks, Maddocks, Workplace Law	Schedule of Rates	Estimated \$750,000 Inclusive of GST
23/2010	Gravity Sewer Rehabilitation Koorringal & Tolland	Keough's Plant Hire Pty Ltd	Lump sum	\$512,350.00 Inclusive of GST
34/2010	Crack Sealing and Crack Filling	Supersealing Pty Ltd & Road Maintenance Pty Ltd	Schedule of Rates	Estimated \$500,000.00 Inclusive of GST
36/2010	Supply of Retail Electricity	Country Energy & CoZero Pty Ltd	Schedule of Rates	Estimated \$1,334,610.00 Inclusive of GST
32/2010	Supply of Road Signs & Associated Hardware	Road Management Solutions	Schedule of Rates	Estimated \$150,000.00 Inclusive of GST
29/2010	Kerb and Guttering & Associated Works	Elliot's Concreting	Schedule of Rates	Estimated \$150,000.00 Inclusive of GST

Environmental Planning and Assessment Act

There were no planning agreements in force during 2009/10.

Controlling Interest

Council did not hold a controlling interest in any company either alone or in conjunction with other Councils.

Statement of Affairs Under the Freedom of Information Act

Council's Structure and Functions

Wagga Wagga City Council is constituted as a body corporate under section 220 of the Local Government Act 1993. Section 8 of the Local Government Act states that a Council's charter is to:

- provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- exercise community leadership
- exercise functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- promote and to provide and plan for the needs of children
- properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- have regard to the long term and cumulative effects of its decisions
- bear in mind that it is the custodian and trustee of public assets and to effectively
- account for and manage the assets for which it is responsible
- facilitate the involvement of Councillors, members of the public, users of facilities and services and council staff in the development, improvement and coordination of local government
- raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate by borrowings and grants
- keep the local community and the State Government (and through it, the wider community) informed about its activities
- ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected
- be a responsible employer

Council's Functions

Particular functions which the Local Government Act 1993 confers on Council include:

Service functions

Providing community health, recreation, education, and information services
 Environmental protection
 Waste removal and disposal
 Land and property, industry and tourism development and assistance

Enforcement functions

Proceedings for breaches of the Local Government Act, regulations and other legislation
 Prosecution of offences
 Recovery of rates and charges

Regulatory functions

Approvals Orders
 Building certificates

Revenue functions

Rates
 Charges
 Fees
 Borrowings
 Investments

Ancillary functions

Resumption of land
 Powers of entry and inspection

Administrative functions

Employment of staff
 Management plans
 Financial Reporting
 Annual Reports

Applicable Legislation

Other pieces of legislation which relate to Wagga Wagga City Council and its functions include, but is not limited to:

Anti Discrimination Act 1977
 Protection of individuals against discrimination

Child Protection Act
 Obligations to protect the rights and safety of children

Community Land Development Act 1989
 Planning functions as consent authority

Companion Animals Act 1998
 Companion animal registration and control

Crown Lands Act 1989
 Coordination of Crown Lands
 Environmental Planning and Assessment Act 1979
 Environmental planning

Environmental Offences and Penalties Act 1989
 Forfeiture of council functions to person appointed by Governor

Food Act 2003
 Inspection of food and food premises



Storytime at the Library

The *Murrumbidgee River*, provides a place for us to meet, have fun, rest and reflect. It is our cultural heart



Regenerate Youth Festival

Diverse City



Little Big Day Out 2009

Freedom of Information Act 1989
Council is required to publish certain information, to grant access to certain documents and to amend certain records that are shown to be incomplete, incorrect, out of date or misleading

Heritage Act 1977
Rating based on heritage valuation

Impounding Act 1993
Impounding of animals and articles

Library Act 1939
Library services

Noxious Weeds Act 1993
Protection of the environment against the effects of noxious weeds

Privacy and Personal Information Protection Act 1998
Protection of the privacy of individuals' information held by Council

Protected Disclosure Act 1994
Protection of employees making disclosures

Protection of the Environment Operations Act 1997
Pollution control

Public Health Act 1991
Inspection of systems for purposes of microbial control

Roads Act 1993
Roads

Rural Fire Act 1997
Issue of permits to light fires during bush fire danger periods
Requiring the furnishing of information to the Rural Fire Service Advisory Council and its Coordinating Committee

State Emergency Service Act 1989
Recommending appointment of local controller

State Records Act 1998
Storage and retention of councils records

Strata Schemes (Freehold Development) Act 1973
Approval of strata plans

Strata Schemes (Leasehold Development) Act 1986
Approval of leasehold strata plans

Swimming Pools Act 1992
Ensuring restriction of access to swimming pools

Traffic (Parking Regulation) Amendment Act 1993
Administration of parking in the Local Government Area

State Emergency and Rescue Management Act 1989

Council is required to prepare for emergencies

Unclaimed Money Act 1995
Unclaimed money to be paid to the Chief Commissioner of Unclaimed Money

Council's Structure
Council has adopted a structure which reflects the requirements of the Local Government Act 1993, and enables the organisation to effectively fulfil its responsibilities to the community. To view Council's current structure see page 20 of this document.

The Elected Council
Wagga Wagga City Council is headed by a publicly elected Council that is responsible for providing leadership and vision for the city. The Council consists of 11 Councillors, including the Mayor and Deputy Mayor.

Councillors have two aspects to their role. As members of the Council, they have to:

- direct and control the affairs of council
- participate in the optimum allocation of the council's resources for the benefit of the Wagga Wagga local government area
- play a key role in the creation and review of the council's policies and objectives and criteria relating to the exercise of the council's regulatory functions and
- review the performance of the council and its delivery of services, and the management plans and revenue policies of the council

As individual Councillors, their role is to:

- represent the interests of the residents and ratepayers
- provide leadership and guidance to the community and facilitate communication between the community and the council

The role of the Mayor is to:

- exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council
- preside at meetings of the council
- carry out the civic and ceremonial function of the mayoral office
- exercise such other functions of the council as the council determines

The Organisation
Wagga Wagga City Council has a management structure designed to meet the needs of the City. The organisational structure provides a mechanism for effective response to residents' issues and more efficient planning and project outcomes.

The General Manager leads the organisation of Council. The General Manager is responsible for the efficient and effective operation of the Council's organisation and for ensuring that the decisions of the council are implemented without undue delay. In particular, the General Manager has the following particular functions:

- the day to day management of the council
- to appoint staff in accordance with an organisation structure and resources approved by the council
- to direct and dismiss staff
- to implement the councils equal employment opportunity management plan and
- to exercise the functions delegated to the General Manager by the council

Planning and Reporting

By 30 June, following the council election, the newly elected body must endorse and adopt:

- A 10 year Community Strategic Plan - on behalf of the Community
- A four year Delivery Program – outlining key projects, programs and services to be achieved by the council during their four year term
- A one year Operating Plan – with detailed budget allocations

The Community Strategic Plan is the highest level plan that a council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies, the community and businesses.

The Delivery Program and Operational Plan are where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the program, council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program replaces the former Management Plan requirements. It is designed as the single point of reference for all principal activities undertaken by council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program. Supporting the Delivery Program is an annual Operational Plan. It sets out the details of the Program – the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

The annual report is one of the key points of accountability between a council and its community as it is a report to the community.

The annual report focuses on councils implementation of the Delivery Program and Operational Plan because these are the plans that are wholly the councils responsibility. In the year of a local government election, the outgoing council will report on the progress made on the implementation of the Community Strategic Plan.

The report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation because the Government believes that it is important for community members to know about it – to help their understanding of how council has been performing both as a business entity and a community leader.

Council Resources

For the 2009/10 financial year, Council has budgeted for an operating income of \$76.6 million, and an operating expenditure of \$78.7 million. The total staff establishment figure which was adopted in Council's 2009/10 Management Plan is a total full-time equivalent of 466 staff.

The book value of Council assets as at 30 June 2010 was \$1,193.2 million. Council's assets include plant and equipment, office equipment, furniture and fittings, land (operational and community), land improvements, buildings and other structures, roads, bridges, footpaths, stormwater drainage, heritage collections and library books. Values for each of these categories can be found in Council's financial statements for 2009/2010.

Public Participation

Council policy is determined by the elected councillors during Council meetings. Elections are held every four years with the next election due in 2012.

Council's Standing Committee meetings are generally held in the week two weeks prior to the Council meeting and the Council meeting is generally held on the fourth Monday of each month. Details of actual meeting days and times can be obtained by contacting Council on (02) 6926 9100 or via Council's website.

The Agenda and Business papers for the Standing Committee and Council meetings are available three clear days before the meetings are scheduled to be held and the public can view these business papers online or via hardcopy from the Customer Service Counter (other than those items relating to confidential reports of Council).

Members of the public are able to provide input into Council's decision making by written submissions, or by seeking to address the Standing Committees on the items under consideration at the meeting.

Council also places on public exhibition certain issues being considered by Council and invites public submissions on them - the public submissions are then considered when a decision is made. Examples of public exhibitions are Local Environmental Plans, Council policies, Section 94 Plans, Council's Management Plan, major development applications and proposals for major Council projects. Council also conducts community consultation processes both of a general and specific nature.

In addition, Council uses many different techniques for active consultation with the community, allowing members of the public to participate in policy formulation. The nature of the issue under consideration by Council determines the best consultation technique/s for that issue. Following is a list of common techniques used by Council:

Publications/ Written Information

Publications are used to provide information about services, policies, strategies, plans and proposals, in the form of letters, brochures, fact sheets, press releases, information booklets, newsletters, annual reports, other reports, internet and web sites.

Telephone and Email Feedback Line

A telephone or email feedback line provides an additional option for community feedback.

Promotions and Campaigns

These are aimed at encouraging support for specific events, programs or projects and are often intended to facilitate an understanding of specific issues with the objective of creating awareness. For example road safety campaigns.

Complaint and Dispute Resolution

Common mechanisms include internal procedures such as Council's Code of Conduct. However, external structures also exist to investigate complaints of a serious nature including the Division of Local

Government, Independent Commission Against Corruption and the NSW Ombudsman.

Customer Inquiries

Responding to customer inquiries assist Council in gauging contemporary issues, areas for improvement and input into planning processes. Effective record keeping assists Council in developing a picture of customers' needs.

Polling and Surveys

Polling and surveys are designed to collect specific information from a sample of customers. This provides an indication of customer views and provision of feedback, vital in Council planning strategies and projects.

Research and Data Collection

These are generally more in depth processes than simple polls or surveys and can be conducted by Council or by market research companies, academic institutions and consultants contracted by Council.

Public Exhibition and Submissions

Council places documents on public exhibition and calls for submissions as part of the process of reviewing or establishing programs or services. Under the Local Government Act 1993, many Council policies must be placed on public exhibition. All submissions received are then provided to Council for the purposes of decision making. Items on public exhibition are advertised in the Wagga Wagga Daily Advertiser on Saturdays and appear on Council's website.

Discussion Papers

Discussion papers provide a broad outline of a proposal or options being considered in relation to particular policies, programs or services. The intention is to encourage broad discussion and response to proposals.

Networking

Networking is the process of informal, regular liaison between Councillors, officers and the community. This encourages effective working relationships, keeping all parties up to date with information and developments. It is an extremely valuable, informal method of consultation.

Interviews and Meetings

Interviews and meetings with small groups are a much used and often less formal technique for information exchange and consultation. They provide a more focused opportunity for discussion and provision of information to an individual or group.

Public Meetings

Public meetings provide a means to present information and proposals within a framework that allows for immediate discussion and feedback.

Focus Groups and Workshops

These can assist in developing proposals and ideas on specific issues. Workshops are particularly well suited to providing participants with the opportunity to contribute to discussion in small working groups. Focus groups are more targeted being made up of representatives of a specific group while workshops generally involve broader participation.

Task Forces

Task forces are established for short-term consideration of one issue, policy, project or program. A list of these committees is provided in the next section of this Statement of Affairs.

Committees of Council

Council's committee structure consists of both Standing and Advisory Committees, user groups and representative. Council has five Standing Committees, of which its members are made up of Council members. The five Standing Committees encompass the following, which align to each Directorate of Council:

- Environment & Community Standing Committee
- Commercial & Economic Standing Committee
- Planning Standing Committee
- Corporate Governance Standing Committee
- Infrastructure Standing Committee

The Standing Committee meetings occur each month, normally in the week, two weeks prior to the Council meeting.

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

- Arts Advisory Committee
- Seniors' Advisory Committee
- Youth Advisory Committee
- Business Advisory Committee
- Recreation & Sports Advisory Committee
- Multicultural Advisory Committee
- Environmental Advisory Committee
- Murra Murra (Aboriginal) Advisory Committee
- Museum Sub Advisory Committee
- RRL Advisory Committee

Council also has a number of User Group Committees comprising stakeholders and staff from the respective facilities/precincts. These groups include the Airport Committee, Livestock Marketing Committee, Wagga Wagga Exhibition Centre Committee, River Precinct Committee, Lake Albert Community Committee and the Lake Albert Reference Group.

Details of the role and membership of these advisory bodies can be obtained by contacting the Council.

Effect of Council's Functions on Members of the Public

Prior approval from Council is required before a person can:

- erect a building
- demolish a building
- use or occupy a building before it has been completed in accordance with the plans and specifications approved by the Council
- change the use of a building or part of a building to a use that is not consistent with the current classification of the building as prescribed by regulation
- carry out sewerage work
- carry out stormwater drainage work
- connect a private drain or sewer to a public drain or sewer
- engage in a trade or business on community land
- direct or procure a theatrical, musical or other entertainment for the public on community land
- erect an advertising structure over a public road, or expose (or allow to be exposed) any article in, or overhang, any part of a road or outside a shop window or doorway abutting the road
- install or operate amusement devices prescribed by the regulations in premises
- operate a premise where food is supplied for sale

A full list of Council approval responsibilities can be found in Chapter 7, Part 1 of the Local Government Act 1993.

The Council may also order a person to do, or refrain from doing, various acts under certain circumstances. The details of these orders and the circumstances under which they are made are contained in Chapter 7, Part 2 of the Local Government Act 1993. The orders most affecting the public are those:

- to demolish a building
- not to demolish, or cease demolishing, a building
- to repair or make structural alterations to a building
- to fence land
- to fence, empty, fill in or cover up a hole or waterhole
- to do or refrain from doing such things as are specified in the order to prevent environmental damage, to repair environmental damage or to prevent further environmental damage
- to do such things as are necessary to control the flow of surface water across land

- not to conduct, or cease to conduct, an activity on premises
- to cease the use of premises or to evacuate premises
- not to keep birds or animals on premises, other than of such kinds, in such numbers or in such manner as specified in the order
- to use or not to use a tennis court as specified
- to do such things as are specified in the order to put premises, vehicles or articles used for the manufacture, preparation, storage, sale, transportation or other handling or use of or in relation to food into a clean or sanitary condition
- to do or refrain from doing such things as are specified in the order to ensure that land is, or premises are, placed or kept in a safe or healthy condition
- to repair or remove a building
- to remove an object or matter from a public place or prevent any object or matter being placed there
- to take whatever steps are necessary to prevent damage to a public place and to repair damage to a public place
- to comply with the conditions of an approval

As well as specific approval and orders there are general activities that affect the public and these include:

- the preparation and adoption of local environmental plans and development control plans - these are concerned with development control in a local area and they allocate land for particular purposes such as homes, shops, community purposes, factories and open space. They also protect and conserve the local heritage, natural environment and take account of social impact assessments
- the preparation, implementation and monitoring of the Social and Cultural Plan which identifies specific local community needs
- tree preservation orders - these seek to protect and enhance our natural environment by placing restrictions on what trees can be felled or lopped without Council approval
- the provision of a free immunisation program (in conjunction with the Health Department)
- the operation of an airport to provide enhanced transportation services to "remote" locations
- the operation of a livestock marketing centre
- the provision of recreational and cultural facilities to the area including a swimming pool complex, indoor stadium, botanic gardens, library, civic theatre, art gallery, museums, sports rounds and many parks
- tourism and industrial promotion programs to boost the economic viability of the area by attracting tourists and new business to the area

Accessing Council Documents

Under section 12 of the Local Government Act, which was in force until 30 June 2010, everyone was entitled to view, free of charge, the following documents:

- the councils code of conduct
- the councils code of meeting practice
- annual report
- annual financial reports
- auditor's report
- management plan
- EEO management plan
- councils policy concerning the payment of expenses incurred by, and the provision of facilities to, councillors
- the councils land register
- register of investments
- returns of the interests of councillors, designated persons and delegates (ie pecuniary interest returns)
- returns as to candidates' campaign donations
- agendas and business papers for council and committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- minutes of council and committee meetings, but restricted (in the case of any part of a meeting that is closed to the public), to the resolutions and recommendations of the meeting
- any codes referred to in the Local Government Act 1993
- register of delegations
- annual reports of bodies exercising delegated council functions
- applications for approval to erect a building, and associated documents
- development applications and associated documents
- local policies adopted by the council concerning approvals and orders
- records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- records of building certificates
- plans of land proposed to be compulsorily acquired by the council
- leases and licences for use of public land classified as community land
- plans of management for community land
- environmental planning instruments, development control plans and plans applying to land within the councils area
- the statement of affairs, the summary of affairs and the register of policy documents
- Departmental representatives' reports presented at a meeting of the council
- the register of graffiti removal work

In addition to the documents available under section 12 of the Local Government Act 1993, council also holds information regarding:

- Section 94 contributions
- councils Equal Employment Opportunity Plan
- State of the Environment Report
- licenses issued under the Protection of the Environment Operations Act
- impoundings
- caravan park licenses
- on site effluent disposal
- air cooling towers
- cemeteries
- contaminated land
- council committees and membership
- Electoral roll
- Public gates/ramps
- Roads
- Tree preservation orders

Council also holds many policy documents. Policy documents which affect the rights, privileges or benefits or obligations, penalties or other detriments relating to members of the public are included in Council's most recent Summary of Affairs and are available for inspection free of charge.

Other documents held by Council include:

- Personnel files of staff (not available to the public)
- Building Applications
- Development Applications
- Maps of the area showing planning, infrastructure and other detail
- Rating information
- Companion Animals information
- Accounting information
- Policy registers

- Files containing correspondence received from the public, government bodies and other organisations - filed according to "subject" or "property". The Council introduced an Electronic Data Management system in May 2003, at which time the hard copy filing of correspondence ceased.
- Circulars from Government Departments such as the Division of Local Government, Environment and Planning, Conservation and Land Management and the Environment Protection Authority
- Circulars from the Local Government and Shire Associations
- Local Government Industrial Award
- Copies of legislation necessary for Council to carry out its functions including, but not limited to the Local Government Act 1993, Local Government (General) Regulation 2005 and the Environmental Planning and Assessment Act 1979

The documents discussed above may be inspected at the Wagga Wagga Civic Centre, corner of Baylis and Morrow Streets, Wagga Wagga during normal hours of operation (8.30am to 5.00 pm Monday to Friday). In addition, a large number of documents are also available on Council's website at www.wagga.nsw.gov.au.

Copies of the documents can be made available on the payment of a copying fee as detailed in Council's Delivery Program. A copy of a Building Certificate cannot be released until such time as Council has received written permission from the current owner of the land.

Glossary of Terms

Asset Management

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

Capital Works

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

Contributions income

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

Contribution Plan

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

Councillor

A member of the community elected to represent the residents of Wagga Wagga as a member of Council. Councillors set strategic direction, monitor organisational performances, liaise with stakeholders, and ensure operational compliance.

Enterprise Agreement

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

E-Team

Executive Team

Facilities Policy

Entitlements allowed to the Mayor and Councillors to assist them in carrying out their duties as elected representatives.

Financial Year

The financial year we are reporting on in this Annual Report is the period from 1 July 2008 – 30 June 2009.

Performance

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

Risk Management

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

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

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

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

Abbreviations

ABS: Australian Bureau of Statistics

A&E: Access and Equity

ALGA: Australian Local Government Association

ARA: Australasian Reporting Awards

BCA: Building Code Australia

CMA: Catchment Management Association

CSU: Charles Sturt University

CSIRO: Commonwealth Scientific and Industrial Research Organisation

DCP: Development Control Plan

DLG: Division of Local Government

DHA: Defence Housing Australia

DSRD: Department of State and Regional Development

ECM: Enterprise Content Management

EEO: Equal Employment Opportunities

ERAP: Eastern Riverina Arts Program

ESD: Ecologically Sustainability Development

E-Team: Executive Team

FOI: Freedom of Information

FTE: Full time equivalent

GIPAA: Government information Public Access Act

GWMC: Gregadoo Waste Management Centre

HACC: Home and Community Care

ILS: Instrument Landing System

KPI: Key Performance Indicator

LEP: Local Environment Plan

LGA: Local Government Area

LGMA: Local Government Managers Australia

LGSA: Local Government Shires Association

LGWA: Local Government Womens Association

MOU: Memorandum of Understanding

NAC'S: New Apprenticeship Centres

NRM: Natural Resource Management

OH&S: Occupational Health and Safety

RAAF: Royal Australian Air Force

REROC: Riverina Eastern Organisation of Councils

RLCIP: Regional and Local Community Infrastructure Program

RRL: Riverina Regional Library

SoE: State of the Environment Report

SRV: Special Rate Variation

WWCC: Wagga Wagga City Council

Local Government Act 1993 and General Regulation Requirements

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For general enquiries, requests, complaints and the following services please call 1300 292 442

After Hours Emergencies

Roads and Footpaths
Sewer
Stormwater
Parks
Environmental Issues

Infrastructure Services

General Depot - Fernleigh Road
Kerbside Waste
Roads/Bridges - Urban & Rural
Sewer/Stormwater
Footpaths

Parks and Recreation

Bolton Park Stadium
Equex
Bookings (Parks; Sportsgrounds; Community Centres; Halls)
Botanical Gardens
Noxious Weeds
Parks & Sportsgrounds

Other Services

Animal Shelter
Rangers
Customer Service Centre
Regulatory Services
Wagga Wagga Airport
Planning & Development
Community Services
Corporate Services

Please contact the following services direct:

Community Services

Aged and Disability 6921 5981
(HACC Development Officer)
Civic Theatre Booking Office..... 6926 9688
(including Amphitheatre Bookings)
Family Day Care

Parks and Recreation Facilities

Oasis Aquatic Centre..... 6937 3737

Livestock Marketing Centre

Administration - 8.30am to 4.30pm 6923 2711
LMC Manager

Other Services

Bob Osbourne Skills Centre..... 6971 1062
Bob Osbourne Skills Centre FAX..... 6931 1927
Rural Fire Service Control Centre

We welcome your feedback on Annual Report 2009/10 so we can continually improve Council's reporting to the community.

This can be done in a number of ways:

Email council@wagga.nsw.gov.au
Contact Council on 1300 292 442
Write to us at: Wagga Wagga City Council
PO Box 20
Wagga Wagga NSW 2650

Copies of our 2009/10 Annual Report including financial statements and the Annual Community Report can be obtained through the above channels or by:

Accessing our website www.wagga.nsw.gov.au
Visiting the Council Administration Centre at Cnr Baylis and Morrow Streets, Wagga Wagga
Contact Council on 1300 2 WAGGA (1300 292 442)



PO Box 20 Cnr Baylis & Morrow Sts, Wagga Wagga 2650
Free call: 1300 2 WAGGA | Fax (02) 6926 9199
Eml: council@wagga.nsw.gov.au | www.wagga.nsw.gov.au