





## 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.

**NAIDOC Week Flag raising ceremony featuring Mayliaa dance group Jya Little and Trae O'Neill**

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

Council recognises that social justice and reconciliation are fundamental to achieving positive changes. Council will continue to actively encourage Aboriginal 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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## Introduction

### Community Visions and Values

#### Vision

*The vision for Wagga Wagga is a thriving, innovative, connected community on the Murrumbidgee, rich in opportunity, choice, learning and environment, where paths cross, where people meet.*

The values shape the way we act towards 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

Council's vision, as an organisation, is to be acclaimed by our community for our passion, professionalism and performance.

#### Our Mission

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

#### Our Values

Council's values shape what we do and provides a picture of what we want for both community and Council how we want to work together to transform our systems, processes and practices.

Council's corporate values are:



## Vision

*The vision for Wagga Wagga is a thriving, innovative, connected community on the Murrumbidgee, rich in opportunity, choice, learning and environment, where paths cross, where people meet.*

Little Big Day Out

## Purpose of the Annual Report

The Annual Report is the key point of accountability between Council and the community. This report details Council's performance against the actions outlined in the 2010/11 Delivery Program and incorporates all operational activities of the Wagga Wagga City Council undertaken as at 30 June 2011. The Annual Report also provides a summary of the State of the Environment. This detailed report is available separately.

The Annual Report is broken down into three 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 2010/11 Delivery Program and the achievements, challenges and future plans facing the community based on the quadruple bottom line spheres - Social, Economic, Environment and Governance.

**Section 3 - Statutory Information**, contains information based on the Division of Local Government's requirements for Annual Reports.

### Performance

Council's performance against *Delivery Program* are illustrated by the symbols below:

	<b>Completed</b>
	<b>In progress</b>
	<b>Not completed</b>

Other documents that complement the Annual Report include:

2010/11 ANNUAL COMMUNITY REPORT

2010/11 AUDITED FINANCIAL STATEMENTS  
& SPECIAL SCHEDULES

2010/11 STATE OF THE ENVIRONMENT REPORT

The above documents are also available on Council's website:  
[www.wagga.nsw.gov.au](http://www.wagga.nsw.gov.au)



Photo of Council staff following the Annual All Staff Briefing

## Reporting Framework

### Integrated Planning and Reporting

The Integrated Planning and Reporting (IPR) framework is intended to help improve community participation in decision making, reduce duplication, build networks and partnerships and strengthen council's strategic focus.

#### **This Way Wagga - Vision 2030**

This plan 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 described future.

#### **Community Strategic Plan - 2011-2021**

The Community Strategic Plan is the first in the hierarchy of plans Council must prepare under the Integrated Planning and Reporting Framework. It must be a 10 year plan with high level objectives for the community to achieve with strategies that provide guidance on how to achieve them. These objectives must be balanced across Social, Economic, Environment and Civic Leadership and may need to be addressed beyond the borders of the Council - other partners and stakeholders in the community should contribute to the implementation of the plan. At the end of the elected term for Councillors, a report on how the objectives within the Community Strategic Plan were achieved via the Delivery Program must be prepared for the community to review.

The purpose of the Community Strategic 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 and community groups may also be engaged in delivering the long-term objectives of the plan.

The Wagga Wagga City Council commenced its community engagement program during the development of This Way Wagga Vision 2030 in November 2009. This provided the community with a good platform to develop its Community Strategic Plan.

Full details on how Council engaged with the community to develop this plan are available in our Community Strategic Plan, Engagement Strategy.

The Community Strategic Plan 2011-21 was adopted on 27 April 2011

#### **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 via the Delivery Program.

#### **Delivery Program**

Council's Delivery Program is the program of works and services that will be delivered by Council during the elected term. It is directly linked to the objectives and strategies within the Community Strategic Plan.

#### **Operational Plan**

The Operational Plan identifies the specific actions which will be undertaken to achieve the Delivery Program each year. The Operational Plan includes a detailed budget and financial snapshot.

# This Way Wagga - Vision 2030



# Annual Report

## – Mayor and General Manager Welcome

During 2010/2011 the Wagga Wagga Local Government Area experienced the extremes of both drought and flood. This resulted in many challenges for our community and Council's infrastructure.

Council is well placed to consolidate and assist our community to recover from these natural events, while continuing to deal with the significant financial pressures associated with maintaining and renewing aging infrastructure and providing the breadth and depth of services our community has come to expect.

This Annual Report will provide you with an overview of Council's activities during the 2010/2011 financial year.

### Challenges

The two very different and distinct flood events of October and December 2010 caused significant damage to private property and community infrastructure across the Local Government Area. Damage to Council's infrastructure alone exceeded \$34 million. The impact was felt in all areas of Council operations and created a challenging year from an operations perspective.

The emergency and rehabilitation works resulting from the storm events placed significant pressure on Council's resources and capacity to deliver programmed works.

Meeting the challenge of resourcing flood restoration works while still delivering upon the large amount of planned projects for 2011/2012 will be a major focus for Council in the coming year.

### Achievements

Although there were major challenges, Wagga Wagga City Council's achievements were also significant.

Capital work projects delivered included:

- Flowerdale Sewage Pump Station and rising main augmentation
- Exhibition Centre Netball Courts and car park construction
- Glenfield Road roundabout construction
- Crematorium Chapel upgrade
- Replacement of polocrosse fields at Euberta
- construction of the Ashmont Community Facility 'Ngurra';
- Completion of \$7M upgrade to the Wagga Wagga Airport runway, taxiway and apron

These projects demonstrate the breadth of achievements and delivery of enhanced infrastructure to the local community, in line with the planning undertaken at the start of this current Council term.



General Manager, Phil Pinyon and Councillor Wayne Geale

The successful Airport capital works and Master Plan process was recognised by the Australian Airport Association who named Wagga Wagga Airport as the Australian Regional Airport of the Year.

Extensive community consultation was undertaken in the development of the Community Strategic Plan and the Asset Management Plan, both important documents under the State Government's new Integrated Planning and Reporting legislation.

Additionally, as part of the Integrated Planning and Reporting framework, over the past year Council has identified, condition rated, plotted and recorded \$1.1 billion worth of infrastructure assets such as roads, bridges, footpaths, stormwater, recreation facilities and car parks across the Local Government Area.

The information, including the supporting 20 sections for all asset categories, is now held within the Asset Management Plan and is available to all staff and community via Council's website. The creation of these plans provides Council with a clear direction and goal for managing the asset base and also provides the community with the opportunity to review and provide feedback on each asset category.

Nine Rural Village Plans were developed in conjunction with each locality to outline and plan for community needs in each of the villages within the Wagga Wagga Local Government Area. The plans document practical localised strategies that are continuing to be implemented by Council and the community themselves.

In Planning and Development there were many demonstrable improvements in performance as a result of staff initiatives introduced in the past year, including shorter processing times and reduction in unresolved development applications.

### Supporting our community

Each year Council supports the fabric of the community through the delivery of a myriad of social programs and projects that often go unseen to the broader public.

- As a small indication, this includes:
- Auspicing the Regional Family Day Care service
- Delivering environmental improvements and education
- Providing community development officers for Aboriginal Family Support, Housing Communities and Home and Community Care programs.

Culturally, our facilities – Wagga Wagga Art Gallery, Wagga Wagga Library, Museum of the Riverina and Civic Theatre offer culturally rich experiences and continue to meet the incredible task of providing a hub for locals and visitors alike to learn, grow and develop themselves.

### Thank you

We wish to thank all the Councillors, staff, members of Community Advisory Committees, and the wider community for working together and contributing to the achievement of our vision of making Wagga Wagga a thriving, innovative and connected community, rich in opportunity, choice, learning and a sustainable environment.



Phil Pinyon  
**General Manager**



Cr Wayne Geale OAM.  
**Mayor of the City of Wagga Wagga\***

*\*Geale was mayor from September 2010-September 2011,  
Cr Kerry Pascoe was elected Mayor of the City of Wagga Wagga  
on 26 September 2011*



**Signing of Memorandum of Understanding between  
Wagga Wagga Business Chamber President Julian McLaren  
and Wagga Wagga City Council Mayor Wayne Geale.**

## Wagga Wagga Profile

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

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

Over the years Wagga Wagga has grown to become one of the largest inland cities of regional Australia and has developed a unique combination of established industry, existing infrastructure and quality of life that will enable future growth and prosperity. With over 60,000 residents and thriving business, sports and arts communities, Wagga Wagga offers a temperate climate, diverse calendar of events, rich cultural heritage and a wealth of fantastic attractions making it an ideal lifestyle destination for residents and visitors all-year-round.

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

Statistic Period Indicator % Av. Annual Change			
Statistic	Period	Indicator	% Av. Annual Change
Population (no.)	2010	63,500	1.1%
Labour Force (no.)	Sep Q 2010	33,767	0.6%
Unemployment rate (%) <sup>(a)</sup>	Sep Q 2010	5.2%	0.1%
Gross Regional Product (\$M)	2009-10	\$3,391	3.3%
<b>Key Industry Sectors GRP</b>			
Public administration & safety (\$M)	2009-10	\$343	0.5%
Manufacturing (\$M)	2009-10	\$309	5.4%
Financial & insurance services (\$M)	2009-10	\$266	-0.4%
Health care & social assistance (\$M)	2009-10	\$240	0.7%
<b>Housing Affordability Median Property Prices</b>			
House (3-bed)	Sep Q 2010	\$295,000	7.3%
Unit (2-bed)	Sep Q 2010	\$201,000	1.8%
<b>Median Weekly Rents</b>			
House (3-bed)	Dec Q 2010	\$295	5.4%
Unit (2-bed)	Dec Q 2010	\$205	3.9%
Average Monthly Home Loan Repayments	2006	\$1,306	8.2%
Affordability Index (Houses) <sup>(b)</sup>	Sep Q 2010	4.7	0.2%
<b>Earnings</b>			
Average Annual Individual Income (Taxable)	2007-08	\$38,963	4.9%

Note: (a) Percentage point change. (b) Index point change from Sep 09 to Sep 10. The affordability index is the ratio of housing costs to household incomes with 1= low cost of housing and 10= high cost of housing. In Sep Q 2010, NSW had an average affordability index of 6.4 points indicating higher housing costs than for Wagga Wagga over the period. Source: ABS (2007), ABS (2011), DEWR (2011), New South Wales Department of Housing (2011), AECgroup, <http://businesswaggawagga.com.au/media/uploads/WaggaEconomicSnapshot.pdf>

**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.

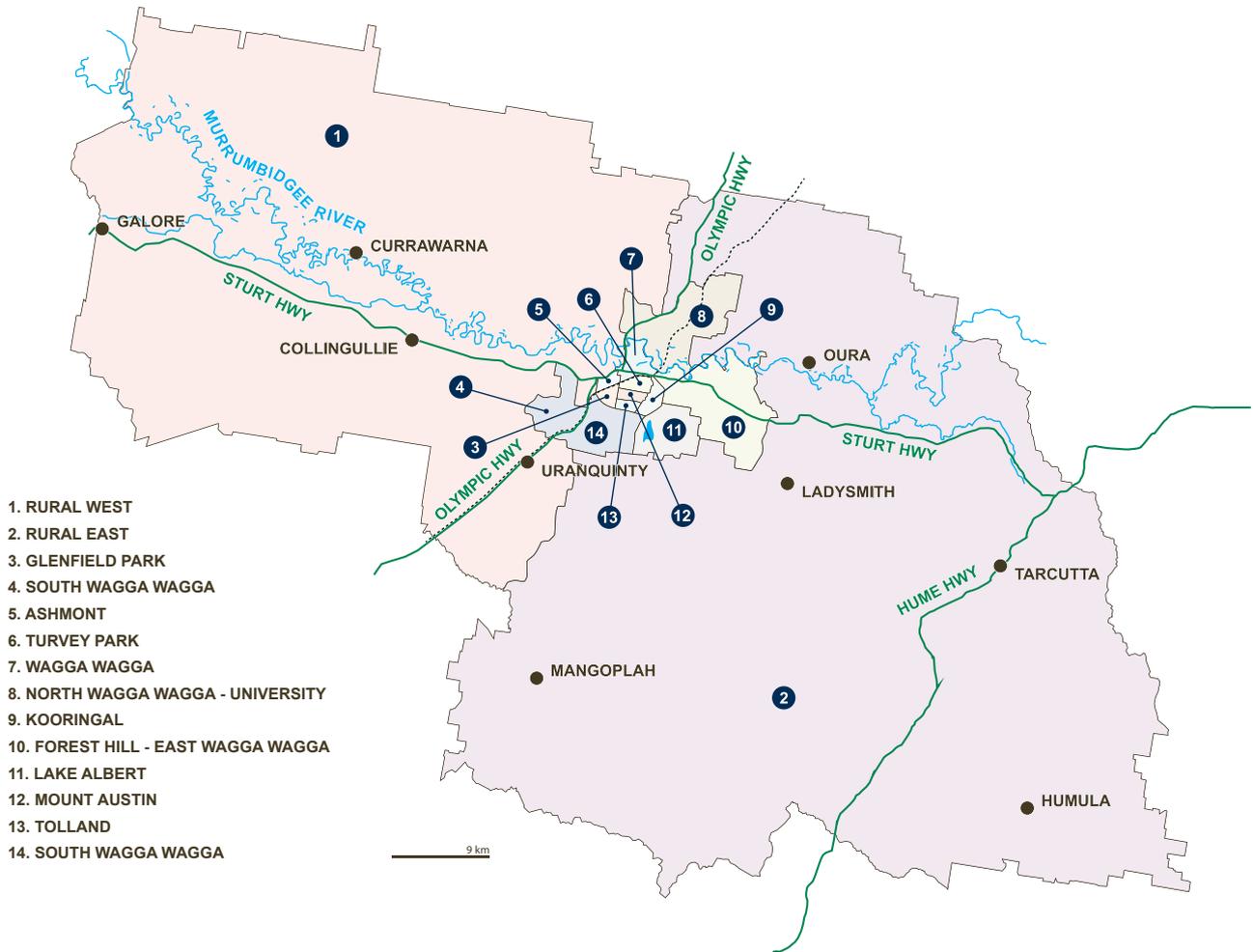
The education and training sector provides both services and employment opportunities to many people in the area. There are two universities represented, a regional Institute of TAFE, a community college, nine high schools, and many primary schools, preschools and child care services.

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

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

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

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



## Councillors

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

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

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



### Mayor Wayne Geale OAM

Councillor Wayne Geale OAM was first elected to Council in 2008. Cr Geale's favourite place is the Civic Centre, the home of the Art Gallery and National Art Glass Gallery and Civic Theatre.

#### Cr Geale is a member of the following Council Committees:

- Commercial and Economic Standing Committee
- Environment & Community Standing Committee
- Planning Standing Committee
- Corporate Governance Standing Committee
- Infrastructure Services Standing Committee
- Honours Committee
- Audit and Risk Committee  
(September 2010 – June 2011)

#### External organisations & committees:

- Lake Albert Community Committee  
(September 2010 – June 2011)
- Australia Day Committee  
(September 2010 – June 2011)
- Eastern Noxious Weeds Committee  
(September 2010 – June 2011)
- Riverina Conservatorium  
(September 2010 – June 2011)
- Wagga Wagga Tidy Towns Committee  
(September 2010 – June 2011)
- Australia Truck Driver's Memorial Incorporated Committee
- Riverina Water County Council

Home: 02 6926 6510 Mobile: 0407 266 515

Email: [mayor@wagga.nsw.gov.au](mailto:mayor@wagga.nsw.gov.au)



## Councillor Donna Argus

Councillor Donna Argus was first elected to Council in 2008. Cr Argus' favourite place is the Murrumbidgee River, particularly near her home in Gumly Gumly.

### Cr Argus is a member of the following Council Committees:

- Planning Standing Committee (Chairperson)
- Environment & Community Standing Committee
- Commercial & Economic Standing Committee (Alternate Member)
- Honours Committee
- Wagga Wagga Interim Joint Planning Panel (Alternate Member)

### External organisations and committees:

- Riverina Regional Libraries

Mobile: 0407 218 101

Email: [councillor.argus@wagga.nsw.gov.au](mailto:councillor.argus@wagga.nsw.gov.au)

## Councillor Yvonne Braid

Councillor Yvonne Braid was first elected to Council in 2008. Cr Braid's favourite place is the Wollundry Lagoon in central Wagga Wagga.

### Cr Braid is a member of the following Council Committees:

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

### External organisations & committees:

- Riverina Regional Libraries

Home: 02 6921 4556 Mobile: 0402 214 556

Office: 02 6921 1022

Email: [councillor.braid@wagga.nsw.gov.au](mailto:councillor.braid@wagga.nsw.gov.au)





## Deputy Mayor Alan Brown

Councillor Alan Brown was first elected to Council in 2008 and was elected Deputy Mayor in 2010. Cr Brown's favourite place is the bushland around his Borambola property.

### Cr Brown is a member of the following Council Committees:

- Infrastructure Standing Committee (Chairperson)
- Corporate Governance Standing Committee
- Planning Standing Committee (Alternate Member)
- 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](mailto:councillor.brown@wagga.nsw.gov.au)

## Councillor Ray Goodlass

Councillor Ray Goodlass was first elected to Council in 2008. Cr Goodlass' favourite place is the Wollundry Lagoon as it's a delight to have such a natural feature in the heart of the city.

### Cr Goodlass is a member of the following Council Committees:

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

### External organisations & committees:

- Riverina Regional Libraries
- Murray Darling Association
- Public Libraries
- Riverina Water County Council

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Office: 02 6921 9353  
Email: [councillor.goodlass@wagga.nsw.gov.au](mailto:councillor.goodlass@wagga.nsw.gov.au)



## Councillor Garry Hiscock

Councillor Garry Hiscock was first elected to Council in 2008. Cr Hiscock's favourite place is the top of Willans Hill where the view of the entire city and surrounding landscape can be enjoyed.

**Cr Hiscock is a member of the following**

**Council Committees:**

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

**External organisations & Committees:**

- Local Traffic Committee

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Office: 02 6921 2458

Email: [councillor.hiscock@wagga.nsw.gov.au](mailto: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's favourite place is the Botanic Gardens, particularly the model railway and zoo.

**Cr Kendall is a member of the following**

**Council Committees:**

- Commercial & Economic Standing Committee (Chairperson)
- Planning Standing Committee (Deputy Chairperson)
- Infrastructure Standing Committee (Alternate Member)
- Honours Committee
- Audit & Risk Committee
- Wagga Wagga Interim Joint Planning Panel

**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](mailto:councillor.kendall@wagga.nsw.gov.au)

## Councillor Kerry Pascoe

Councillor Kerry Pascoe was first elected to Council in 2004 and has served continually since that date. Cr Pascoe's favourite place is the Botanic Gardens which he visits with his grandchildren.

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

### Cr Pascoe is a member of the following Council Committees:

- Commercial and Economic Standing Committee (Deputy Chairperson)
- Environment & Community Standing Committee
- Corporate Governance Standing Committee (Alternate Member)
- Honours Committee

### External organisations and committees:

- Australia Day Committee (July 2010 – September 2010)
- Eastern Riverina Noxious Weeds Committee (July 2010 – September 2010)
- Lake Albert Community Committee (July 2010 – September 2010)
- Riverina Conservatorium (July 2010 – September 2010)
- Riverina Regional Libraries (July 2010 – September 2010)
- Wagga Wagga Tidy Towns (July 2010 – September 2010)

Home: 02 6931 0664 Mobile: 0408 692 306  
Email: [councillor.pascoe@wagga.nsw.gov.au](mailto:councillor.pascoe@wagga.nsw.gov.au)



## Councillor Clint Uden

Councillor Clint Uden was first elected to Council in 2008. Cr Uden's favourite place is the Botanic Gardens where enjoys the tranquillity and chance to relax and unwind.

### Cr Uden is a member of the following Council Committees:

- Infrastructure Standing Committee (Deputy Chairperson)
- Planning Standing Committee
- Corporate Governance Standing Committee (Alternate Member)
- Infrastructure Standing Committee (Deputy Chairperson)
- Honours Committee

### External organisations & committees:

- Riverina Conservatorium (Reserve member)

Mobile: 0416 335 532  
Email: [councillor.uden@wagga.nsw.gov.au](mailto:councillor.uden@wagga.nsw.gov.au)



## Councillor Lindsay Vidler

Councillor Lindsay Vidler was first elected to Council in 1991 and has served continually since that date. Cr Vidler's favourite place is the model railway at the Botanic Gardens.

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:

- Commercial and Economic Development Standing Committee
- Infrastructure Services Standing Committee
- Environment and Community Standing Committee (Alternate Member)
- 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](mailto:councillor.vidler@wagga.nsw.gov.au)

## Councillor Kevin Wales

Councillor Kevin Wales was first elected to Council in 1995 and has served continually since that date. Cr Wales' favourite place is the Wollundry Lagoon near the Civic Theatre.

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

### Cr Wales is a member of the following Council Committees:

- Corporate Governance Standing Committee
- Planning Standing Committee
- Commercial and Economic Development Standing Committee (Alternate Member)
- Honours Committee

#### External organisations & committees:

- North South Rail Corridor

Home: 02 6931 5155 Mobile: 0457 715 155

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## The Organisation

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

### Mayor and Councillors



#### General Manager

##### Phil Pinyon

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, as well as the following specific functions:



#### Corporate Services, Acting Director

##### Craig Richardson

- Corporate Strategy
- Finance
- Information Services
- People and Culture
- Corporate Governance

1/7/2010 to 25/02/11 – Andrew Crakanthorp  
26/06/2011 to present – Craig Richardson



#### Environment & Community, Services Director

##### Janice Summerhayes

- Riverina Regional Library
- 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

##### Heinz Kausche

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

1/7/2010 to 01/10/2010 – Terry Dodds  
08/04/2011 to present – Heinz Kausche



#### Planning, Director

##### Andrew Crakanthorp

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

1/7/2010 to 24/02/2011 – Bohdan Karaszewych  
08/04/2011 to present – Andrew Crakanthorp



#### Commercial & Economic Development, Director

##### Peter Adams

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

1/07/2010 to 14/09/2010 – Fiona Wilson  
07/02/2011 to present – Peter Adams

# Community and Council

Council has many responsibilities in serving the local community and working towards meeting the actions in the 2011-13 Delivery Program. These include directly providing services, maintaining and building local infrastructure, overseeing and supporting local services, working with State and Federal Governments, other organisations, businesses and community groups as well as understanding and advocating for local needs.



City Brand images

Historic Council Chambers,  
corner of Baylis and Morrow Streets



## Calendar of Events

1 & 5. Little Big Day Out 2. Australia Day  
3. Art on the Levee 4. Theatre



### Snapshot of Events – July 2010 to June 2011

Regular Events	
2nd Saturday of every month – Farmers Market	
2nd Saturday of every month – Art on the Levee	
1st Saturday of the month – Downside Bushdance	
1st and 3rd Sundays of the month – Willans Hill Miniature Railway	
Every Sunday – Sunday Markets	
July 2010	
5th to 8th	MSP Photography Annual Conference
18th	Swap Meet
7th	Wagga Wagga Naidoc Cultural Festival
7th & 8th	Beyond 2010 – Saleyard Operators of Australia National Conference
30th to 1st Aug	Craftalive
August 2010	
7th & 8th	Charles Sturt Horse Trails and Hunt Club Event
7th & 8th	Wagga Kart Racing Club – Southern Zone Series
15th	Wagga Wagga Trail Marathon
14th & 15th	32nd Annual Bridge Congress
20th to 22nd	NSW State Skeet Carnival
September 2010	
11th to 15th	Wagga Wagga Veterans Week of Golf
6th to 26th	City of Wagga Wagga Eisteddfod
10th to 12th	MG Car Club Gathering of the Faithful
10th to 12th	Wagga Wagga Jazz and Blues Festival
12th	Lake to Lagoon Fun Run
17th to 20th	Jaguar Drivers Club of SA Rally
30th to 1st Oct	Wagga Wagga Show

October 2010	
1st to 4th	NSW Amateur Pistol Association State Championships
1nd to 4th	NSW State Trap Carnival
7th	Little Big Day Out
8th & 9th	Bus NSW Regional Conference
14th to 17th	Wagga Wagga Antique Fair
16th	Kapooka Open Day
16th to 17th	Wagga and District Scale Model Club 26th Annual Show
27th to 29th	PIPES Conference
29th to 31st	Bristol Owners Club Gathering
30th & 31st	Annual Garden and Outdoor Festival
30th	Australian Truck Drivers Memorial
November 2010	
5th & 6th	Children's Medical Research Institute Christmas Fair
6th & 7th	Annual Miniature Railway Invitation Run
6th & 7th	11th Annual Wagga Wagga Model Railway and Hobby Exhibition
28th to 3rd Dec	2010 NSW Bowls Open
December 2010	
4th	Wagga Wagga Rescue Squad 60th Anniversary
11th & 12th	Muddi Boutique Markets
A Very Wagga Christmas Celebrations	

6. 2011 Wagga Wagga Gold Cup 7. Skiers on Lake Albert  
8. NAIDOC Week Flag raising ceremony. Featuring Mayliaa dance group, Aunty Isobel Reid and Mayor Wayne Geale



January 2011	
9th to 14th	Sounds of Summer Concert Series
26th	Australia Day Celebrations
26th	Australia Day Races
30th	South Wagga Apex Fisherama
30th	Wagga Triants 'Come and Try' Triathlon
February 2011	
5th	Wagga Classic Charity Fishing Competition
11th to 13th	NSW/ACT – Apex State Convention
21st to 25th	Charles Sturt University Orientation Week
26th	Wagga Wagga Gumi Race
27th	Muddi Boutique Market
March 2011	
4th	Twilight By the Lagoon Fireworks Finale
5th	Wagga Wagga Holiday and Travel Show
5th to 6th	Little Athletics State Multi Event Championships
5th to 12th	Wagga Wagga Week of Golf Incorporating the Country Energy Wagga Wagga Pro-Am
11th	Wagga Wagga Big Business Breakfast
12th	Livestock Bulk Carrier Assoc of Aust
5th to 13th	Celtic Festival
18th to 20th	Sydney Travelling Film Festival
21st to 22nd	National Poll Dorset Conference
23rd to 25th	Careers Advisors Conference
26th	Wagga Pro Rodeo
26th	Wagga Wagga Food and Wine Festival
26th & 27th	4th Annual Wagga Wagga Show n Shine
26th & 27th	MTB Wagga 6 Hour Enduro
30th to 1st Apr	Charles Sturt University Graduations

April 2011	
2nd to 10th	National Trap Shooting Championships
8th to 10th	NSW Under 16's Girls Waterpolo Championships
14th to 21st	World Bowhunting Championships
15th to 17th	Wagga Wagga Home Xpo Lifestyle and Adventure Show
18th to 25th	National Moke Muster
May 2011	
1st	Chariots for Charity
1st	Muddi Boutique Market
2nd	Alvis Car Club National Rally
5th	XXXXGold Town Plate Day
6th	Shep's Earthmoving Repairs Wagga wagga Gold Cup
11th & 12th	Electricity Supply Industry Field Days
13th to 15th	Wagga Wagga Country Music Club Inc – Weekend of Country Music
14th & 15th	Barry Carne Interstate Ski Challenge
15th to 21st	National Skeet Championships
28th	Tae Kwon Do Open Championships
June 2011	
2nd to 11th	Jesus Christ Superstar
4th	Kurrajong Waratah Race Day
4th & 5th	Wagga Wagga Open Cycle Classic
10th to 13th	35th Sunbeam Car Club NSW National Rally
10th to 13th	Wagga Wagga Veteran and Vintage Motor Club Annual June Rally
12th	Wagga Wagga Greyhound Gold Cup
24th	Riverina Dance Festival

# 2010/2011 Financial Summary

This report provides analysis on the attached 2010/11 Financial Statements. It compares the reported financial results to Council's own financial objectives.

These 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

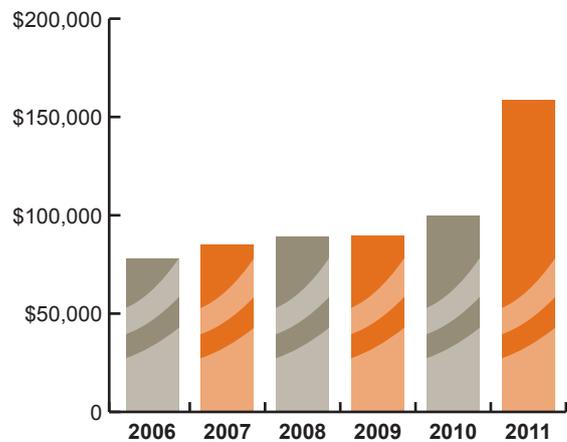
### Summary of 2011 Key Results

- Operating surplus of \$65.4m
- Reversal of previous years revaluation and impairment decrements ▲\$46.6m in other revenue
- Other Expenses ▲ \$1.7m for revised project costs of remediation for Tarcutta Street Gasworks site
- New Infrastructure, Property, Plant and Equipment of \$36.9m
- Total assets ▲ 9.2% to \$1,342m
- Unrestricted current ratio ▼ from 4.33.1 to 3.18.1 due to increase in current liability provision for remediation of Tarcutta Street Old Gasworks site

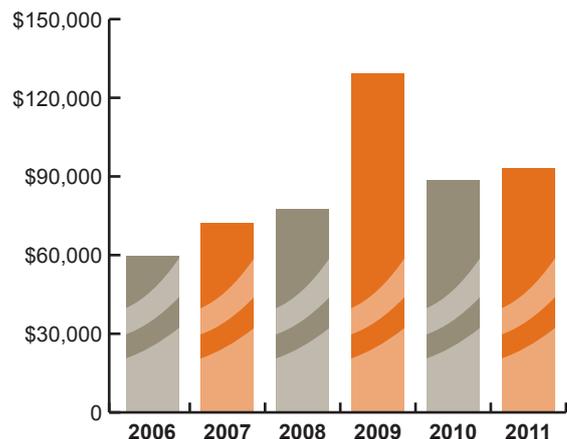
▲ Increase ▼ Decrease

Financial Expenditure	
<b>During 2010/11, Council delivered the following services for every \$100 that was spent:</b>	
Capital Works and priority projects	\$30.51
Roads, footpaths,safety and drainage	\$13.54
Sewerage Services	\$13.20
Recreation and Culture	\$10.66
Waste Services	\$5.87
Environment	\$5.54
Economic Development	\$4.34
Community Services	\$3.12
Planning & Building Control	\$2.98
Livestock Marketing Centre	\$2.08
Airport	\$1.75
Library Services	\$1.59
Public Order & Safety	\$1.47
Community Amenities	\$1.42
Health	\$0.73
Customer Service	\$0.67
Governance	\$0.53
<b>Total</b>	<b>\$100</b>

Total Income (\$'000)



Total Expenses (\$'000)



for the Year Ended 30 June	Units	2011	2010	2009	2008	2007	2006
Total Income from Continuing Operations	\$'000	158,540	99,877	89,326	88,893	85,184	77,681
Total Expenses from Continuing Operations	\$'000	93,091	88,368	129,041	75,783	72,077	59,473
Net Operating Result for Year	\$'000	65,449	11,509	(39,715)	13,110	13,107	18,208
Net Operating Result before Capital Grants and Contributions	\$'000	45,187	(3,470)	(53,217)	(2,247)	3,396	4,603
Current Assets	\$'000	67,292	59,999	49,183	76,551	77,582	74,224
Non-Current Assets	\$'000	1,274,408	1,168,634	1,113,354	778,527	498,515	397,109
Current Liabilities	\$'000	28,611	21,308	20,207	20,567	16,154	15,026
Non-Current Liabilities	\$'000	46,032	51,745	43,712	5,786	3,838	4,809
Total Equity	\$'000	1,267,057	1,155,580	1,103,045	828,725	556,105	451,498
Rates Outstanding	%	5.91	6.27	6.22	6.45	5.45	5.65
Unrestricted Current Ratio	Ratio	3.18:1	4.33:1	3.82:1	4.37:1	4.99:1	4.56:1
Debt Service Ratio	%	4.49	4.02	2.83	0.05	0.05	0.06
Asset Renewal	%	93.56	99.03	257.94	132.15	N/A	N/A

## Financial Overview

**Council's financial position as at 30 June 2011 remains sound. The draft financial statements show a preliminary net operating result of \$45.2m surplus (before capital grants and contributions). Whilst the net result is an excellent outcome for Council, it needs to be tempered in light of the asset revaluations that have contributed heavily to this year's surplus.**

**In 2006 the Department of Local Government issued circular 06-43 – Financial Reporting 2006, stating that the valuation of non-current assets at 'fair value' would be introduced in a staged approach. As part of this approach roads, bridges, footpaths and drainage assets were revalued by Council in the financial year 2008/09. As a result of this revaluation, Council incurred a heavy loss (\$42.4m) in the financial statements on recognition that the carrying value for this class of assets was overstated.**

**The following financial year (2009/10) Wagga Wagga sustained heavy flooding in March 2010, which resulted in a \$4.2m impairment loss in the financial statements for the same class of assets (roads, bridges, footpaths etc).**

For this financial year, Council as part of its operational plan undertook a revaluation of this class of assets. The revaluation for 2010/11 revealed errors with some of the unit rates used in the original independent valuation performed in 2008/09. These were corrected in 2010/11 which resulted in an increment in the total carrying value for Council's roads, bridges, footpaths etc. for the 2010/2011 financial year.

Australian Accounting Standards allow for any previous year's asset revaluation decrements (losses) and impairment losses that have been recognised via profit and loss, to be reversed in

subsequent years if the subsequent year's revaluations result in an increment. As a result of this accounting treatment Council effectively recognised \$46.6m as 'Other Revenue – Reversal of Revaluation Decrements' for the 2010/2011 financial year. The adjustment for revaluation of the roads class of assets is non-cash in nature.

If the revaluation decrement reversal accounting entry had not been recognised in the income statement this year, Council's overall result would have been a net operating loss of \$1.4m. The majority of this effective loss can be attributed to Council recognising an additional liability for the revised project costs to remediate the Tarcutta Street Gasworks site and the investment loss incurred on Council's vacant property at 36 Gurwood Street.

In October and December 2010 Council again incurred damage to infrastructure assets as a result of two separate storm and flood events. These events resulted in a further \$28.4m claims for repair works to the RTA. For 2010/11 Council completed \$11.1m in repair works for the entire 2010 storm damaged infrastructure. These works were funded by the RTA and have contributed to the significant increase in both capital grants and materials and contracts for this year's financial statements. As at 30 June 2011 Council still had some \$20.6m in storm repair works to infrastructure assets to be completed.

Council's unrestricted current ratio of 3.18:1 shows a relatively strong liquidity position for 2010/11. It has fallen in comparison to last year mainly due to an increase in current liabilities for the rehabilitation of the Tarcutta Gasworks site which is to commence in 2012. The ratio for 2010/11 is still above the Division of Local Government (DLG) benchmark of 1.5:1 and average for NSW Group 4 Councils of which Wagga Wagga is one, of 2.26:1.

Council identified new external borrowings in the 2010/11 operational plan of \$1.1M. These loans were not implemented this year as the projects associated with the borrowings were either deferred or alternative funding was utilised. As a result the debt service ratio for the year was changed only slightly on last year (0.47%).

Whilst Council's borrowing levels are still quite conservative it is planned that Council's borrowing will increase in future years in order to fund a number of proposed capital projects contained in the Long Term Financial Plan. It is not expected however that these levels will exceed the satisfactory level (<10%) as per the DLG's benchmarks for debt servicing.

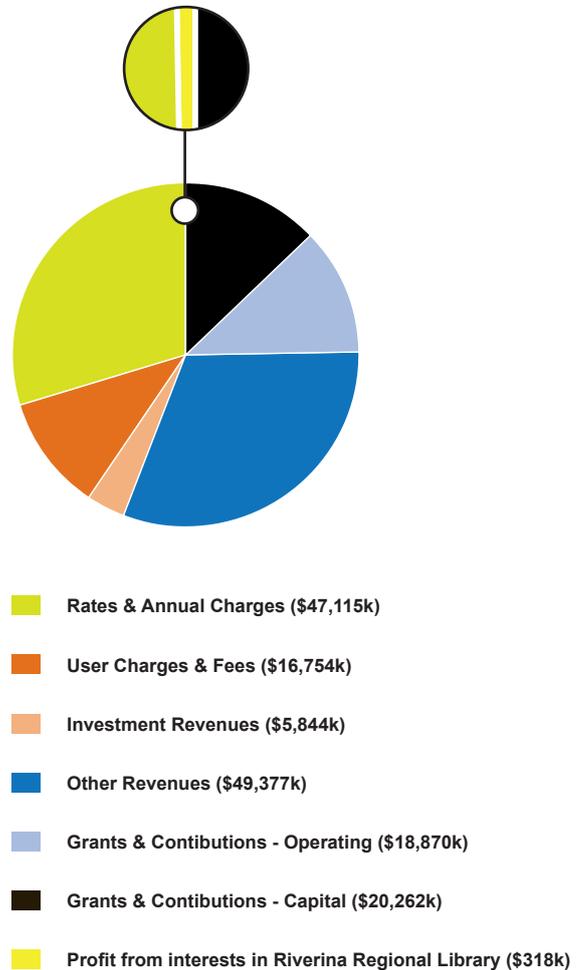
Internal (restricted) reserves levels are quite significant for 2010/11. As of 30 June 2011 Council held \$40m in internal reserves, an increase of \$2.6m on the previous year. Much of the increase is attributed to the better than expected performance of Council's investment portfolio for the year and other identified savings in both operational and capital projects throughout the year. Internal reserves allows Council the capacity and flexibility to respond to future funding demands.

The main project to receive a substantial increase in reserve funding was the Tarcutta Street Gasworks remediation. This site is a significant financial and environmental risk to Council. Although a more accurate project estimate is now available there are still a number of inherent risks which will remain unknown until works are well underway and these have not been included in the total cost of the project.

A final review of the 2010/11 budget is performed in conjunction with the completion of the financial statements, and major variations to original budgets are outlined in Note 16. Council's budget result of the year was a \$261k (surplus) which has increased Council's unrestricted working funds from \$3.98m to \$4.24m.

Regardless of the very favourable result for 2010/11, Council still faces significant challenges in the oncoming years to remain financial sustainable. The Long Term Financial Plan illustrates that if Council continues to provide the current levels of service and infrastructure to the community then it will be faced with continuous deficits for at least the next 9 years.

## Income



## Income

Income Item	2011 (\$'000)	2010 (\$'000)	% Change
Rates & Annual Charges	47,115	43,833	7%
User Charges & Fees	16,754	16,127	4%
Investment Revenues	5,844	5,911	-1%
Other Revenues	49,377	2,239	2,105%
Grants & Contributions - Operating	18,870	16,706	13%
Grants & Contributions - Capital	20,262	14,979	35%
Profit from interests in Joint Ventures	318	82	288%
<b>Total Income from Continuing Operations</b>	<b>158,540</b>	<b>99,877</b>	<b>59%</b>

## Income

### Summary

Total income ▲58.7% to \$158.5m

The substantial increase to total income from operations for 2010/11 is due to the reversal of prior year's roads revaluation and impairment losses of \$46.6m. If these reversals were to be ignored in the make-up of total income (as a one-off) then Council's overall income would have increased by \$12.1m.

Much of this increase for 2010/11 can be attributed to the capital grant income that Council received from the RTA for damage incurred to Council roads assets in the further storm and flood events of October and December 2010.

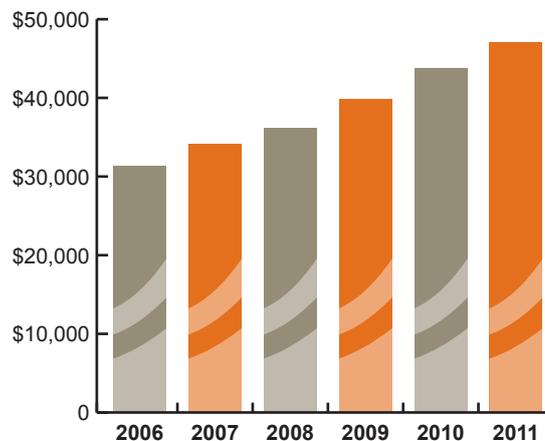
### Rates & Annual Charges

The increase in property numbers from 25,592 in 2009/10 to 25,826 in 2010/11 together with a Ministerial approved rate increase of 4.18% and the introduction of a Stormwater Management Services Levy (\$637k) added \$3.28m to operating revenue. Rates Outstanding, a key industry indicator, improved from 6.27% in 2010 to 5.91% in 2011 which is well within Council's target of rate arrears of 6% or lower. The NSW average across all Councils in 2010 was 6.2%.

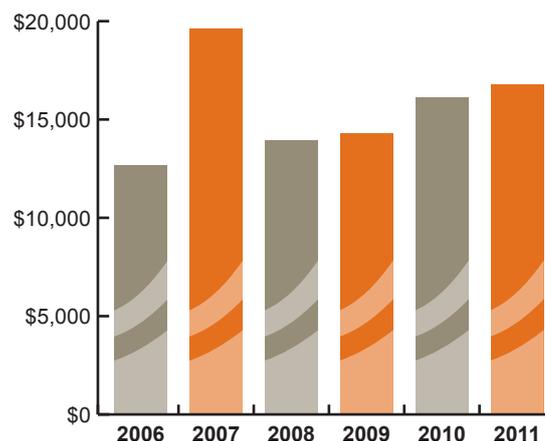
### User Charges and Fees

Revenue from user charges and fees increased by 3.89% over the 2010/11 financial year. Increases in volume based revenues for sewerage and waste management services have been the main contributing factors to this result. Livestock Marketing Centre revenue from user charges and fees increased by 13.2%, whilst Airport revenue from user charges and fees increased by 18%. Revenue received from Planning and Building fees decreased by 13.5% for 2011.

Rates & Annual Charges (\$'000)



User Charges and Fees (\$'000)



### Interest & Investment Revenues

Council's return on investments remained strong in 2010/11 due to the continuation of the Government Guarantee for deposits up to \$1m with Authorised Deposit-taking Institutions (ADIs). Council's ability to invest a \$1m in any ADI has meant that term deposit interest rates for 2010/11 were extremely competitive. The implementation of the new cap under the Financial Claims Scheme (to replace the previous guarantee) of \$250k as of 1 February 2012 together with a general easing of interest rates will mean that current healthy returns that the investment portfolio has been receiving for term deposits are expected to diminish over the next 12 months.

### Other Revenues

Other Revenues increased by \$47.1m during 2010/11 due mainly to revaluation and impairment adjustments (\$46.6m) for the roads class of assets. Revenue for traffic infringement notices accounted for much of the \$304k increase in fine revenue for 2010/11. Insurance recoveries also increased by \$179k due mainly to storm damage to the Civic Centre in December 2010.

### Grants & Contributions

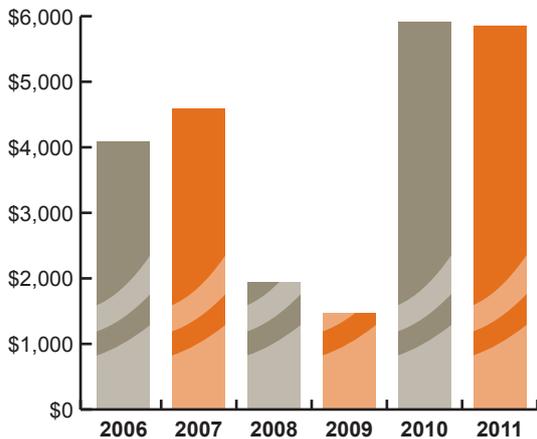
Grants & Contributions have increased overall by \$7.4m (23.5%) during 2010/11 which was primarily due to Natural Disaster Grant funding for storm damage repairs to roads and recreational assets which were damaged in three different flood and storm events in 2010.

Funding provided by the Commonwealth through the Financial Assistance Grants also increased in 2010/11 by \$958k.

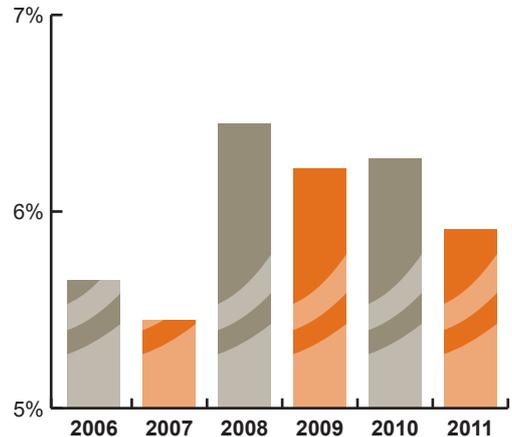


Streetscape at Tatton, Wagga Wagga

### Interest & Investment Revenues (\$'000)



### Rates Outstanding %



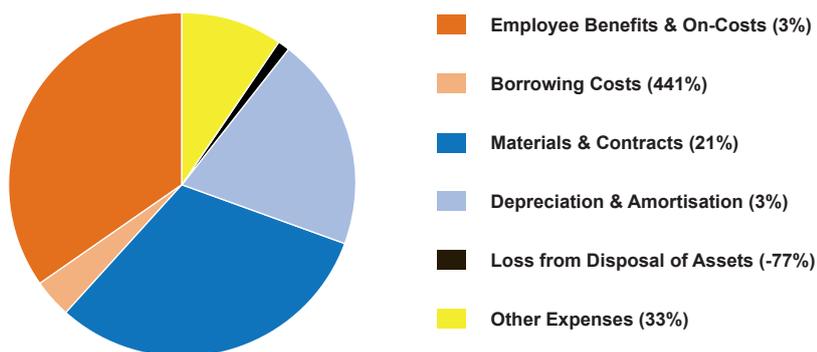
## Expenses

### Summary

- Total expenses ▲ 5.3% to \$93.1m
- Borrowing costs ▲\$2.8m
- Net losses from asset disposals ▼ \$2.8m
- Other expenses ▲32.9% to \$9.0m

Expenses from continuing operations increased quite markedly for 2010/11 in comparison to expected levels. The main contributing factors to an increase in operating expenses were an increase in the provision for the remediation of former gasworks site at Tarcutta Street, and the valuation loss incurred on Council's investment property at 36 Gurwood Street.

### Expenses



Expense Item	2011 (\$'000)	2010 (\$'000)	%Change
Employee Benefits & On-Costs	32,222	31,161	3%
Borrowing Costs	3,426	633	441%
Materials & Contracts	28,748	23,758	21%
Depreciation & Amortisation	18,812	18,208	3%
Impairment	-	4,171	(-100%)
Loss from Disposal of Assets	839	3,634	(-77%)
Other Expenses	9,044	6,803	33%
<b>Total Expenses from Continuing Operations</b>	<b>93,091</b>	<b>88,368</b>	<b>5%</b>

## Expenses (cont'd)

### Employee Benefits & On-Costs

Total employee costs increased by \$1.1m, a 3.4% increase for 2011. The key factor contributing to this increase was the award increase in July 2010 of 2.15%

Council's workers compensation costs for 2011 were 506k (32%) less than 2010 due to lower insurance costs resulting from reduction in worker compensation claims.

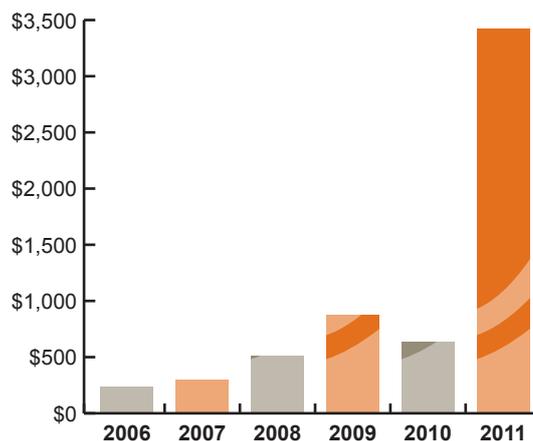
### Borrowing Costs

Borrowing costs increased markedly for 2011. This occurred due to the practical completion of capital projects in June 2010 which had previously allowed Council to capitalise the interest costs for the borrowing associated with these projects.

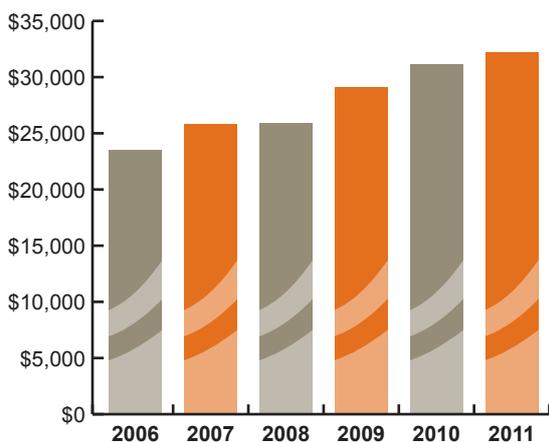
### Materials & Contracts

Council entered into a number of contracts for 2010/11 financial year. These arrangements included contracts for services such as sewer mains construction at Boorooma; Glenfield Road/ Dalman Parkway roundabout construction; Crematorium Chapel upgrade and Levee Bank upgrade works. The total costs to Council for materials and contracts of \$28.7m was 21% higher than in 2010 mainly due to an increase in the amount of road repair works resulting from the natural disaster storm and flood events of 2010.

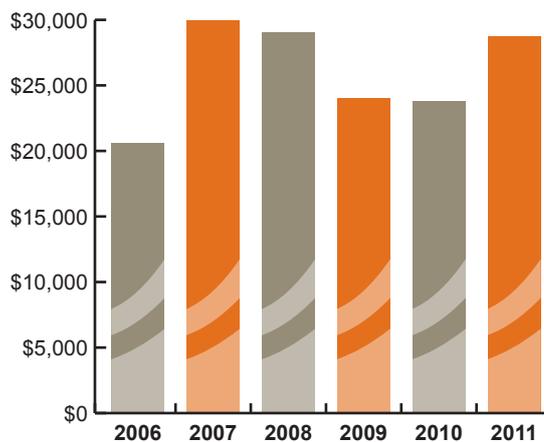
**Borrowing Costs (\$'000)**



**Employee Benefits & On-Costs (\$'000)**



**Materials & Contracts (\$'000)**



**Depreciation & Amortisation**

Depreciation is a noncash expense that reflects the reduction in the value of an asset over time due to wear and tear, ageing of an asset or obsolescence. The depreciations rates are set out in Note 1 of the Financial Statements. In 2011 Council reviewed the condition of its infrastructure assets in order to accurately reflect the depreciation expense for these assets.

**Impairment**

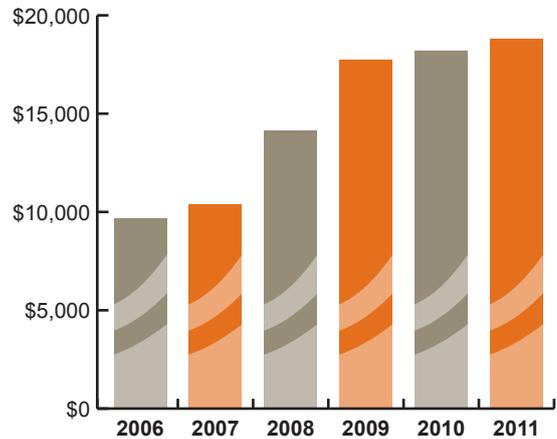
In October 2010 and December 2010 extensive sections of Council's network of roads were affected by severe storm damage and flooding. As a result of these two events Council made application for Natural Disaster Relief compensation which was confirmed by the Roads & Traffic Authority ( RTA) for the amounts of \$21m for the October event and \$7.3m for the December event. As per the accounting standards (AASB136), Council has had to recognise impairment costs to reflect the damage caused to its road assets from the two events. As at 30 June 2011 \$11.1m of repair works to roads assets had been performed.

**Other Expenses**

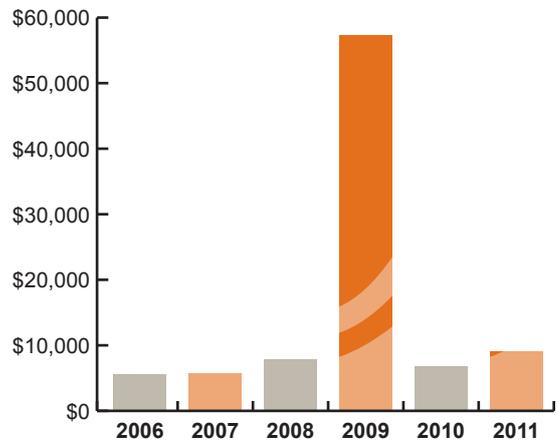
The detailed notes to the Financial Statements provide information on Other Expenses. Included in this section of the financial statements is a provision for the remediation of the former gas works site in Tarcutta Street.

Another significant item in other expenses for 2010/11 is electricity and heating. Total electricity & heating costs increased by 11.5% in 2011. Energy conservation measures are to be implemented at the Civic Centre and the Civic Theatre in 2011 following the receipt of a low cost loan from the Australian Carbon Trust which will see the installation of various power saving systems for these buildings.

**Depreciation & Impairment (\$'000)**



**Other Expenses (\$'000)**

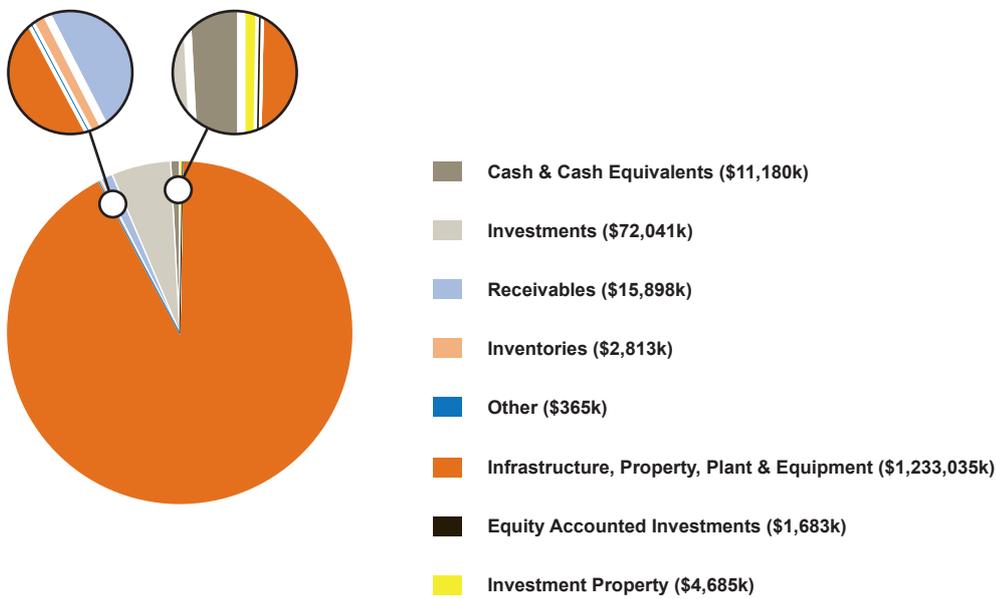


## Assets

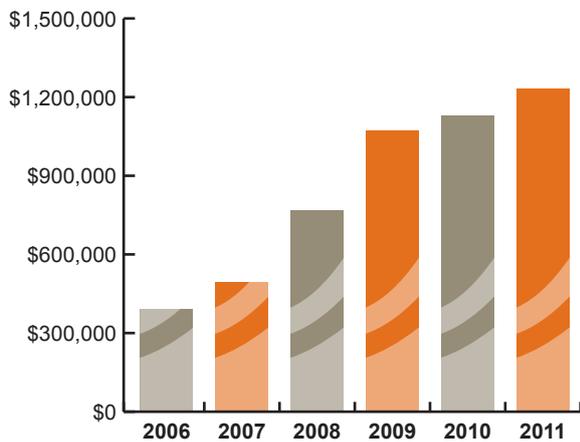
### Summary

- Total Assets ▲9.20% to \$1,341m
- Infrastructure, Property, Plant & Equipment ▲ 9.42% to \$1,233m
- Net Assets ▲9.65% to \$1,267m
- Asset \$ per head of population is \$21,814

### Assets



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



Asset Item	2011 (\$'000)	2010 (\$'000)	% Change
<b>Current Assets</b>			
Cash & Cash Equivalents	11,180	17,473	(36.0%)
Investments	37,384	30,372	23.1%
Receivables	15,550	9,505	63.6%
Inventories	2,813	2,318	21.4%
Other	365	331	10.3%
<b>Total Current Assets</b>	<b>67,292</b>	<b>59,999</b>	<b>12.2%</b>
<b>Non-Current Assets</b>			
Investments	34,657	34,878	(0.6%)
Receivables	348	212	64.2%
Infrastructure, Property, Plant & Equipment	1,233,035	1,126,850	9.4%
Equity Accounted Investments	1,683	1,359	23.8%
Investment Property	4,685	5,335	(12.2%)
<b>Total Non-Current Assets</b>	<b>1,274,408</b>	<b>1,168,634</b>	<b>9.1%</b>
<b>Total Assets</b>	<b>1,341,700</b>	<b>1,228,633</b>	<b>9.2%</b>

### Cash Position

An analysis of Council's cash holdings at 30 June 2011 supports the strong result for the year with interest received on investments \$2.7m higher than originally budgeted. This positive result for Council's portfolio can be attributed to the better than expected performance of term deposits. This occurred because of the \$1m Deposit Guarantee instigated by the Government for all Authorised Deposit-taking Institutions (ADIs). The guarantee allowed Council to invest in ADIs that would normally fall outside our credit rating policy and as such Council was able to achieve higher returns with the risk being offset by the guarantee for term deposits up to \$1m.

Council as at 30 June 2011 held 13.4% of its entire investment portfolio in cash and cash equivalents to ensure funds are immediately available for both working capital and cash flow purposes when required.

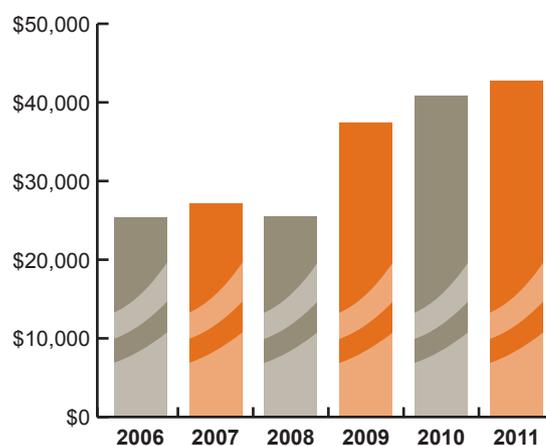
Council engages the services of an independent investment advisor for advice in relation to its portfolio.

### Reserves

Council operates a number of internally and externally restricted reserves. External restrictions relate to those funds held for developer contributions (Section 94 funds) specific purpose unexpended grants and money held in reserve for sewer, stormwater and domestic waste services. These funds are held in reserve so that they are utilised for their intended purpose or end use.

External restrictions increased for the 2011 financial year by \$1.9m of which \$1.7m related to Domestic Waste Management Services.

### External Cash Restrictions (\$'000)



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

### Unrestricted Current Ratio

Unrestricted Current ratio for 2010/11 was 3.18:1. The ratio decreased from the 2009/10 ratio of 4.33:1 however still shows a relatively strong liquidity position. The decrease in the ratio for this year can be attributed to an increase in current liabilities for the Tarcutta Street Gasworks site which is to commence in 2012. The reserves which received significant increases this year were the Tarcutta Street Gasworks Remediation and Storm Damage.

### Receivables

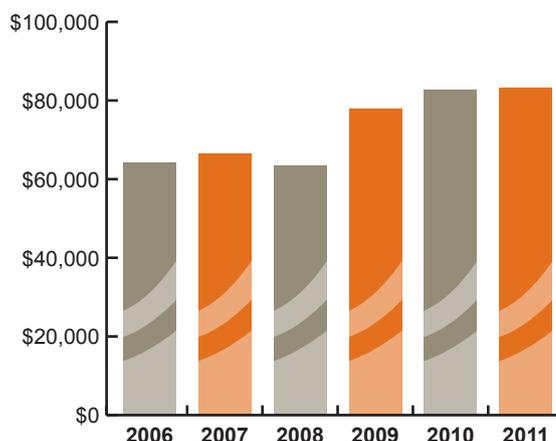
Receivables for 2011 totalled \$15.8m, an increase of 61% on the previous year. This was a result of the substantial storm damage repair works undertaken for which Council will receive reimbursement from the State and Federal governments in 2011/12 via the Natural Disaster funding program.

The Rates and Annual Charges Outstanding Ratio of 5.91% has decreased for 2010/11 as expected. Council instigated a sale of land for unpaid rates during this year which has reduced this ratio. The ratio is now within Council's target of less than 6%. The outstanding rates and charges related to the former Mill Site were paid in early July 2011 which will have a positive effect of also reducing the Rates Outstanding Ratio for the 2011/12 financial year.

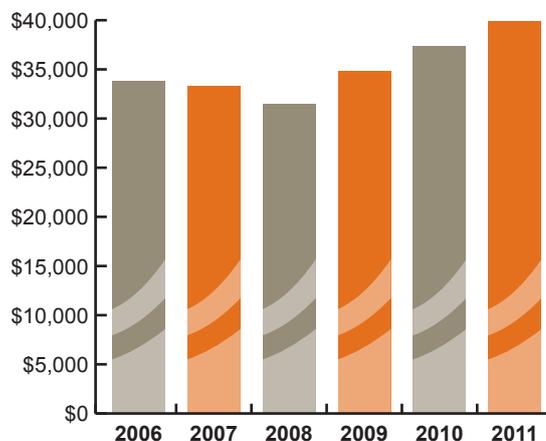
### Infrastructure, Property, Plant & Equipment

Infrastructure, Property, Plant & Equipment (IPPE) increased for the year by 9.4% to \$1,233m. Note 9 in the Financial Statements shows the detail of the asset classes that contribute to the total amount of IPPE. The main asset classes that resulted in major increases in value this year were Roads, Bridges, Footpaths (\$91.1m for revaluations and \$2.0m for construction of the Glenfield/Dalman Parkway Roundabout); Sewerage Network (\$2.8m Flowerdale Pump Station Upgrade); and Other Assets (\$1.2m for Netball Courts Upgrade and \$2.0m for the Airport Instrument Landing System). A summary of IPPE transactions for 2011 are shown on the following page.

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



**Internal Cash Restrictions (\$'000)**



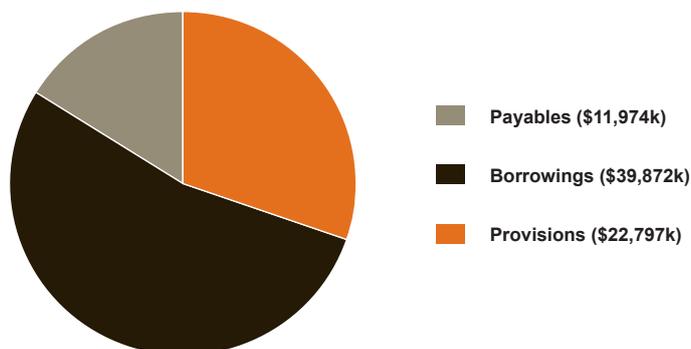
## Assets Infrastructure, Property, Plant & Equipment

Asset Class	Amount
<b>Plant and Equipment</b>	
Vehicles Purchased	46
Vehicles Sold	48
Plant items purchased	10
Total value \$3.3M, including:	
Wirtgen WR2000 Road Stabiliser	\$617,500
Combo Vacuum & Loader Management System	\$303,700
Isuzu Street Sweeper	\$267,105
2 x Hino FM2627 Truck's (ea)	\$192,373
Hino FG1527 Truck	\$116,038
<b>Furniture &amp; Fittings</b>	
Library Refurbishment Stage 2	\$25,581
Council Meeting Room Refurb	\$50,459
Oasis CCTV Installation	\$17,670
<b>Buildings &amp; Other Structures</b>	
Ashmont Community Facility	\$880,630
Refurb of Crematorium Chapel Building & Office	\$363,433
Wagga Wagga RFS Airbase Construction	\$178,638

Asset Class	Amount
<b>Infrastructure Dedications</b>	
Roads Dedications	\$1.04m
Drainage Dedications	\$576,813
Sewer Dedications	\$612,299
<b>Roadworks and Drainage</b>	
Drainage Works (excluding dedications)	\$577,661
*Roadworks (excluding dedications)	\$16.41m
Includes	
Carparks	\$331,939
Footpaths	\$409,639
Bridges	\$1.97m
Kerb & Gutter	\$250,480
<b>Other Assets</b>	
Exhibition Centre Netball Courts Redevelopment	\$972,336
Airport Instrument Landing System	\$1.97m
Cricket Ground Lighting Upgrade	\$398,225
Exhibition Centre Netball Carpark Sealing	\$278,391
<b>Sewer</b>	
Flowerdale Pump Station Upgrade	\$2.83m
Sewer Mains Rehabilitation	\$660,580

\*Note: Includes \$10.6m of reinstatement works due to storm & flood events in March, October and December 2010.

### Current liabilities



Asset Item	2011 (\$'000)	2010 (\$'000)	% Change
<b>Current Liabilities</b>			
Payables	11,974	10,914	9.7%
Borrowings	993	735	35.1%
Provisions	15,644	9,659	62.0%
<b>Total Current Liabilities</b>	<b>28,611</b>	<b>21,308</b>	<b>34.3%</b>
<b>Non-Current Liabilities</b>			
Borrowings	38,879	39,691	(2.0%)
Provisions	7,153	12,054	(40.7%)
<b>Total Non-Current Liabilities</b>	<b>46,032</b>	<b>51,745</b>	<b>(11.0%)</b>
<b>Total Liabilities</b>	<b>74,643</b>	<b>73,053</b>	<b>2.2%</b>

## Liabilities

### Summary (rounded up)

Total liabilities ▲2.2% to \$74.6m

- Payables ▲9.7% to \$12m
- Borrowings ▼1.4% to \$39.9m
- Provisions ▲5.05 to \$22.8m

### Borrowings

Traditionally Council has had a very low Debt Servicing Ratio. In the 2011 Financial Year this ratio increased slightly from 4.02% to 4.49% due to the full cost of interest payments for borrowings for Sewer 2010 and the Airport Runway Upgrade being costed to Council's income statement\*. Total borrowings for Council now stand at \$39.8m a decrease of \$600k from 2009/10. Council has a significant borrowing program projected for future years which aims to assist/address required upgrades to infrastructure and provide additional community facilities which will be used by current and future generations.

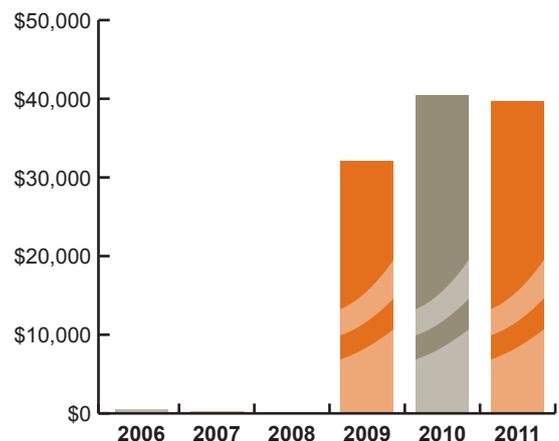
*\*Until practical completion of these projects interest on loans related to these projects was capitalised as per the Australian Accounting Standards.*

### Provisions

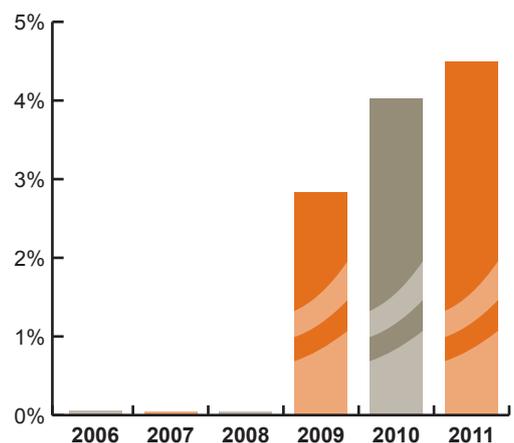
Council's provision for Employee Leave Entitlements (i.e. Annual Leave & Long service Leave) has increased by \$577k (6.8%) for 2011. This is mainly due to an increase in the number of employees (12) with these types of leave provisions for the 2011 Financial Year.

The liability to remediate the former gasworks site on Tarcutta Street was initially recognised in the Financial Statements for 2008/09. Council has increased its allocation to \$6m in internal reserves for 2010/11 to fund the project and intends to commence remediation of the site in early 2012.

### Outstanding Borrowings (\$'000)



### Debt Service Ratio - Consolidate %



## Business Activity Reporting

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

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

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

### Sewer

Wagga Wagga City Council's sewerage network services over 18,000 residential and 2,000 non-residential properties. The sewerage network consists of 531km of gravity and pressure mains and 36 pump stations. Last year over 5,800ML of sewerage was transported through Wagga's sewerage network. In 2011 upgrade works commenced at the Flowerdale Pump station cost \$2.83m to 30<sup>th</sup> June 2011.

### 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 agent's fees, yard and other rentals and truck wash user fees. Any surplus from financial activity is transferred to the Livestock Marketing Centre Reserve to be utilised for future capital improvements.

### Airport

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

The Airport site is owned by the Commonwealth Government and operated by Council under a long term lease. The future development of the airport is documented in the Wagga Wagga Airport Master Plan which was adopted by Council in 2010 with a planning horizon of 20 years. Income for the airport is derived from regular passenger transport charges, landing fees, tenant rentals and concessions. Any surplus from financial activity is transferred to the Airport Reserve to be utilised for future capital improvements.

Category 1	2011	2010
<b>(turnover greater than \$2m)</b>	<b>Surplus/ (Deficit)</b>	<b>Surplus/ (Deficit)</b>
Council Sewerage Services	(102)	417
Wagga Wagga Livestock Marketing Centre	220	251
Category 2	2011	2010
<b>(turnover less than \$2m)</b>	<b>Surplus/ (Deficit)</b>	<b>Surplus/ (Deficit)</b>
Wagga Wagga Airport	1102	472

## Section 2 – Strategic Spheres

# Social

As a community, Wagga Wagga takes pride in being an attractive and vibrant place to live. The places we live are central to our wellbeing and enjoyment. A healthy community has neighbourhoods and villages that provide key focal points of social interaction.

The performance status of each objective outlined in the 2010/11 Delivery Program is illustrated by the below symbols.

	<b>Completed</b>	<b>44</b>
	<b>In progress</b>	<b>4</b>
	<b>Not completed</b>	<b>9</b>



Ngiyaginya Aboriginal Festival Schools Event

The Community Strategic Plan Social Objectives are in bold, the Strategies to achieve the Objectives follow:

- 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 Murrumbidgee 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 urban and village neighbourhood hubs
  - 1.2.2 Facilitate higher population density in central Wagga and near neighbourhood hubs
  - 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 programs
  - 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 Establishing integrated community / cultural / tourism facilities within the Murrumbidgee 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

# Performance Summary

## Achievements for 2010/11

### Reconstruction of Exhibition Centre Netball Courts

Funding was allocated to the reconstruction of the Exhibition Centre netball courts. Seventeen new 'Rebound Ace' courts were constructed. The total project cost is in excess of \$1m.

### Masters and Apprentices Biennial Winter Festival

Council conducted the Biennial Winter festival event in 2011 called Masters and Apprentices. This involved 18 major events aimed at fostering and celebrating inter-generational exchange across the community.

Council's cultural facilities convened varied exhibitions, performances and cultural public programs alongside community development projects at various sites. The festival was visited by over 3,500 people.

### Wagga Wagga Library

The Library transacted 295,735 loans to their 18,962 members during the year with annual door traffic of 174,741. Over 220 library programs were held with over 6,000 people attending library events. Internet access continues to grow, with over 3,500 cyber members.

### 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, the Museum welcomed 34,603 visitors, in spite of the museum being closed for 12 weeks during 2010/11 due to storm damage.

### Wagga Wagga Art Gallery

The Art Gallery saw 31,853 people come through the doors in, despite major disruptions to the main gallery with its 7 month closure due to storm damage and floor replacement.

### Civic Theatre

The Theatre welcomed 74,000 patrons across the annual season of shows and subscriber numbers continue to grow from previous years. There were 19 commercial hires over 20 days and 43 community hires (including rehearsal period) over 82 days during 2010/11.

## Future Plans

### Completion of the Civic Theatre Sound Upgrade

Council will upgrade the Civic Theatre sound system from an analogue to a digital system during 2012. This will allow the theatre to remain technologically responsive to changes in production availability and access allowing a more diverse choice for audiences over the coming decade.

### Community Planning - Village Plans

Council will continue to implement its integrated response to village planning throughout 2012 for all of its nine villages.

In addition the Social Planning section will work on an Aboriginal Family Violence project as part of this project which focuses on enhanced awareness and prevention strategies aimed at our Aboriginal community for Tolland.

### National Student Glass Prize

The second National Student Art Glass Prize will be held in March 2012 and will again incorporate 5 universities and students from across Australia.

### Spatial Plan Review

Council will complete a review on its 2008 Spatial Plan which will assist long term planning and vision for the Local Environment Plan and Development Control Plan.

### Design Community Facility

The design phase of a community facility to assist in the production of events and conferences, is scheduled for the 2011/12 financial year.

### Model railway

The bridge over the model railway is scheduled to be replaced during the 2011/12 financial year to ensure it remains current and safe for future generations.

### Sporting Facility Strategy

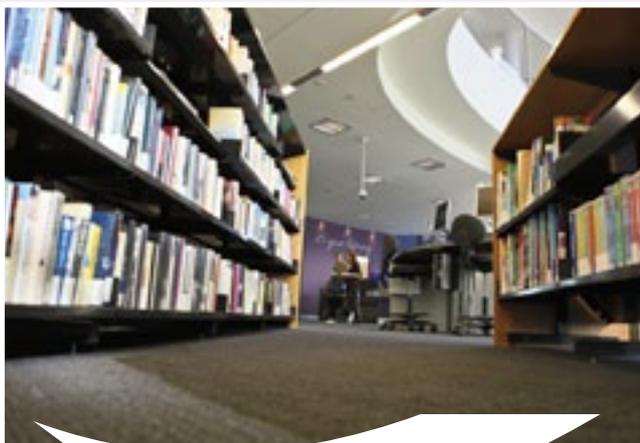
A sporting facility strategy for soccer development is schedule for completion during the 2011/12 financial year. Increasing interest in the sport has necessitated the development of a strategy to assist in its development over the coming years.

### Implement Cycleways

During 2010 the Wagga Wagga Bicycle Plan was developed and adopted for the Local Government Area. The ongoing implementation of the plan continues with updates to cycle ways and signage continuing through 2011/12.

### Tarcutta Main Street

The upgrade of the Tarcutta main street, which will commence during 2011/12, will see the installation of dedicated caravan and coach parking bays, a centralised public open space with bus shelters and picnic tables, a pedestrian linkage from the shops to the park, whilst maintaining truck parking bays in the centre of the village



Re-opening of Wagga Wagga City Library, 30 May 2011



Ashmont Community Centre Opening and Official naming, Ngurra Centre

### Design Out Crime Project

Council continues to work with the Department of Attorney General and Justice and other stakeholders on the Design Out Crime Project which focuses on crime prevention and environmental design in the suburb of Tolland in conjunction with Housing NSW. Our Social Planning section is working on an Aboriginal Family Violence project. Council's project focuses on enhanced awareness and prevention strategies within our local community.

### Greater Western Sydney (AFL) Potential Partnership

Council and the new AFL franchise the Greater Western Sydney (GWS) Giants are in the process of entering into a three (3) year Community Partnership arrangement to establish a mutually beneficial relationship between the two parties. Once entered into the arrangement will provide Council with guaranteed event and community building opportunities that will complement not only the Robertson Oval Upgrade project, but also help to build social capacity in the local government area.

## 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 issue of concern identified by both women and men and all age groups under 65 in our Local Government Area. Highest in the priority list is the redevelopment of the Wagga Wagga Base Hospital. There is an identified gap in several specialist services, compounded by the 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 significant 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.

### Multiculturalism

Wagga Wagga City's population continues to diversify with the Riverina welcoming over 70 new refugee families during 2010, 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 compared 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 public transport routes around the city, especially from outer suburban areas such as Forest Hill to align with industry shift start and finish times.

### Community Infrastructure

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.

## At A Glance

- Family Day Care Service provides care for 798 children each week.
  - Wagga City Library 174,741 visitors
  - Museum of the Riverina over 2 sites – 34,603 visitors
  - Wagga Wagga Art Gallery over 5 exhibition/gallery spaces – 31,853 visitors
  - Civic Theatre welcomed 74,000 patrons
- Sporting Fields and Parks data:**
- 205 parks and reserves
  - 62 sporting fields
  - Three high presentation Gardens in Wagga being Botanic Gardens, Collins Park and Victory Memorial Gardens
  - Six cemeteries
  - 35,000 street trees
  - Oasis Regional Aquatic Centre and Bolton Park Indoor Stadium receives around 300,000 visitors per year



John Weir, Little Big Day Out



Wagga Wagga City Council Citizenship ceremony in council Meeting Room, Mayor Wayne Geale OAM with citizenship recipients

### 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 all age groups. 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 from 2015.

### Storm Event

As part of the storm events of 2010 a range of capital works were completed. In addition the Museum of the Riverina Historic Council Chamber's roof was replaced via an insurance claim due to damage caused by sulphur crested cockatoos. Insurance works allowed for the replacement of carpeting on both levels of the Wagga Wagga City Library and the replacement of flooring in the main gallery and the E3 Space during early 2011. These upgrades ensured that all facilities have been returned to previous functionality with increased amenity. Visitation to all facilities remains high in spite of reduced openings due to the construction works being undertaken.

## Snapshot facts information

Art Gallery annual attendance totalled 31,853 during 2010/11 and is categorised as follows:

- Adults 22,573
- Children 2721
- Groups (adult) 452, Groups (primary) 1085, Groups (secondary) 611, Groups (tertiary) 245
- Programs 3,092
- Functions, events 1074

New conferences and events secured for 2010 through to 2012 including:

- Conservation Farming Conference "CANFA" September 2010
- NSW PSSA Rugby Union State Championships August 2010
- Football NSW State Titles July 2010
- Livestock Bulk Carriers Conference March 2011
- NSW Open Bowls Tournament – November/December 2010
- 10th Australian Piano Pedagogy Conference July 2011
- Rotary World Peace Conference September 2012
- National Trap, Skeet and Sporting Clay Championships 2011
- Australian Army Band Corps Association Reunion October 2011
- Local Government and Shires Association – Water Management Conference September 2012
- Wagga Wagga Triathlon November 2011

### Our Performance against the Delivery Program - Social

Our commitment	Status
<b>Objective: A vibrant and attractive place that offers a range of lifestyle choices and a liveable environment</b>	
<b>Strategy: Market the range of lifestyle choices</b>	
<p><b>Conference/event Organises and Group Market</b> Wagga Wagga participates as a member of the Evocities program which is to encourage capital city residents to make the move to an Evocity and invest in the opportunities the cities have to offer. The campaign showcases the abundance of opportunities in these regional cities due to their lower cost of living in comparison to metropolitan locations, strong career and business opportunities and enhanced lifestyle. Other participants include Albury, Armidale, Bathurst, Dubbo, Orange, Tamworth and Wagga Wagga.</p>	
<p><b>City Entrance Strategy (A&amp;E)</b> The city brand is now finalised and being rolled out so the City Entrance Strategy can be reactivated. The City entry budget has been reduced to \$170,000 and a new working group has been established.</p>	
<p><b>SRV Reserves Signage (A&amp;E)</b> New park entry signs were designed and constructed for Jubilee Park. The design for the skate park signs at Bolton Park has been completed and the signage will be installed in early July 2011.</p>	
<p><b>SRV Wagga Wagga Marketing</b> The unspent funds were rolled over to the 2011-12 financial year.</p>	
<b>Strategy: Improve connections to the river and the environment which enhances the natural feel of the river precinct</b>	
<p><b>Riverside Wagga Wagga Riverside Project Masterplan – Stage 1 (A&amp;E)</b> Implementation of the recommendations of the Riverside Strategic Masterplan have commenced.</p>	
<p><b>Installation of Boat Ramp</b> As part of the Riverside Wagga Wagga Strategic Master Plan Stage 1 implementation, a new concrete boat ramp is proposed at Wiradjuri Reserve including additional road access and car parking areas for boats and trailers. This project is also part grant funded from Maritime NSW.  The works have been held up due to the continuing high river levels from October 2010 through to mid February 2011, however the works specifications are currently out to tender with construction expected to be completed prior to Christmas 2011.</p>	
<b>Strategy: Strengthen Opportunities for shopping, dining and entertainment</b>	
<p><b>City's Services and Facilities (A&amp;E)</b> The promotion of Wagga Wagga as a liveable and tourist destination continues with advertisements and editorials in a number of magazines and brochures throughout 2010/2011 promoting the city and surrounds. Examples include: QantasLink "Spirit" Magazine, quarterly coverage in Style Magazine and Border Morning Mail "Out and About" Magazine, 2011 Kapooka March Out Guide, 2010 NSW Open Bowls Championships Official Program, Canberra Times Destination Magazine, Daily Telegraph Saturday and Sunday Newspapers, Regional Express OUTthere In-flight Magazine, advertisement in Wilkins City Map, Civic Guides Maps throughout the city, Welcome to Wagga Wagga Magazine for new residents, Touring Australia Magazine.</p>	
<b>Objective: A growing, diverse and dynamic community</b>	
<b>Strategy: Develop the central business district as the regional commercial and retail centre whilst encouraging local urban and village neighbourhoods hubs</b>	
<p><b>Land Use Studies (A&amp;E)</b> The Wagga Wagga Local Environment Plan 2010 includes provisions for staged Development Control Plans to be prepared for all identified Urban Release Areas to ensure that infrastructure roll out occurs in advance of development. To support this, integrated infrastructure strategies are being developed with other government bodies including Riverina Water County Council, the Roads and Traffic Authority and Charles Sturt University, to ensure that all are working towards a common objective.</p>	

### Our Performance against the Delivery Program - Social

Our commitment	Status
<b>Strategy: Facilitate higher population density in central Wagga Wagga and near neighbourhood hubs</b>	
<p><b>Implement Consistent Land Use Planning Controls</b> Biocertification was conferred on the Wagga Wagga Local Environment Plan 2010 in January 2011. The edited versions of the adopted Boorooma, Bomen and Lloyd Development Control Plans are being incorporated into the Wagga Wagga Development Control Plan 2010, with the Northern Suburbs component the only one yet to be incorporated. Implementation of the Biodiversity Certification has commenced.</p>	
<b>Strategy: Facilitate the provision of a range of housing types in a manner which builds strong residential communities</b>	
<p><b>Implement Processes to Actively Source Funding for Heritage Projects</b> Council has been successful in obtaining funding from the NSW heritage Officer to undertake a community based heritage study. The brief for this study has been undertaken, a consultant has been engaged and it will be finalised in the 2012/13 financial year.</p>	
<p><b>Implement Consistent Application of Relevant Heritage Conservation Controls</b> The Local Environment Plan (LEP) and Development Control Plan (DCP) provide controls for heritage conservation throughout the Local Government Area. These controls are consistently applied as appropriate.</p>	
<b>Strategy: Facilitate equal access for residents to community services and facilities</b>	
<p><b>Civic Theatre Service Delivery Against Cultural Plan (A&amp;E)</b> The theatre has increased on the number of subscribers in 2010/2011. Attendances for all shows have been very high with many sell out shows. The theatre has been working with some of the key promoters for over 18 months to attract shows to Wagga that in the past had bypassed the Civic Theatre and gone straight from Albury to Canberra. This has started to pay off with bookings including the McClymonts, David Campbell, Leo Sayer and Damien Leith which are all anticipated to sell out.</p>	
<p><b>Museum Service Delivery Against Cultural Plan (A&amp;E)</b> The Museum of the Riverina welcomed 34,603 visitors to the museum to either participate in a public program, special events or to engage with the diverse schedule of exhibitions. However comparing this annual figure, year to date with the previous 2009/10 visitor figures there was a 20.1% decrease in audience participation at the museum due to the Museum being closed for 12 weeks during 2010 due to storm events.</p>	
<p><b>Art Gallery Service Delivery Against Cultural Plan (A&amp;E)</b> The Art Gallery received substantial funding for its programs and development initiatives particularly in the area of Aboriginal and Torres Strait Islander development and exhibitions and education outreach programs from Arts NSW, ERA, DEWHA, DFCSIA, the Gordon Darling Foundation and Flinders University Art Museum  The storm event in December 2010 required closure of the Art Gallery main and links spaces for 7 months, and the E3 space for a portion of this time. Five exhibitions were cancelled. However the attendance figures for the period in 2011 are comparable to the same period for 2010, indicating that visitor numbers have remained constant and the gallery successfully maintained its standard and service to the community during this disruption.</p>	
<p><b>Cultural Plan</b> The quarterly cultural guide continues to be produced in conjunction with all the cultural facilities as part of an overall cultural marketing strategy.  The Stage 2 Cultural Audit has been completed.  A new Public Art Advisory Panel has been recruited and has commenced its two year term from 2011 until 2013.  Planning and development of the DEEWR funded Ngiyaginya Festival is continuing over the period with the development of a series of events around regional language, oral history and education retention programmed across the local government area which will be delivered as part of a festival.</p>	
<p><b>Community Facilities – Village and Rural Areas (A&amp;E)</b> This funding allocation was used to supplement the embellishment of Boree Avenue Park in Forest Hill. Landscaping works including irrigation improvements, tree planting, turf renovations and the installation of goal posts have all been completed.</p>	

### Our Performance against the Delivery Program - Social

Our commitment	Status
<p><b>Parks Facilities Village and Rural Areas</b></p> <p>This includes increasing the grass mowing service levels and increased park facilities to the rural villages throughout the local government area which was achieved. The re-landscaping of the park at Humula also occurred during 2010/11.</p> <p>Ongoing presentation of the city and villages parks and reserves is important and the scheduled program allows for these areas to be better presented in line with community expectations.</p>	
<p><b>Urban Reseals</b></p> <p>The majority of the 2010/11 urban reseal program was completed. Unsuitable weather resulted in a shorter window available to undertake reseals in 2010/11. As a result, some lower priority locations have been deferred until 2011/12. Reseals were completed on Albury St, Allonby Ave ( East), Bennett St, Berembee Rd, Binnak Pl, Bourkelands Dr, Bungown Pl, Church St, Copland St, Dalman Pkwy, Fay Ave, Fernleigh Rd, Fosbery St, Fox St, Grove St, Highfield Pl, Immarna Pl, Indi Pl, Inglis St, Kaloona Dr, Karoom Dr, Kywong Pl, Nagle St, Nardoo St, Nyrang St, Pinaroo Dr, Railway St, Red Hill Rd, South Ln, South Pde, Thorne St, Torrens St, Undurra Dr, Urana St, Vasey St, Yentoo Dr.</p>	
<p><b>Urban Asphalt Program</b></p> <p>No asphalt works were undertaken during the 2010/11 financial year. Extensive testing was undertaken across the entire urban area which indicated that the subgrade materials across much of the urban area are of low quality. To ensure a reasonable design life, the subgrade must be modified or the thickness of asphalt increased. As a result, the number of locations identified for treatment was significantly reduced due to the increased quantity of asphalt required. Testing and design, followed by wet weather, resulted in a delay to the commencement of the program. Due to incompatibility of the preferred product with cold temperatures, and traffic management issues associated with undertaking the works during the day, the program has been deferred and will be undertaken in conjunction with 2010/11 works.</p>	
<p><b>Village Reseals</b></p> <p>The reseal program underwent revision during the year and commenced in the second quarter. This revision took place to allow for flexibility due to the ongoing wet weather and was fully completed.</p>	
<p><b>Village Rehabilitation</b></p> <p>No pavement rehabilitation works were undertaken in the villages during 2010/11. The program was delayed due to the reallocation of resources to flood recovery and higher priority rehabilitation works.</p>	
<p><b>Pavement Rehabilitation (Arterial Roads) SRV</b></p> <p>Extensive pavement rehabilitation was undertaken on the section of Holbrook Rd south of Mangoplah.</p>	
<p><b>Pavement Rehabilitation Sub Arterial Roads</b></p> <p>The pavement rehabilitation program was delayed due to the reallocation of resources to flood recovery works. Some small heavy patches were undertaken to address the issue of moisture related pavement failures across the sealed road network. Items remaining from the 2010/11 program will be undertaken in conjunction with the 2011/12 program.</p>	
<p><b>Rural Reseals</b></p> <p>The reseal program was completed.</p>	
<p><b>Cycleways/Footpath Construction (A&amp;E)</b></p> <p>The construction of Travers Street Shared Pathway from The Olympic Highway to Beckwith Street has been completed. The installation of linemarking and signage from Kincaid Street to Beckwith Street also completed.</p>	
<p><b>Pedestrian Facilities (PAMP) Program (A&amp;E)</b></p> <p>The 2010/11 PAMPS program has been completed with 57 pedestrian access ramps installed in Ashmont and 29 in Central Wagga Wagga.</p>	
<p><b>SRV and RTA 50/50 Cycleways Program (A&amp;E)</b></p> <p>The construction of Travers Street Shared Pathway from The Olympic Highway to Beckwith Street has been completed, with the installation of linemarking signage from Kincaid Street to Beckwith Street was also completed.</p>	

### Our Performance against the Delivery Program - Social

Our commitment	Status
<b>Strategy: Develop and promote partnerships for regional community programmes</b>	
<p><b>Government and Non Government Funding in Rural and Regional Programs (A&amp;E)</b>            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 continued for HACC Aboriginal Development Officer position.</p> <ul style="list-style-type: none"> <li>• Arts NSW funding of \$40,000 received for the Masters and Apprentices Biennial Winter Festival.</li> <li>• \$2500 received for the WoWW weaving project visit to Sydney from Facshia.</li> <li>• Additional funding from the Australian Government has been received for \$35,000 for a Capacity project officer for the Ashmont Youth Hub project to form an Ashmont Youth Reference Group.</li> <li>• \$80,000 has been secured for the co-ordination of the Ashmont Youth Hub for 2011/12</li> <li>• \$90,000 has been secured as part of the Design Out Crime Action Plan for 2011/12</li> </ul>	
<b>Strategy: Acknowledge and celebrate diversity within the community</b>	
<p><b>Cultural Programs</b>            In line with the Cultural Plan action, the quarterly cultural guide continues to be produced in conjunction with all the cultural facilities.            Planning for the Winter Festival Masters and Apprentices has been completed in conjunction with the cultural facilities with a draft program developed with themes around intergenerational learning and the showcasing of experience and the transfer of knowledge between generations.</p>	
<p><b>Councils Cultural Collections</b>            All collections continue to be maintained in line with best practice conservation methods. A public art maintenance schedule has been developed and implemented throughout 2011.            Replacement of the Wollundry Lagoon glass interpretive panels was completed after vandalism in 2010.            There was a storm event in December 2010 causing damage, the works have been completed and the main gallery and collections are on track for global re-opening in August 2011.</p>	
<p><b>Acknowledging Social and cultural diversity (A&amp;E)</b>            All the actions and programming successfully delivered for community development events and public programming such as Youth Week, Seniors Week, International Womens Day, Regenerate and Naidoc Week for all cultural facilities and social planning sections.            The 2011 Masters and Apprentices Bi-ennial Winters Festival commenced in June.</p>	
<b>Strategy: Identify changing community needs and provide leadership to the community</b>	
<p><b>Community Social Plan (A&amp;E)</b>            Ongoing items in the Social Plan have been implemented as per the Action Plan.            Through the Alcohol Management Strategy approx \$45,000 was received through funding from the NSW Attorney General's Department to deliver a project that focuses on reducing Alcohol Related Assault.            The capital works project at Ashmont Community Centre is almost finalised. Council is working closely with local service providers to identify local support and increase in access for young community members.            The Rural Village Plans, which were adopted earlier this year, have commenced implementation. Further work with the villages will continue to ensure the implementation remains meaningful.</p>	
<b>Objective: A broad range of leisure, sport, cultural and educational pursuits for the varying needs of the community</b>	
<b>Strategy: Provide opportunities for life-long learning, social interaction and creativity</b>	
<p><b>Increased access to information and public programs through a range of mediums for all ages (A&amp;E)</b>            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 library held four well attended events as part of the Re:generate Youth Festival,. Other events such as the Seniors Week classes "Surfing for Seniors" were as popular as ever as was a talk on What to Read Next. School groups attended engaging talks during Science Week.            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.</p>	

### Our Performance against the Delivery Program - Social

Our commitment	Status
<p><b>Social and Cultural Services Program (A&amp;E)</b>            All programming successfully delivered across the spectrum of demographics for all cultural facilities.            Quarterly cultural guides have been redesigned with new City branding. Updated advertising produced and distributed to all networks.            A new Google Public Art Layer has been created for access to the Public Art Collection and includes brief description and images.            Regular meetings have been conducted with funding bodies to assist in the maintenance of a State and National profile for our cultural facilities.</p>	
<p><b>Strategy: Provide a range of social sport, recreation and cultural services, facilities and programs for all stages of the life cycle</b></p>	
<p><b>Events</b>            Through the monthly "What's On" guide, the website, magazines and newspapers, the Tourism Team supported a wide range of events during 2010/2011 financial year. Two new markets, Muddi Markets and Markets by the Lake were introduced during this period and have become very popular with local residents and visitors. Many other events supported were Wagga Wagga Show, NSW Amateur Pistol State Championships, NSW State Trap Carnival, Kapooka Open Day, Australian Truck Drivers Memorial, Serenade in the Vines, Children's Medical Research Fair, Art on the Levee, miniature Railway Annual Invitation Run, Model Railway and Hobby Exhibition, Stamp and Coin Fair, Gumi Festival, Food and Wine Festival and Wagga Wagga Gold Cup and Essential Energy Field Days.</p>	
<p><b>Parks/Major Assets</b>            Council staffs are continuing to maintain the Botanic Gardens to a high standard to meet community expectations. Garden beds within the Botanic gardens have been revamped and replanted in the continuous improvement program. The overall presentation continues to be the focus for staff development opportunities. Enclosures within the animal yards continue to be upgraded as funding opportunities allow.            Improvements identified for the 2011/12 financial year include fencing within the animal yards and a replacement of the decking of the model railway footbridge within the gardens.</p>	
<p><b>Recreation and Open Space Strategy</b>            Numerous projects have been delivered during the period program and have been implemented through either provision of new or replacement facilities. Projects include the development of Senior Junior Rugby League facilities, the upgrading of Robertson Oval and the development/expansion of the Wagga Wagga Exhibition Centre and other smaller scale development and support projects.            This funding also provided for the staging of the 2011 'Regenerate' Youth Festival in April which is a BMX, scooter and skate boarding competition including workshops and was held in partnership with the Riverina East Region of Councils' (REROC).</p>	
<p><b>Wagga Wagga Exhibition Centre Improvements</b>            This overall project involves a number of capital works over two financial years and is for the improvement of facilities at the Wagga Wagga Exhibition Centre.            The focus of the project was the development of a sealed car parking area between the McDonalds Park facility and the Junior Rugby League fields. The remainder of the funds was allocated towards drainage improvements at McDonalds Park and the Junior Rugby League fields, improvements to the entry / exit points for the venue at Copland Street and the installation of a cricket pitch on the Junior Rugby League fields.            The field improvement elements of the project began in late December 2010 with the coring and top dressing of the McDonalds Park and Junior Rugby League playing surfaces. Sand slit drainage will be installed on the McDonalds Park playing surface to further improve the drainage capacity of the area at the completion of the Senior Rugby League season in approximately October 2011.            One synthetic junior cricket pitch has been installed on the Junior Rugby League fields, with the second synthetic junior cricket pitch scheduled to be installed at the completion of the Junior Rugby League season in September 2011.            Road works and the installation of signage / line marking at the entry / exit point to the Wagga Wagga Exhibition Centre off Copland Street have been completed. Copland Street has been widened through to the Koorringal Road roundabout and additional works to line mark the lanes has taken place.            New facilities including carparking and improved playing surfaces continue to be provided at the Exhibition Centre for all residents and visitors to the city.</p>	

### Our Performance against the Delivery Program - Social

Our commitment	Status
<p><b>Playground Equipment Replacement</b></p> <p>During the 2010/11 financial year 3 playground replacements occurred. These new installations occurred at Karoom Street, Overdale Drive and the Visitor Information Centre. These new playgrounds have been well received by the community and comply with Australian standards.</p>	
<p><b>Glenfield Park Facilities</b></p> <p>Landscaping works at 108 Yentoo Drive commenced in September 2010. This project involved the following elements:</p> <ul style="list-style-type: none"> <li>• Earthworks</li> <li>• Soil treatment</li> <li>• The installation of turf (sprigged)</li> <li>• The installation of a connecting footpath</li> <li>• Minor landscaping and tree planting</li> <li>• Maintenance (6 months).</li> </ul> <p>All works, including maintenance, have been completed on this project.</p>	
<p><b>Hilltop/Bourkelands New Park</b></p> <p>Landscaping works have been completed at Kaloona Drive Park. The completed park includes revegetation areas, irrigated turf areas, a playground and footpath linkages. A new local park is available to the residents of Bourkelands.</p>	
<p><b>Skate Park Upgrade and Shade Structure (A&amp;E)</b></p> <p>During the 2010/11 financial year, designs for the skate park upgrade were completed in consultation with the community. Tenders were called in June 2011 and the construction is to commence early in the 2011/12 financial year. During the design phase there were unexpected delays and budget constraints.</p>	
<p><b>Replacement of Polocrosse Fields</b></p> <p>The development of a new Polocrosse facility at Euberta is proceeding on schedule. The project is being delivered by the Wagga Wagga Polocrosse Club Inc. and they have successfully established replacement Polocrosse fields on site and installed some new yards. Additionally works to establish water supply and power access on site for competitions have been completed.</p> <p>Works on the development of competitor amenities commenced in February 2011. The shed structures were erected in April 2011 and the fitout of the amenities were completed in May 2011 and were operational for the Polocrosse Club's annual event in May. The development of additional yards, a path between the new amenities and the Hall and some other minor project elements will occur in July and August 2011 and this will see the completion of the project.</p> <p>Establishment of first class Polocrosse fields and other necessary elements at Euberta are nearing completion.</p> <p>Construction of the Polocrosse amenities has been completed.</p> <p>The Wagga Wagga Polocrosse Club Inc. now has an excellent new operational venue.</p>	
<p><b>South Wagga Tennis Amenities – Design</b></p> <p>A concept design has been completed for a new clubhouse at the South Wagga Tennis Club in consultation with the users. Preliminary costs based on the concept design have also been received.</p> <p>This project is not funded in Council's long term financial plan. Plans were prepared for Council and the South Wagga Tennis Club to seek grant funding to make the project a reality.</p>	
<p><b>Community Halls Construction (SRV) (A&amp;E)</b></p> <p>The 2010/11 Financial Year allocation of Special Rates Variation (SRV) funding for Community Halls has been allocated to the Collingullie Hall. Funding has been granted to the Collingullie Hall Committee under a Council grant arrangement and the project will be undertaken during the 2011/12 financial year. The Committee will construct an awning on the back of the hall, repair the entry road and improve the drainage.</p>	
<p><b>Civic Theatre upgrade of Backstage Equipment</b></p> <p>The upgrade is now complete with 2 new followspots; 2 foldback speakers; 1 amplifier; upgraded microphone stands; video monitoring system all purchased and installed. This now enables the theatre to be competitive with other regional performing arts centres and will ensure hirings from national promoters.</p>	
<p><b>Australian Print Acquisitions</b></p> <p>The gallery is acquiring a print by significant Torres Strait artist Dennis Nona. The purchased artwork represents a formative period of the artist and is an excellent and strategic addition to building the Aboriginal prints sub collection within the Australian Print Collection of Wagga Wagga Art Gallery.</p>	

### Our Performance against the Delivery Program - Social

Our commitment	Status
<p><b>National Art Glass Gallery Acquisitions</b></p> <p>The Gallery recently acquired a major piece of glass by artist Cobi Cockburn, titled Travelling Light, 2009. This is a very major work and almost the entire glass budget has been spent on acquiring this piece for the National Collection. The Kerfoot donation, in 2009, added so many pieces by other important glass artists that it was decided to acquire one major piece instead of a number of more minor works. There has been one more acquisition however by Holly Grace, Ramshead Range No3 (Miniature), 2010.</p>	
<b>Strategy: Establishing integrated community/cultural/tourism facilities within the Murrumbidgee River precinct</b>	
<p><b>Cultural/Tourism Facilities for Visitor/Community Access</b></p> <p>Community consultation has indicated a desire to interpret and celebrate the rich cultural heritage of the river and city. A new cultural centre linking with the existing civic and cultural precinct has been identified to contribute to sharing and celebrating the identity of the community. Meetings have been held with various stakeholder groups including from the performing arts, educational institutions, museums and heritage, indigenous community, youth, multicultural community, visual arts and business representatives. Council continues to engage with the community to work through a sustainable solution for a Cultural Facility in Wagga Wagga.</p>	
<b>Objective: A safe, healthy and active community</b>	
<b>Strategy: Encourage and facilitate an active and healthy community</b>	
<p><b>Shared pathway in the city and surrounds (A&amp;E)</b></p> <p>The first draft of the Wagga Wagga Bicycle Plan was released for public exhibition prior to the end of 2010 and was adopted at the April 2011 Council meeting.</p> <p>The design and construction of shared pathways has occurred on Farrer Road (connecting Boorooma Street and The Riverina Anglican College at Estella) and also along Travers Street (between the entry to the Murrumbidgee Turf Club and Beckwith Street).</p> <p>Additional projects identified in the plan will be completed during the 2011/12 financial year.</p>	
<b>Strategy: Support and promote the safety, health and wellbeing of the community</b>	
<p><b>Build and foster relationships with Emergency Services Organisations</b></p> <p>In June 2011 a Council Officer was appointed to the shared role of LEMO, with the existing LEMO, so that improved management of the EOC can be achieved.</p> <p>The LEOCON has revised the standard operating procedures for the EOC to more closely reflect the way that Wagga EOC works. Those SOPs will be sent to LEMC members by the LEOCON and DEMO in the near future for discussion at the May LEMC meeting.</p> <p>There have been two substantial flood events during the quarter ending December 2010. The first event, in October, was a combination of storm and riverine. The EOC was opened from 15 to 18 October with flooding impacts that required evacuations in Uranquinty, Ladysmith, Flowerdale and Old Narrandera Rd. The total disaster victim registrations from this event was 186.</p> <p>The second event resulted in the EOC being opened from Friday 3 to Friday 10 December in response to what was substantially a riverine event. The EOC remained open as a District resource for some days after the local needs had been satisfied. This event had a substantial effect in North Wagga, Gumly, Flowerdale and East Wagga. Several hundred people were evacuated and, in the case of Gumly, about 30 people elected to stay in their homes but were cut off from the rest of the community. Levee banks were not breached in this event and the number of homes that were ultimately inundated was very small. SES has monitored river heights and have provided warnings as necessary.</p>	
<p><b>Regulatory Services</b></p> <p>Regulatory Services delivered including:</p> <ul style="list-style-type: none"> <li>• Companion Animal Management</li> <li>• Parking enforcement</li> <li>• Litter / dumped rubbish enforcement</li> <li>• Impounding abandoned articles</li> <li>• Management of Alfresco dining license</li> <li>• Environmental complaints / breaches</li> </ul>	

### Our Performance against the Delivery Program - Social

<b>Our commitment</b>	<b>Status</b>
<p><b>Works Program</b> Programs for road reseal and footpaths, Pedestrian Access and Mobility Plans have been completed. Kerb and Gutter Program will be carried over to 11/12 due to designs being required for the sites selected. Delays for Kerb &amp; Guttering partly due to the flood events taking resources away for this program.</p>	
<p><b>Westbrook Road Safety Improvements</b> Recent flood events have resulted in significant damage to infrastructure across Wagga Wagga. The repair of this infrastructure has been Council's priority which has impacted on the construction of new infrastructure.</p>	
<b>Strategy: Support preventative public and environment health programs</b>	
<p><b>Community Immunisation Clinic (A&amp;E)</b> Council is instrumental in facilitating free Immunisation clinics to children under 15 years of age. Clinics are conducted twice a month. Day clinics are carried out at the Seniors' Citizen Centre Tarcutta Street while night clinics are held at the Wagga Wagga City Council's Civic Centre. These times are set to accommodate working parents who wish to use Council services to have their children vaccinated.</p>	
<p><b>Public Health Standards</b> The Public Health Division of Council implements the following routine inspection programs:</p> <ul style="list-style-type: none"> <li>• Food shop inspections</li> <li>• Cooling tower inspections</li> <li>• Commercial Swimming Pool inspections</li> <li>• On site sewage management licensing program</li> <li>• Skin Penetration/ beauty business inspections</li> <li>• Funeral Parlour inspections</li> </ul>	
<p><b>Onsite sewage management</b> In accordance with Local Government Act 1993 on-site sewage management systems within Council areas are licensed using a risk matrix. Routine inspections and approvals to install and amend system are ongoing.</p>	

## Section 2 – Strategic Spheres

# Economic

Strong economic growth is essential in creating employment opportunities and providing resources required to meet current and future community needs. Those needs include the provision of appropriate infrastructure and services that are maintained and renewed appropriately and cost effectively.

The performance status of each objective outlined in the 2010/11 Delivery Program is illustrated by the below symbols. A reason for variation is provided for objectives marked “not completed”.

	<b>Completed</b>	<b>112</b>
	<b>In progress</b>	<b>18</b>
	<b>Not completed</b>	<b>53</b>



Re-Generate activities

The Community Strategic Plan Economic Objectives are in bold, the Strategies to achieve the Objectives follow

- 2.1 A strong, sustainable and well balanced economy that generates growth and 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 accommodates the changing needs of the Wagga Wagga Local Government Area**
  - 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



Glenfield Road roundabout construction. Crews work on the roundabout on corner of Dalman Parkway and Glenfield Road.

## Achievements

### **The Wagga Wagga airport's installation and soon to be operational \$1.8 million instrument landing system**

This important new feature is a rarity of airports of this size and increases both safety and economic viability of the facility.

Riverside Masterplan was adopted by Council in May of 2010. This new strategy seeks to enhance the river as both a recreational and economic asset for the community.

### **Integrated Planning and Reporting**

Council has identified, condition rated, GPS plotted and recorded \$1.1 billion of infrastructure assets with an estimated \$161 million requiring renewal or approximately 14% of the asset base.

### **Asset Management Plans**

The Asset Management Plan and supporting 20 sections for all asset categories were completed in the 2010/11 year. The Asset Management Plan is an electronic document available to Council staff and the community via Council's website.

The sections of the plan and the plan itself can be accessed via an interactive menu created to allow easy access to the information contained in the plans. The creation of the plan forms a base platform for Council's Asset Management and then allows more strategic work to begin on each asset class over the coming years.

### **Main City and North Wagga Levee Upgrade – Feasibility Study**

In 2010 Council engaged NSW Public Works to carry out a feasibility study for the upgrade of the Main City and North Wagga Levee Systems. The feasibility study was undertaken in order to address a recommendation made in the Murrumbidgee River Flood risk Management Study which was adopted in 2009 by Council.

The feasibility study includes a Preliminary Environmental Planning Overview (100% complete), an analysis of the freeboard to be used in the design (100% complete), an assessment of levee design levels based upon the latest flood modelling outputs (100% complete) and conceptual designs with estimates for public exhibition and adoption by Council.

### **Baylis Street Lighting Upgrade**

The installation of additional lighting has been completed at the intersection of Morgan and Forsyth Streets.

### **Exhibition Centre Improvements**

Council Staff have project managed the improvements to the Exhibition Centre including the netball court refurbishment, the sealing of various car parks and the improved entry and exit system of the site.

### **Glenfield/Dalman intersection roundabout construction**

Council staff project managed the delivery of the new roundabout at the intersection of Glenfield Road and Dalman Parkway to assist in managing the growth in vehicle traffic in the Glenfield area.

The storm events which occurred in 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.

Due to major flood events in December a number of strategies were used to minimise localised flooding:

- A pump and pipeline was installed across Tarcutta Street to the River, allowing the Lagoon to be pumped down before a big rain event occurred as well as providing additional outflow capabilities during a rain event
- The flood pump & motor in the Tarcutta Street pump station has also been refurbished & input points for council's generator installed to reduce any possibilities of breakdowns during another event
- Hire of 1000 kva generator to power both flood pumps at Flowerdale lagoon was required during the December event due to a significant power outage
- Purchase of Flood Barriers for Major floods, to be used when we have to block the Highway at Marshall Creek bridge and Copland Street and Koorringal Rd Roundabout. During the December flooding event Council staff blocked the highway by constructing a temporary levee using clay and fill materials transported to each site. These new flood barriers are expected to reduce time and costs significantly during another event.

### Planning & Development Forums

During the course of the year Council conducted two stakeholder forums in response to community demand for improved communication between Council and various stakeholders. The forum identified an "Action Plan for Change" which Council is now working towards implementing in conjunction with key stakeholders.

### New Industry

2010/11 saw the establishment of major new employers such as Renewed Metal Technologies and Riverina Oils & Bio-energy, in addition to the installation of critical infrastructure including the instrument landing system (ILS) at Wagga Wagga Airport.

### Other key achievements include:

- Implementation of New Annual Fire Safety Inspection process
- Development and implementation of a Bushfire Assessment process (responsibility transferred from the State to Local Government)
- Development of an Awnings Policy
- Development of a Swimming Pool Audit Inspection process and successful implementation of those inspections to assist in ensuring the safety of users of pools throughout the Local Government Area



Above: Sample of Wagga Wagga City Branding

Top right: Wagga Wagga City Council storm damage event on 3 December 2010. Council building suffered storm damage on its lower levels

Right: City Centre building with new city brand decals





## Future Plans

During 2010/11 Council listened to, and then responded to community and industry feedback regarding the Performance of its town planning and strategic planning functions. As part of Council's journey of continuous improvement, Council will continue to engage with key stakeholders and the broader community as a means of delivering enhanced services to the community. The vision for Council is to be recognised as working "hand in glove" with all key stakeholders in order that Wagga Wagga and its surrounding villages continue to grow and flourish.

The key focus this year will be the implementation of the Bomen and Riverside Master Plans as well as the Retail Growth Strategy. Wagga Wagga City Council will continue to engage with key stakeholders and the broader community as a means of delivering enhanced services to the community.

### City Image Strategy

A strategy investigating the beautification and statement of the city entrances is being considered during the later half of 2011. This includes entrances to the city, villages and other signage throughout the Local Government Area.

### City Brand

The Wagga Wagga City Brand was developed during 2010 and the ongoing promotion and use of the brand, as a community, will continue into 2011.

### Fitzmaurice Street Upgrade

The upgrade of Fitzmaurice Street, to instil a unique identify, is planned during 2011/12.

### Flood Protection

Ongoing maintenance of the main city levee bank, stormwater drainage and flood pumps will continue in 2011 for the ongoing protection of the community.

### Bomen Business Park

The Bomen Business Park development, in line with the actions in the Bomen Strategic Plan, is scheduled to commence implementation in the 2011/12 financial year.

### Projects for the 2011/12 year include:

- Emergency Levee Bank Repairs Stage III
- Koorringal Road / Vincent Road / Fay Avenue Intersection improvements
- Tumbarumba Road remediation(11.3km to 12.9km)
- Tarcutta Main Street Upgrade
- Avocet Drive / Boorooma Street Roundabout
- Farrer Road / Boorooma Street Roundabout
- Fitzmaurice Street Upgrade



**Low Carbon Australia and Wagga Wagga City Council Energy Efficiency Agreement launch. Federal Minister for Regional Australia, Local Government and the Arts, Simon Creen, officiated at the launch of Evocities**

## Challenges

The development of the Bomen Rail/Road Intermodal Hub expected to create 158 jobs during construction and 62 jobs during operations. Securing funding for these road and rail improvements is a key goal for Council this year.

Continue to work with developers' of large sites such as the Murrumbidgee Mill to ensure that these crucial sites become community assets.

Implementation of the retail growth strategy designed to attract new investment such as the new Master's Stores by making Wagga Wagga's commercial precincts more attractive to retailers and shoppers.

### Infrastructure

The most significant challenge faced by the City's infrastructure will always be 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.

Over the last four years Council 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 assets to a suitable standard to allow them to provide the service the community expects and deserves.

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

## At A Glance

### People and Population

- Wagga Wagga's growth rate is 1.3% per year
- Each year 800 new people call Wagga Wagga home
- \$295,000 is medium value of a home (3 Bedrooms)
- 20,000 tertiary and TAFE enrolments per year

There were over 1 Million Visitors to Wagga Wagga this year including 409,000 domestic overnight visitors, an increase of 69,000 from the year before, and 623,000 day visitors, an increase of 17,000 from the previous year.

Wagga Wagga has an extremely diverse economy. This is important because it helps insulate the City from becoming too dependant on a specific industry. Our largest employment sectors are:

- Health care and social assistance
- Retail trade
- Accommodation
- Public Administration and Safety
- Manufacturing
- Transport, postal and warehousing
- Defence
- Education

In the 2010/11 financial year, Wagga Wagga's Gross Regional Product increased by 3.3% to \$3.4 billion. Over the past four years the Wagga Wagga economy has experienced growth of 5.0% per annum-well above the State growth trends of 2.2% per annum over the same period.

### Planning Process Analysis

During the course of the early part of 2011, a Planning Analysis was undertaken on the recommendation of Council's Business Advisory Committee. Council welcomed the opportunity to have an independent third party review its planning processes with a view to strengthening confidence in Council's planning processes which is a key element for the future economic growth of Wagga Wagga and the Riverina.

### Economic Infrastructure

The Commercial and Economic Directorate is continuing to build upon recent success in attracting new business to the Wagga Wagga Region. Council continues to develop essential economic infrastructure such as the new Aviation Precinct at the airport and the Bomen Business Park.

## Our Performance against the Delivery Program - Economic

Our commitment	Status
Objective: A strong, sustainable and well balanced economy that generates growth and employment opportunities	
<b>Strategy: Stimulate prosperity through economic development strategies</b>	
<p><b>Economic Development Strategy – Grow Wagga Wagga</b> Wagga Wagga Business website continues to be maintained and updated. Industry case studies have been prepared which showcase and endorse the vision contained in Grow Wagga Wagga that 'By 2018 Wagga Wagga will be the preferred city in Australia for sustainable business and balance living'. The implementation of the strategy is ongoing.</p>	
<b>Strategy: Identify and attract business to ensure a well-balanced economy</b>	
<p><b>Encourage inward growth and business expansion through the delivery of the commercial &amp; economic development strategy</b> A draft Commercial and Economic Development Strategy was developed during 2010/11. Wagga Wagga City Council has prepared two prospectuses in response to Industry and Investment NSW's request.  There has been regional interest in a National Agricultural equipment franchise re-establishing a presence in Wagga Wagga.  A collaborative marketing effort to reallocate people employed at Salmat into local businesses has been successful. Wagga Wagga City Council attended the Avalon Australian International Airshow in March. A combined exhibition space with other regional NSW businesses provided a highly visible presence at the event where Wagga Wagga ambassadors met with aviation industry representatives to endorse the Wagga Wagga airport as a logical destination for business investment. The implementation of the strategy is ongoing.</p>	
<p><b>Implement recommendations contained in the Bomen Strategic Master plan</b> Council submitted a comprehensive application for infrastructure funding at Bomen through the Regional Development Australia first round of funding.</p>	
<p><b>Call Centre Operations Service Provision</b> This project relates to insourcing call centre services as a revenue source, potentially providing a paid service whereby WWCC manage Call Centre operations for neighbouring Councils. However, due to the importance of addressing internal issues and maximising the impact of the Service Quality strategy, it is not likely that this project will occur for some time. To be rescheduled for a future time.</p>	
<p><b>Inward investment strategy for airport</b> The Inward Investment Strategy is an integral part of the Airport's suite of business plans, which includes the Airport Master Plan 2010, and the Airport's 20 year Long Term Financial Plan. Council continues to actively promote the Airport, and the region as a "Centre for Aviation Significance", through a variety of channels, including editorials and advertisements in aviation magazines, Aviation After Five events and presentations at aviation and airport conferences. In March 2011, Wagga Wagga Airport, the Australian Airline Pilot Academy and TAFE NSW promoted the regions aviation capability with 3 separate and unique displays at the Avalon 2011 Australian International Airshow, as part of the Industry &amp; Investment NSW stand.</p>	
<p><b>City Brand</b> The City Branding Project, in conjunction with Future Brand, went through significant consultation phases and workshops with Councillors, key community stakeholders and Council staff, resulting in the final brand concept being endorsed at the December Council Meeting. With ongoing promotion, the brand will become an easily recognised feature of Council and community information.  The City Brand, endorsed by Council in December 2010, focuses on the unique regional story and special place that Wagga Wagga holds in Australia's heart and capitalises on the truly iconic symbol that is the name Wagga Wagga. The Brand is the symbol of the people and place and has been designed to promote the City as a true icon. In addition to the symbol (or landmark) the identity design consists of a flexible system of colours, typography, pattern, layouts, photographic style and graphic circles. Together, these elements will capture the mix of 'a hundred little good things' that can make everyday life better.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Link to state and regional tourism websites</b></p> <p>Wagga Wagga continues to promote events and activities on local, regional, state and national websites. <a href="http://www.visitwagga.com">www.visitwagga.com</a> is included in all advertising and promotional material produced to direct enquiries to the tourism website. Wagga Wagga City Council participates in Riverina Regional Tourism Marketing Campaigns where enquiries are directed to the Regional Tourism Website. All known tourism events are listed on the local tourism website with selected major tourism events listed on the Regional and State Tourism websites.</p> <p>The City of Wagga Wagga is promoted on a number of websites and these include but are not limited to:</p> <p><a href="http://www.wagga.nsw.gov.au">www.wagga.nsw.gov.au</a> - Wagga Wagga City Council  <a href="http://www.visitwagga.com">www.visitwagga.com</a> - Wagga Wagga City Council's Tourism website  <a href="http://www.visitriverina.com.au">www.visitriverina.com.au</a> - Riverina Regional Tourism  <a href="http://www.visitnsw.com.au">www.visitnsw.com.au</a> - Tourism NSW  <a href="http://www.australia.com">www.australia.com</a> - The official website for Australia</p> <p>In addition to the official tourism websites, a link to Wagga Wagga's website is on 14 tourism websites that are maintained by the developers of Wagga Wagga's Tourism website.</p>	
<p><b>Market and promote the city of Wagga Wagga through regional engagement and facilitation</b></p> <p>The Council along with six other regional cities has actively participated in the Evocities campaign which has significantly increased the exposure of the city to the Sydney market.</p> <p>Council has participated in a number of other regional engagement activities including the Riverina Regional Cities.</p>	
<p><b>Strategy: Work proactively with key stakeholders to ensure essential services are provided to meet the needs of the community</b></p>	
<p><b>Community engagement council committees</b></p> <p>Council has adopted a community consultation program which encompasses both village and urban areas. Council undertook village consultations at Oura, Ladysmith and Collingullie. 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 &amp; Sports, Multicultural, Indigenous and Environment.</p>	
<p><b>Engagement with key stakeholders (A&amp;E)</b></p> <p>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.</p> <p>Directors have been building good working relationships with various State Agencies as part of the partnerships Council is developing.</p> <p>Closer relationships are continuing with Charles Sturt University, Riverina Institute of TAFE, AirServices Australia, Greater Southern Area Health Service, Country Energy, NSW Land and Property Information (Department of Lands), the defence forces and Regional Express.</p>	
<p><b>Objective: Sustainable infrastructure and services that support current and future needs of the community</b></p>	
<p><b>Strategy: Provide and maintain appropriate infrastructure and services that support current and future needs</b></p>	
<p><b>Recreational Assets (A&amp;E)</b></p> <p>Works have been completed on a variety of recreation capital works projects including playground installations and maintenance, sports ground improvements, lighting projects and irrigation system replacements to name a few. Maintenance schedules are also in place to ensure the safety of users.</p>	
<p><b>Civil Assets</b></p> <p>Routine and programmed maintenance activities have been severely impacted by recent flood events and moisture related road pavement failures. The restoration of access over all bridges damaged during the storm and flood events has been an excellent achievement.</p> <p>The professionalism and commitment shown during the flood events of October and December 2010 has been paramount to the recovery works success.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Livestock Marketing Centre Master Plan</b> A master plan for the Livestock Marketing Centre will commence in September 2011.</p>	
<p><b>Stormwater Management Plan</b> Implementation of Council's Stormwater Management Plan has continued in 2010/11. Works identified in the management plan and included in Councils delivery program for 2010/11 include;</p> <ul style="list-style-type: none"> <li>• Wollundry Lagoon - sediment removal, scheduled for completion in 2011/12</li> <li>• Stormwater system audit &amp; CCTV inspections, scheduled for completion in 2011/12</li> <li>• Stormwater Catchment Water Quality Study &amp; Education Program - ongoing.</li> </ul> <p>The main objectives of the plan is to improve environmental water quality, protect property and infrastructure from flooding, reduce risk and optimise opportunities for recovery and reuse.</p>	
<p><b>Solid Waste Recovery Strategy</b> Work is well advanced in the delivery of the newly implemented Resource Recovery Strategy as referred to below. Kerbside and Landfill waste audits will be completed in August 2011.</p> <p>An options paper for the resource recovery of organic material has been completed and it is intended to proceed with a business case for the development of an Alternative Waste Treatment facility within Wagga in 2011/12.</p> <p>Concept plans for the construction of a new Resource Recovery Centre in 2011/12 have been adopted by Council.</p>	
<p><b>Robertson Oval Upgrade</b> This project is over two financial years. The preparation of designs and tender documentation for the Robertson Oval project have progressed in line with the schedule for 2010/11 to begin major works on the project later in the 2011 calendar year. Most major works will commence after the 2011 winter season but there are some project items that are being worked on currently which include the following items:</p> <ul style="list-style-type: none"> <li>• Infrastructure Services have prepared the scope of works documentation for the release of a design and construct tender for the stormwater relocation works on the eastern side of the Bolton Park Tennis Centre. This item is currently awaiting final site plans before release. The design and construct tender will be called early in the new financial year.</li> <li>• The design and specification for the eastern side spectator bank for Robertson Oval was completed at the end of April 2011.</li> <li>• Preliminary designs for the relocation of the 7 Tennis Courts to the eastern side of the centre have been prepared.</li> <li>• Preliminary designs for the Bolton Park sports ground lighting project have been prepared and Council's lighting engineer consultant will have the final documentation ready for the project to go out to tender by the end of August 2011.</li> <li>• Designs for the Robertson Oval sports ground lighting project are currently being prepared and Council's lighting engineer consultant will have the final documentation ready for the project to go out to tender by the end of August 2011. This documentation will also include a tender for the establishment of a new electricity substation on site which will be required for the additional power requirements for the redeveloped site.</li> <li>• An application for the necessary removal of trees within the works area was submitted in January 2011 and was approved in June 2011.</li> <li>• An Expressions of Interest document for the Robertson Oval field improvement works was released in April 2011. The Expression of Interest document included the construction of the spectator bank and the cricket practice area. Expressions of Interest were received back by Council in May 2011 and following assessment Selective Tenders were called with the shortlisted companies in June 2011. Selective Tender submissions will be received back by Council in July 2011 and following the assessment of the submissions a report will be prepared for Council recommending a suitable contractor and for field works to commence in October 2011.</li> </ul> <p>Initial designs for the improvement of the amenities block at Robertson Oval have been prepared and will be finalised in consultation with AFL and Cricket NSW.</p> <p>The majority of the physical works on site will take place during the 2011/12 financial year from October 2011 through to April 2012.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Roads - Village &amp; Rural Areas</b> The first 300m of Ganmurra Road (Currawarna) has been reconstructed and sealed.</p>	
<p><b>Hammond Avenue Industrial Areas Road &amp; Drainage Works</b> A hydraulic analysis for this project expected to commence early in the next financial year with infrastructure requirements known by the end of September 2011.</p>	
<p><b>Central City Culverts Wagga West DSP Area</b> Investigation work is being undertaken to determine the scope of this project. A study has been completed to find the current capacity of the existing trunk drainage in the catchment to identify adequate solution for the rehabilitation and augmentation of the existing network. A solution will be designed for the culverts requiring immediate attention and Council staff will then agree on that solution and implement.</p>	
<p><b>Drainage Headwall to Bourke St from Overdale Drive Easement</b> Adjoining drainage work for this project has been completed. The design work will commence in 2011/12.</p>	
<p><b>Hammond Avenue Drainage at Stuart Road Wagga East DSP Area</b> Extensive investigation work is being undertaken (due to recent flood events) with the project concept and brief almost completed, design work will commence early in the next financial year.</p>	
<p><b>Franklin Drive Footpaths and Bus Shelter (A&amp;E)</b> Ready to construct, sourcing resources for project execution during the first quarter of 2011/12.</p>	
<p><b>Farrer Road Shared Path Boorooma Street to Coolamon Road (A&amp;E)</b> Work has been deferred till the entranceway of a new subdivision (that is contained within boundaries of this project) has been completed for this project to link into.</p>	
<p><b>Fernleigh Road &amp; Pinaroo Drive Intersection Upgrade</b> Roundabout constructed at intersection as first stage of Glenfield Road/ Dalman Parkway intersection improvement.</p>	
<p><b>Conolly Park Car Park Sealing</b> During the 2010/11 financial year, Council staff investigated drainage issues at this location to ensure that the design addresses current issues. Due to significant drainage issues noted in the design phase it was determined that further investigation was required prior to construction.</p>	
<p><b>Botanic Gardens Zoo Irrigation Rewire</b> This project has enabled the failing irrigation wiring within the Botanic Gardens Zoo to be replaced; significant issues were present when trying to water various areas of the facility. The completed wiring upgrade is to be connected to newly purchased irrigation controllers and will provide more efficient management of water usage within the zoo.  The aim of the project is to establish improved housing conditions for the animals and improve the standard of the facility for the many visitors that are accommodated each year.</p>	
<p><b>Sporting Fields Playing Surface Upgrades</b> This project is aimed at improving the sports ground surfaces offered to users of WWCC facilities.  Major beneficiaries of the upgrades to facilities have been McDonald's Park and Parramore Park at the Exhibition Centre, and Fields one to four at Jubilee Park where renovation of the grounds have been undertaken.  Additional works have included the over-sowing of ryegrass at Conolly Rugby Park, Harris Park, Gissing Oval, Kessler Park, Rawlings Park, McDonald's Park and Parramore Park for the winter sports season. The various sporting fields playing surface upgrades help to provide a safer playing environment for sports ground users.</p>	
<p><b>Ashmont Community Facility (A&amp;E)</b> Certificate of Practical Completion issued Tuesday 30th June to Ladex Constructions. A launch will be held in conjunction with stakeholders on 12 August 2011 and landscaping will be done in conjunction with TAFE students as part of their Semester Two curriculum. Three community engagement events have been held at Webb Park during the construction phase (November 2010 to June 2011) to maximise future connection to the centre and the site.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>SRV Cricket Ground Lighting</b> The installation of new cycling track lighting and oval lighting is now complete at the Wagga Cricket Ground. This major project was completed in December 2010. The final lighting system includes 35 new cycling track poles and lights, four (4) new 30m towers and lights for the oval lighting and car park lighting. Several local sporting user groups are benefiting from the installation of a new lighting system that complies with Australian Standards.</p>	
<p><b>Botanic Gardens Toilets-Near Model Railway (A&amp;E)</b> Project completed in November 2010.</p>	
<p><b>SES Office - Fire Rated Wall Installation</b> Project completed in November 2010.</p>	
<p><b>SRV Wilks Park Amenities Block Upgrade</b> Construction has been carried forward into 2011/12.</p>	
<p><b>Roads &amp; Traffic Facilities Capital General Infrastructure</b> Council provides Roads and Traffic facilities and, in conjunction with the RTA, implements activities and projects to introduce continuous improvement to the road and traffic network. These items can be both capital projects funded by ratepayers and developers or items generated through community feedback and considered by the Local Traffic committee. These works, once adopted by Council are implemented as funding allows. Several projects commenced including Red Hill Road and Berembee intersection improvements.</p>	
<p><b>Netball Courts Redevelopment</b> Reconstruction of the Wagga Wagga Exhibition Centre netball courts commenced on the 22nd September 2010 and was completed prior to Christmas 2010. Seventeen new concrete courts with a 'Rebound Ace - Synpave' acrylic finish have been installed over the original asphalt courts. New furniture and a turf area was installed/established in January 2011 to complete the project. A top quality netball facility is available for the local community. The venue has been constructed to a high standard that is attracting attention from the State and National Associations which will, in turn, attract visitors to Wagga Wagga for major netball events.</p>	
<p><b>Wollundry Meeting Room Refurbishment</b> The room was re-furbished during October 2010.</p>	
<p><b>Depot Operations Room Upgrade</b> Quotations have been received from builders and a suitable builder selected. Awaiting resolution of the Development Application issues.</p>	
<p><b>Bomen Infrastructure Implementation</b> The implementation of the key objectives outlined in the Bomen Strategic Master Plan is an ongoing project that involves the long-term delivery of major rail, road and other precinct-wide infrastructure works. Other projects included are: Concept designs for a \$40m intermodal freight hub at Bomen The Riverina Oils &amp; Bio-Energy development has received final planning approval Partnerships to guide the implementation of industrial ecology and environmental sustainability principles at Bomen</p>	
<p><b>Storm Damage 07/03/2010 Repairs</b> Approximately \$11.5M worth of flood recovery works were undertaken during 2010/11. This represents approximately 30% of the total value of combined flood recovery programs. Subsequent flood events have resulted in delays to the program and reprioritisation of works. The majority of works undertaken due to this particular event have been on the unsealed road network.</p>	
<p><b>Higgins Avenue Rehabilitation</b> Whilst construction of this project has not commenced, significant work has been completed on design that is sympathetic to the original streetscape and considerate of utility placement etc. Construction will proceed in the 2011/12 financial year.</p>	

## Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Holbrook Road Stage 1 Reconstruction</b> Delayed due to recent flood events which have resulted in significant damage to infrastructure across Wagga Wagga. The repair of this infrastructure has been Council's priority. This has meant that the construction of new infrastructure is behind schedule in many areas, and possibly for some considerable time.</p>	
<p><b>SRV Crematorium Ash Processor</b> This funding was rolled over to the front wall project as additional funding required to complete this project.</p>	
<p><b>Civic Centre Carpet Replacement</b> This project was carried forward to 2011/12.</p>	
<p><b>Wiradjuri Amenities - Sewer Pump Installation</b> Project halted pending further consideration of Riverside Master Plan.</p>	
<p><b>Glenfield Community Centre Courts Install Evaporative Coolers</b> The coolers were installed in December 2010.</p>	
<p><b>Wagga Women's Bowling Clubhouse Roof Replacement</b> The clubhouse roof was replaced in November 2010.</p>	
<p><b>Install Electric Winches &amp; Basketball Ring Upgrade</b> The electric winches at the Bolton Park Stadium have been installed and are now in operation. The installation has significantly improved the operator safety risk when raising and lowering the basketball backboards.</p>	
<p><b>Duke of Kent Amenities Upgrade</b> A concept design has been completed for a new amenities block on the southern side of the Duke of Kent Oval to replace an existing facility on the north eastern corner of the oval. Preliminary costs based on the concept design have also been received.  The project is funded for construction in Council's Long Term Financial Plan in 2013/14.</p>	
<p><b>Pinaroo Drive Roundabout Augmentation</b> This project is no longer proceeding and was removed from Council's capital works program.</p>	
<p><b>SRV Op Unsealed Grader Maintenance Grader Multi Access Rds</b> During 2010/11, 10% more routine maintenance was undertaken on the unsealed road network than in previous years. This maintenance was carried out only on roads that had not been damaged in the flood events, or those that had been damaged and subsequently restored to their pre flood condition. The fact that so much maintenance was undertaken on such a small section of the network provides some insight into the impact that prolonged wet weather has on unsealed roads.</p>	
<p><b>SRV Op Bikeway Maintenance</b> Routine shared path and cycleway maintenance was undertaken throughout the 2010/11 financial year, in conjunction with flood recovery works on the shared path and cycleway network.</p>	
<p><b>SRV Building Maintenance</b> Maintenance projects completed to date include Bob Osborne Skills Centre with carpet replacement and internal painting, Rural Fire Service building internal/external painting, Sister City Walkway painting and repairs, and Rural Fire Service airconditioning.</p>	
<p><b>SRV Tarcutta Truck Stop</b> Maintenance of this community facility is ongoing.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Rural Heavy Patching</b></p> <p>The rural heavy patching program was delayed due to flood recovery works. The majority of works undertaken within this section of the program have been the temporary and reactive treatment of moisture related pavement failures. The works that were to be undertaken during 2010/11 have been deferred and will be undertaken in conjunction with the 2011/12 program. Works will be undertaken in conjunction with 2011/12 program.</p>	
<p><b>RTA Regional Roads Sealed Reseals</b></p> <p>Resealing works have been completed on sections of Holbrook Road and Coolamon Road.</p>	
<p><b>Regional Sealed Rehabilitation</b></p> <p>Extensive pavement rehabilitation has been undertaken on the outer wheel path of the section of Holbrook Rd south of Mangoplah. Additional pavement rehabilitation will be undertaken on the regional roads during the fourth quarter to address the issue of water related pavement failure.</p>	
<p><b>Gravel Resheets</b></p> <p>The majority of gravel resheets undertaken during 2010/12 were repairs associated with the storm and flood events of March, October and December 2010. The application of gravel to some roads that were not on the recovery program was required to ensure ongoing access.</p>	
<p><b>Oasis Replace CCTV System</b></p> <p>This project provides enhanced security screening of the Oasis Regional Aquatic Centre with new advanced technology. Installation has been completed and all cameras are working effectively.</p>	
<p><b>Urban Heavy Patching/Rehabilitation Program</b></p> <p>The urban heavy patching and rehabilitation program was delayed due to the reallocation of resources to flood recovery works. Approximately 1.5km of Mitchell Road was stabilised during June. Much of the budget for urban sealed road rehabilitation was reallocated to works undertaken at Equex. Some of the budget has been reallocated to accommodate the additional expenditure on the routine maintenance of urban sealed roads.</p>	
<p><b>Kerb and Gutter Replacement Various</b></p> <p>Kerb and gutter renewals have occurred across the LGA in accordance with Councils priority works list.</p>	
<p><b>Livestock Marketing Centre (LMC) Internet Selling System</b></p> <p>The technology of displaying lot images and lot information has been proven. Implementation of the final web interface will complete the project.</p>	
<p><b>Livestock Marketing Centre Update Computer System &amp; Displays in Selling Ring</b></p> <p>Project complete.</p>	
<p><b>Airport Terminal Works - Security Fence</b></p> <p>Preliminary designs are complete. The project will be completed in the last quarter of 2011 and will provide an improved access and egress to the baggage claim area for airline staff and passengers.</p>	
<p><b>Airport Water Connection via Elizabeth Avenue</b></p> <p>The Airport now has a dedicated water supply from the Riverina Water reticulation system, with a back-up system from the RAAF Base. This project is complete.</p>	
<p><b>South West GA Apron</b></p> <p>The South West GA Apron is fundamental to the progressive development of the Airport Commercial Aviation Precinct, as identified in the Airport Master Plan 2010. This project will be consolidated with the integrated development of the commercial aviation precinct. Detailed designs for the commercial aviation precinct including the south west GA apron are currently under development.</p>	
<p><b>Code C Taxiway RPT Apron to Runway 12/30</b></p> <p>The Code C Taxiway RPT Apron to Runway 12/30 project is fundamental to the progressive development of the Airport Commercial Aviation Precinct, as identified in the Airport Master Plan 2010. This project will be consolidated with the integrated development of the commercial aviation precinct. The detailed design for the commercial aviation precinct including the Code C taxiway is currently under development.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Airport Instrument Landing System (ILS)</b> The ILS project was commissioned on 16 December 2010, and was completed on time, despite very significant delays due to weather. The ILS will provide benefits in safety, training, job creation and will provide an additional revenue stream to the Airport. The Wagga Wagga Airport ILS Installation Project is complete.</p>	
<p><b>SPS Koorungal Mobile Generator backup</b> Quotations for the second mobile generator and the purchase of it was undertaken during 2010/11. This will allow the operation of key Sewerage Pump Stations during power outages.</p>	
<p><b>Sewer Main Rehabilitation Program</b> Priority mains for rehabilitation in the Ashmont area have been finalised. Second stage is 100% complete, works for the third stage of the rehabilitation have been finalised and works have commenced. Fourth stage tender evaluation has occurred with two successful contractors winning the contract.</p>	
<p><b>Network Extension Divert SPS21 to RAAF</b> Investigations currently underway for the relocation and upgrade of the sewer main which services the RAAF. Project needs to be incorporated in the Elizabeth Ave Sewer Pump Station upgrade that will need to be undertaken as part of the Brunslea Park development. This project is subject to the Brunslea Park development &amp; a planning agreement between Council and the developer.</p>	
<p><b>Minor Plant Replacement</b> Request has been made to combine 10/11 budget with 11/12 budget to purchase some specialist construction and maintenance equipment.</p>	
<p><b>Gravity Operation Blackspot Renewals</b> Blackspot renewals were completed at Bulolo Street, Tarcutta Street, Mitchelmore Street and Lake Albert Road.</p>	
<p><b>Sewer Pump Stations Variable Speed Drives (VSD's)</b> Larger VSD's have been installed in the key sewer pumping stations. The installation of the VSD's will increase pump efficiency &amp; reduce energy consumption.</p>	
<p><b>Glenfield West Sewer Pumping Station New Assets</b> No activity was undertaken for this project during 2010/11. Project is subject to the development of Glenfield West.</p>	
<p><b>Boorooma Sewer Pumping Station New Assets</b> The sewer pump station is operational with fourteen residences currently connected.</p>	
<p><b>Elizabeth St Sewer Pumping Station New Assets</b> Investigations are currently underway for the upgrade of the Elizabeth Street Sewer Pumping Station at Forest Hill. Investigations and negotiations have taken place in consideration of the Brunslea Park development. Works will commence when a planning agreement has been made between Council and Developer.</p>	
<p><b>Collingullie Sewer Treatment Works Renewals</b> Quotations were sought and a new irrigation pump was purchased for the maintenance of the ponds and grounds at the treatment plant. Trees on top of banks were relocated to retain bank integrity.</p>	
<p><b>Pressure Sewer Scheme Design Oura/Currawarna</b> No activity was undertaken for this project during 2010/11.</p>	
<p><b>Unloading &amp; Filtration System for decanting Suction Truck</b> The siting of this facility has been finalised and a site drawing is in production.</p>	
<p><b>Sewer Joint Connection Elimination</b> Ongoing program for the elimination of joint sewer connections as identified. All required work has been completed for the 10/11 year.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<b>Strategy: Develop cost effective infrastructure maintenance and renewal strategies</b>	
<p><b>Building Asset maintenance and renewal plan</b> The asset maintenance and renewal program was implemented as planned.</p>	
<p><b>Stormwater Infrastructure Management</b> 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 are in the process of developing a works plan based upon the recommendations in the Stormwater Management Plan. Other competing priorities have delayed the progress of this project.</p>	
<p><b>Wastewater Collection</b> Council officers are currently in the process 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. Construction has been delayed due to wet weather and problems obtaining the pipe.</p>	
<p><b>Street Lighting (A&amp;E)</b> 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.</p>	
<p><b>Urban Salinity - Asset Management</b> Council has engaged the services of a local engineering firm to carry out the investigation of 116 properties in the Mount Austin area. Designs are now complete and work has begun in Bradley Place. The budget balance from 2010/11 needs to be rolled into 2011/12 to fund the construction works in Mount Austin. The yearly allocation of funding is not enough to complete what has been designed. A tender specification is being prepared for construction proponents to tender for the construction of the required works in Mount Austin.</p>	
<p><b>Total Asset Management System</b> 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 to link the underground asset hydraulic load data with the spatial Graphical Information (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. This software will provide the vehicle for Council to best manage the enormous quantity of data gathered on the community's assets in the last two years. Council has adopted a software supplier and will commence system implementation August 2011.</p>	
<p><b>Transport Infrastructure (A&amp;E)</b> 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). The non PAMP items relate more to traffic management and will require appropriate funding etc over time. Once the action items are and prioritised and costed accordingly, a report will be prepared for Council management to consider. Staff have met and begun analysing actions from the study.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>SRV Lake Albert Maintenance</b></p> <p>The SRV funding allocated to this project allowed for a higher level of maintenance to be applied to the foreshore area of Lake Albert. Park maintenance and mowing has been undertaken in accordance with the mowing schedule throughout the year. Parks and Recreation staff have mown around the Lake foreshore fortnightly to meet the increased demand of water and park enthusiasts utilising this area. A large number of residents utilise the new amenities around the lake and the water sport usage of this area throughout the summer season.</p>	
<p><b>Emergency Levee Bank Restoration – Visitor Information Centre - Section 2 Stage 2</b></p> <p>Project is complete.</p>	
<p><b>Hampden Bridge Rehabilitation or Demolition</b></p> <p>Exhibition space was purchased at the Australian Small Bridges Conference in May 2011 and rather than bringing consultants to Wagga Wagga the bridge was taken to the conference. The theme of the conference was small and medium sized bridges and the challenges Local Government Authorities have in their management.</p> <p>A recommendation for the future of Hampden Bridge will be presented in a report to the August 2011 Major Projects working group meeting and the August 2011 Council. Funds for the opening of Hampden Bridge are allocated for the 2011/12 financial year.</p>	
<p><b>Park Furniture - Recurrent Expenditure</b></p> <p>The locations identified for furniture replacement during the 2010/11 financial year were the Visitor Information Centre (3 items), Wollundry Lagoon (5 items), Victory Memorial Gardens (4 items) and Fife Gardens (1 item). Installation was completed June 2011.</p>	
<p><b>Collins Park Install Auto Irrigation</b></p> <p>This project involved the design and implementation of a new automatic irrigation system for Collins Park. All works have now been completed and the system is fully operational. Included into the irrigation system are two water sensor devices that monitor water levels in the soil and enable better water management of the park. The irrigation system is connected to council's central irrigation system and is accessed from the same computer as all other major parks and sporting facilities in the city. This project will enable watering to occur over night when public usage is minimal and will replace the current practice of daytime watering.</p>	
<p><b>Wollundry Gardens-Install New Auto Irrigation</b></p> <p>The Wollundry Gardens - Install New Auto Irrigation project included the installation of new irrigation systems at the Rest Centre, Johnson St and naturestrip areas around the Civic Centre Precinct. This project was funded in the 2009/10 financial year and was completed during that period, the project did not carry forward to this financial year and is completed.</p>	
<p><b>Structural Landscaping (Pathways, Fencing, Kerb &amp; Gutter)</b></p> <p>The aim of this project was to improve the appearance and usability of the Cenotaph space at the Victory Memorial Gardens for Anzac Day and other commemorations. This project involved the re-landscaping of the area surrounding the Cenotaph which involved the laying of 130 square metres of new paving to match the Main Street paving, relocation of a water meter and water hydrant to the Morrow street garden bed, stormwater pipework laying and the painting of the eternal flame. This project has been partly funded by the Wagga RSL Club and was the third and final stage of a very successful City Partnership Project.</p>	
<p><b>SRV Victory Memorial Gardens Anzac Parade Poplar Replacement</b></p> <p>This has been a very successful City Partnership Project in conjunction with the Wagga RSL Club. The project included the re-landscaping of the Morrow Street garden beds and the replanting of poplar trees along Morrow Street and The Esplanade over two financial years. It also included the laying of edging around the garden beds. The poplars and garden beds have been irrigated and an unsightly industrial garbage bin has been screened off from the road. The new landscaping now provides an open view into the Victory Memorial Gardens.</p>	
<p><b>Urban Bus Shelter 0708 Imp Prog CPTIGS</b></p> <p>The 07/08 CPTIGS program has been completed.</p>	
<p><b>Monier Drain Wagga West Drainage Improvements</b></p> <p>Cleaning of the drain, and other preliminary works have begun, but have been delayed due to recent inclement weather, and currently waiting for quotations from concreters to complete the works.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Flood Pumps - Progressive Upgrade</b> Works completed for the upgrade of the electrical control panels including provision for the connection of a backup generator at the Mason Street and Flowerdale Flood Pump Stations. Awaiting Contractor to claim payments.</p>	
<p><b>Drainage Gross Pollutant Traps (GPT)</b> New location will now be sought because of new Gross Pollutant Traps on the market to be used in conjunction with Council's new combination unit. The GPT will be installed on a stormwater pipeline that has been classed as a high sediment catchment area. All GPT works will be bundled for a single contractor to complete during the 2011/12 year.</p>	
<p><b>Flowerdale Floodgate - Concrete Slab for Access</b> Project delayed due to wet weather and potential environmental impacts and has been submitted as a carry over item for 2011/12 financial year.</p>	
<p><b>Footpath Improvements (A&amp;E)</b> The footpath improvement program was completed with delivery undertaken by contract. Works were undertaken in Central Wagga, North Wagga, Koorinal, Lake Albert, Turvey Park, Mount Austin, Tolland, Ashmont and Forest Hill.</p>	
<p><b>MR 384 Tumbarumba Road Rehabilitation &amp; Widening 11.3 to 12.1km</b> This project was delayed due to flood recovery works. The RTA granted approval for the reallocation of REPAIR Grant funding from the Tumbarumba Road project to rehabilitation works undertaken on Holbrook Road. This project will be delivered in 2011/12 by contract.</p>	
<p><b>Dunns Rd/Holbrook Road Intersection - Roundabout Construction</b> Council has resolved to not construct a roundabout at this site based on advice from Traffic Committee. Project will not proceed. Council will receive a further report on recommended intersection treatments in the next financial year.</p>	
<p><b>105-107 Peter Street - House Demolition &amp; Carpark Construction</b> Project has been completed on time and on budget.</p>	
<p><b>Oasis Chemical Storage Shed and Bunding</b> This project is for the construction of a new chemical storage shed at the Oasis Regional Aquatic Centre. Construction began in late June 2011 and estimated completion is for late August 2011.</p>	
<p><b>Effluent Water Connection Extension</b> The development of the recycled water pipeline from the Narrung Street Treatment works to The Duke of Kent Oval has been completed. A secure source of recycled water is now available for irrigation purposes. This is expected to have a positive impact on the playing surface.</p>	
<p><b>Humula Cemetery Replace Front Fence</b> This funding enabled the replacement of the original post and rail timber fence along the frontage of the Humula Cemetery. Also included in the works was some landscaping to the entry of the cemetery aimed at improving the overall appearance of the cemetery, whilst still maintaining the local heritage of the area. Additional native trees have been planted within the cemetery to replace the existing trees that have died during the drought and improve the amenity of the area.</p>	
<p><b>Lake Albert/Tatton Drain Water Diversion Design</b> Project was designed. Council has resolved not to progress with this project.</p>	
<p><b>Refurbishment of Crematorium Chapel Building &amp; Office</b> Works relating to the refurbishment of the Crematorium Chapel are nearing completion in mid July 2011. These works included a major internal and external refurbishment of fittings, fixtures and furnishings, enlarged internal room for 50 extra chairs, new reverse cycle air conditioning for the comfort of visitors, new sound system and viewing screen and new covered external entry and landscaping.</p>	
<p><b>Pedestrian Bridge over Open Drain, West side of Plumpton Rd</b> Project is unlikely to proceed based on planned works immediately adjacent to the site. These works improve vehicular safety at the intersection of Plumpton and Landsdowne but will not provide for pedestrian crossing at the proposed pedestrian bridge over drain. Council Officers are considering alternate safe crossing sites.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Street Lighting Improvements Program - Roads &amp; Traffic Facilities</b></p> <p>Key focus for the 10/11 year has been the installation of the intersection lighting along Baylis Street. Two intersections have been completed.</p> <p>Remaining funds considered for contingency due to potential issues with power supply, trenching and so on.</p>	
<p><b>Bridge Improvement Program</b></p> <p>The bulk of the scope of works for Eunony Bridge has been completed with the remaining works to be completed when the river level allows, but with the upcoming fish breeding season commencing 1 September 2011 it may be some time till work recommences onsite.</p>	
<p><b>Urana Street Widening - Roads &amp; Traffic Facilities</b></p> <p>Options for funding the widening of Urana Street currently being assessed.</p>	
<p><b>Bolton Park Stadium Seating Gallery Balustrade Replacement</b></p> <p>This project was completed in March 2011 by removing the old balustrade and replacing with a laminated toughened glass balustrade. These works have made the facility much safer. The viewing of courts at the Indoor Stadium has also improved greatly for members of the public watching from the gallery.</p>	
<p><b>Boorooma Street &amp; Avocet Drive Roundabout</b></p> <p>Designs complete. Construction scheduled for the summer 2011/12.</p>	
<p><b>Bolton Park Department of Sport &amp; Recreation Lighting Grant</b></p> <p>This project is for part grant funding for an upgrade to the sportsground lighting at Bolton Park. The project is on hold pending the related Robertson Oval Upgrade development.</p> <p>Council officers have written to the NSW Department of Sport and Recreation informing them of the expected delivery time frame for the works to occur. The Department has written back to Council confirming that the grant deadline has been extended to June 2012.</p>	
<p><b>Tatton Local Playground (A&amp;E)</b></p> <p>This project involved the creation of a new park in Tatton including the installation of a new playground, seating, connecting pathways, grassed areas, tree planting and landscaping. This new park has been very well received by the local community.</p>	
<p><b>CPTIGS 08/09 Program 2 Shelters Estella &amp; Dalman Parkway</b></p> <p>No works have been undertaken on the 08/09 CPTIGS program. These works will be delivered by contract in 2011/2012. Awaiting design finalisation and provision of site location.</p>	
<p><b>Intersections Street Lighting - Baylis Street</b></p> <p>Project completed.</p>	
<p><b>Crooked Creek Gross Pollutant Trap and Sediment Basin Construction</b></p> <p>Soil Conservation Service has been engaged for the delivery of this project and it is expected (weather conditions permitting) work will be completed by October 2011 to coincide with the REROC funding arrangement.</p>	
<p><b>Crooked Creek Fish Stocking &amp; Revegetation</b></p> <p>This project is funded by a REROC (Riverina Eastern Region of Councils) program. It has been delayed due to ongoing storm events and flooding during 2010 and early 2011.</p> <p>This project is to revegetate the creek line along the entrance to Lake Albert and the area identified for non native vegetation removal and replanting is the area east of Main street.</p> <p>Council will undertake the restoration works during July. Plants for the project have been purchased and staff are now allocated to complete the project.</p> <p>The fish restocking program has been undertaken by the Department of Industry and Investment (Fisheries) and 10,000 silver perch and Murray Cod fingerlings were placed into Lake Albert in March 2011.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Lake Albert Foreshores Parks Improvements 08/09</b></p> <p>Lake Albert Foreshore improvements budget contributes to the improvement of amenities around the foreshore area; previous improvements include the installation of BBQ areas. Park improvements around the Lake foreshores included the installation of new furniture (seats, picnic tables and bins) installed during June 2011. Additional improvements will include an upgrade to the Bosley Memorial Park adjacent to the Boat Club including additional new furniture ( a new irrigation system to the park has been installed using a different funding source). Playground improvements at Bosley Memorial and Ray Beddoe Parks are included in the scope of works.</p>	
<p><b>Skate Park Upgrade – Design (A&amp;E)</b></p> <p>Specialist skate park consultants were contracted to prepare the design for the upgrade and expansion of the skate park located at Bolton Park. Designs were completed in consultation with the community and the project will be installed in the 2011/12 financial year.</p>	
<p><b>Water Level Issues &amp; Sludge Removal</b></p> <p>Permits, environmental issues, and landowner approvals have been obtained for the removal of the sediment via the use of traditional excavation equipment. Tender specifications are currently being developed. Project will commence in 2011/12 financial year.</p>	
<p><b>SRV Tourism Marketing</b></p> <p>A photographer was engaged to provide new images depicting industry, training and leisure, for promotional material to be utilised in magazines, websites, brochures and flyers.</p> <p>As a result of taking a full page advertisement in QantasLink's Spring 2010 In-Flight magazine, the editor of the magazine visited Wagga Wagga to research the editorial which provided exposure for the Kapooka Army Band on the front page and six pages promoting Wagga Wagga within the edition.</p> <p>The 2010 NSW Open Bowls Championships were held in Wagga Wagga from 28 November - 3 December and received extensive media attention from local and regional press. Exposure on ABC TV (Saturday 5.00pm) commenced in late December and continued until the end of January 2011. Further promotion of Wagga Wagga continued on the Bowls Australia website with some video footage of the winners of the 2010 Open.</p> <p>An advertising package was taken out with AAA Tourism which included coverage in the Go, See, Discover, Stay Guide, National Accommodation Guide, the National Tourist Park Guide and exposure on the AAA Tourism website.</p>	
<p><b>Brookdale Community Hall (A&amp;E)</b></p> <p>The construction of a new hall at Brookdale was completed during the 2010/11 financial year. This project was jointly funded by Council and the Federal Government through the Regional and Local Community Infrastructure Program. Minor works on the demolition of the original hall is to be completed in the 2011/12 financial year.</p>	
<p><b>Tarcutta Community Hall (A&amp;E)</b></p> <p>This Federal Government Regional and Local Community Infrastructure Program (RLCIP) grant project for the refurbishment of the hall with the addition of Council funds was completed in late 2010. The completed project has delivered the following improvements to the hall:</p> <ul style="list-style-type: none"> <li>• Resurfaced floor</li> <li>• Painted interior and exterior</li> <li>• Disabled access path to the rear toilet</li> <li>• New tap on the side of the hall</li> <li>• New stairs at the rear of the hall to the kitchen</li> <li>• Repairs to the rear/side fence</li> <li>• Safety railing on the rear stairs to the projection room</li> <li>• Repairs to windows</li> <li>• Installation of an air-conditioning system</li> <li>• Re-cladding of the rear northern wall</li> </ul> <p>The Tarcutta Hall Committee is pleased with the final result and the new appearance of the hall and is looking at potential new uses of the hall as a result of the improvements.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Galore Community Hall (A&amp;E)</b> This Federal Government Regional and Local Community Infrastructure Program (RLCIP) grant project for the refurbishment of the hall was completed in late 2010. Council funds, Galore Hall Committee funds and voluntary labour also contributed to the project. The completed project has delivered the following improvements to the hall:</p> <ul style="list-style-type: none"> <li>• Replacement of the exterior corrugated iron</li> <li>• Replacement of doors</li> <li>• Disabled access installed</li> <li>• Improved electrical works within the hall</li> <li>• Refurbishment of the supper room</li> <li>• Refurbishment of the kitchen area</li> </ul> <p>The Galore Hall Committee is pleased with the final result and the new appearance of the hall.</p>	
<p><b>Mangoplah Community Hall (A&amp;E)</b> This Federal Government Regional and Local Community Infrastructure Program (RLCIP) grant project with the addition of Council funds was completed in 2010 for the refurbishment of the hall. The completed project has delivered the following improvements to the hall:</p> <ul style="list-style-type: none"> <li>• Roof repairs</li> <li>• External wall repairs</li> <li>• Maintenance of the floor surface</li> <li>• Construction of disabled access at the rear of the hall</li> <li>• Repairs to windows and doors</li> </ul> <p>The Mangoplah Hall Committee is pleased with the final result and the new appearance of the hall.</p>	
<p><b>Open Space &amp; Recreation Study (S94)</b> The delivery of Section 94 funded projects in line with the recommendations from the 2005-2015 Recreation and Open Space Strategy have been addressed during the 2010/11 financial year. The development of items from the 2010/2011 Financial Year budget included the following:</p> <ul style="list-style-type: none"> <li>• The development of new sports ground / cycling track lighting at the Wagga Wagga Cricket Ground which was completed in December 2010.</li> <li>• The improvement of Rural Halls which included improvements to Tarcutta Hall.</li> <li>• The provision of Reserves signage at various reserves, parks and sports grounds.</li> </ul>	
<p><b>Wagga Wagga Airbase Construction</b> Works are being finalised with a new Rural Fire Service firefighting facility at the Wagga Wagga Air Base. Shed construction and internal fit-out are now completed. It is anticipated the airbase will be commissioned for operation prior to the 2011/2012 fire danger period. The new firefighting facility at the Wagga Wagga Air Base will greatly enhance the ability to respond quickly to any fire emergencies at this location.</p>	
<p><b>Brookdale Rural Fire Brigade</b> This project is for modifications to the existing Brookdale Rural Fire Station. These works are being undertaken by the same builder who is currently upgrading the Brookdale Hall. Works will commence in the new financial year. All RFS (Rural Fire Service) works were delayed this year due to the floods.</p>	
<p><b>North Wagga Hall - Refurbish Toilets</b> Project completion carried forward to 2011/12.</p>	
<p><b>Street Tree Strategy</b> The Street Tree Strategy is designed to govern and advise the decision making process regarding the planning, selection, planting and maintenance of Council's street tree assets.  The consultant has prepared the strategy documentation and the document was presented to Council's Environment and Community Standing Committee and tabled at the July council Meeting for endorsement and adoption.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Culvert Sealed Maintenance</b></p> <p>All culvert maintenance identified during the flood event has been diverted to the natural disaster relief which has resulted in the delay of scheduled culvert maintenance. However if a culvert is identified that has not been registered in the natural disaster relief claim the culvert will be prioritised under the Culvert Sealed Maintenance program.</p>	
<p><b>SRV Victory Memorial Gardens Maintenance</b></p> <p>This funding has been used to regenerate a number of garden beds within the Victory Memorial Gardens. Paving repairs, lawn re-establishment and turfing of damaged and worn lawn patches was also part of this project. This funding finances improvements to the existing infrastructure and contributes to the overall appearance of the Victory Memorial Gardens.</p>	
<p><b>SRV Botanic Gardens Maintenance</b></p> <p>This funding has enabled the placement of some bench seating within the Kidsville Playground along with the landscaping of the front entry to the garden beds within the botanic gardens in particular in front of the restaurant and cafe. The re-landscaping of garden beds is a important part in the overall maintain of a Botanic Gardens and improves the overall appearance of the Gardens .</p>	
<p><b>CPTIGS 09/10 Improvement Program</b></p> <p>No works have been undertaken on the 09/10 CPTIGS program. These works will be delivered by contract in 2011/2012.</p>	
<p><b>Victoria Memorial Gardens Poplar Replacement – RSL</b></p> <p>This funding was used in conjunction with funding provided by The Wagga RSL. The funding was used to re-landscape the garden beds and replant the poplars in Morrow street. This funding enabled the planting, edging and re-barking of these areas. Also placement of a screen around a industrial garbage bin to improve the overall ascetics of the VMG. Two poplars that had been propagated from the original ones will be planted in the future to commemorate the completion of this project.</p>	
<p><b>Flood Event 15/10/10 Repairs</b></p> <p>Approximately \$11.5M worth of flood recovery works were undertaken during 2010/11. This represents approximately 30% of the total value of combined flood recovery programs. Subsequent flooding in December has resulted in delays to the program and reprioritisation of works. The majority of works undertaken due to this particular event have been on bridge reconstruction, culverts and the unsealed road network.</p>	
<p><b>Flood Recovery 15/10/2010</b></p> <p>Approximately \$11.5M worth of flood recovery works were undertaken during 2010/11. This represents approximately 30% of the total value of combined flood recovery programs. Subsequent flooding in December has resulted in delays to the program and reprioritisation of works. The majority of works undertaken due to this particular event have been on bridge reconstruction, culverts and the unsealed road network.</p>	
<p><b>Parks Flood Recovery 15/10/10</b></p> <p>The parks flood recovery claim has been finalised and submitted. Documentation relating to the emergency and restoration components of the claim have been completed and associated photos attached to support the application. Council is still awaiting advice as to the success of the funding application lodged for the October flood event. Once a successful outcome is achieved restoration works will commence.</p>	
<p><b>SRV Fire Trail Maintenance Open Space</b></p> <p>SRV Fire Trail Maintenance Open Space funding is used in combination with grant funding to implement Council's hazard reduction program. Fire trails have been reinstated following the heavy storm events. Mowing and spraying of fence lines and fire breaks was completed in readiness for the fire season.</p> <p>Additional mowing and spraying has been ongoing throughout the local government area. The fire load has been reduced with regular mowing and spraying needed due to the above average rainfall experienced this season.</p> <p>The recently completed fire season, whilst not being severe with fire outbreaks, has seen a lot of work carried out in reducing the fire load and combustible fuel which may become an issue this forthcoming season.</p>	
<p><b>Bridge Maintenance</b></p> <p>A reduced amount of routine bridge maintenance was undertaken during 2010/11 due to the reallocation of resources to major bridge recovery works undertaken in response to recent flood events.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Lake Albert Walkway</b> This very successful project was completed in 2007 and opened in July of that year. It completed the missing link of the walkway in front of the Country Club and now completes a 5.5 km length walkway right around the foreshores of Lake Albert which is very popular with the community for active and passive recreational pursuits.</p>	
<p><b>SRV Library Refurbishment (Stage 2)</b> Following the flood damage on 2 December 2010 the library sustained considerable damage to carpet, desks and the wooden ends of the library shelves on Level 0. However by 30 June 2011 a refurbishment of both floors of the library had been completed. Insurance cover replaced the broadloom carpet with carpet tiles which was very welcome by customers after six months of enduring the hard concrete floor. The wooden shelf ends have all been replaced with slatwall ends which will be used for displaying new books and featured collections. The Youth Area sustained considerable water damage and the refurbishment in this area included the following computer desk; modified book shelf; new retro pod chairs and beanbags; and an X Box. In the Children's Area a large television and Xbox Connect was also installed. The Radio Frequency Gates at the entrance to both levels of the library were made wider to improve disabled access to the library. Additional funds for this project came from grant funding and the refurbished library was reopened on Monday 30 May 2011 with a morning tea provided for the community.</p>	
<p><b>Glenfield Park - Local Playground (A&amp;E)</b> A new park has been established in Yentoo Drive, Glenfield. Works have included earthworks, tree planting, installation of a connecting footpath and turf establishment for a kick-about space.</p>	
<p><b>Jubilee Park - Synthetic Hockey Field</b> The installation of new synthetic surface on the number 2 Hockey Field at Jubilee Park was completed in 2008. The project was well received by Wagga Wagga Hockey Association.</p>	
<p><b>SRV Parks &amp; Gardens Maintenance</b> Park and Sports grounds additional mowing/maintenance was successfully completed for the 2010/11 financial year. Unseasonably high rainfall experienced made the delivery of the program quite challenging however staff investigated many options to complete delivery on time. Casual staff were employed to help with the workload as well as engaging local contractors to help with the mowing and maintenance. There have been noticeable gains in the appearance of the parks and reserves throughout the city.  Currently all parks and reserves have been mown and the broad leaf weed eradication program under way; aimed at reducing the effects of broad leaf weeds and to help with the upcoming mowing season.</p>	
<p><b>SRV Welcome to Wagga Sign Maintenance</b> This SRV funding is allocated to maintain the current city entrance gardens at Moorong Street, Tarcutta Street and Bomen. City entrance statements have been maintained in accordance with our yearly work plans and annuals have been planted to enhance the appearance of the Tarcutta Street underpass entrance at the beginning of June.</p>	
<p><b>Urban Sealed Maintenance</b> During 2010/11 approximately 40% additional maintenance was undertaken on the sealed road network than is typical of recent years. This additional maintenance may be attributed to the exceptionally wet weather experienced in 2010, combined with the fact that much of the asset has reached or exceeded its design life.</p>	
<p><b>SRV Sealed Routine Maintenance Local Minor Roads</b> During 2010/11 approximately 40% additional maintenance was undertaken on the sealed road network than is typical of recent years. This additional maintenance may be attributed to the exceptionally wet weather experienced in 2010, combined with the fact that much of the asset has reached or exceeded its design life.</p>	
<p><b>SRV Sealed Routine Maintenance Multi Access roads</b> During 2010/11 approximately 40% additional maintenance was undertaken on the sealed road network than is typical of recent years. This additional maintenance may be attributed to the exceptionally wet weather experienced in 2010, combined with the fact that much of the asset has reached or exceeded its design life.</p>	
<p><b>Rural Local Roads (Heavy Patching)</b> The rural heavy patching program was delayed due to the reallocation of resources to flood recovery works. Some of the budget for rural heavy patching has been reallocated to accommodate the additional expenditure on the routine maintenance of rural sealed roads. Items remaining from the 2010/11 program will be undertaken in conjunction with the 2011/12 program.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Urban Wagga Unsealed Roads</b> During 2010/11 10% more routine maintenance was undertaken on the unsealed road network than in previous years. This maintenance was carried out only on roads that had not been damaged in the flood events, or those that had been damaged and subsequently restored to their pre flood condition. The fact that so much maintenance was undertaken on such a small section of the network provides some insight into the impact that prolonged wet weather has on unsealed roads.</p>	
<p><b>Footpath Maintenance (A&amp;E)</b> Footpath maintenance has continued across the urban area throughout the year. Some of the works have been delivered by contract due to the reallocation of Council staff to flood recovery works on bridges and culverts.</p>	
<p><b>SRV Drainage Maintenance</b> Designs have been received and works have commenced. Drains have been cleared and are now awaiting quotes for concreting. Remaining budget has been requested for carry over and journaled into the Monier Drain Budget item.</p>	
<p><b>Copland Street Industrial Land</b> A hydraulic analysis for this project is expected to commence early in the next financial quarter, with infrastructure requirements known by the end of this quarter.</p>	
<p><b>Footpaths (S94) (A&amp;E)</b> Budget expended and works complete.</p>	
<p><b>Glenfield Road &amp; Dalman Parkway Roundabout</b> Project completed.</p>	
<p><b>Sewer Rehabilitation Operation Overload Program</b> A report is to be developed before any works begin. This report will be completed in 2011/12 financial year and will provide details of sewer overload blackspots for future works.</p>	
<p><b>Sewer Rising Main Condition Upgrade</b> Temporary works have been completed at the Tarcutta Creek site with the full Tarcutta Creek works to be completed during 11/12 year.</p>	
<p><b>Sewer Pumping Stations Progressive Upgrade of Pits</b> Ongoing program to upgrade steel lids on the sewer pump station as identified.</p>	
<p><b>Sewer Reticulation - Progressive Replacement of Manhole Lid</b> Ongoing program for the replacement of Concrete Sewer Manhole Lids with lightweight steel lids as required. The purchase of 98 lids for the 11/12 program has been ordered.</p>	
<p><b>Sewer Pumping Stations - Well Rehabilitation</b> All five North Wagga Pump station wells have been fully rehabilitated.</p>	
<p><b>Forsyth Street Sewerage Pumping Station SPS02 - Renewals</b> The renewal of the Forsyth Street Sewer Pumping Station is still being assessed. Works are scheduled to be undertaken in 2011/12.</p>	
<p><b>Boorooma - New Sewerage Pumping Station</b> Construction of pump station completed.</p>	
<p><b>CSU Sewer Pumping Station SPS12 - New Assets</b> This project is subject to CSU development which is still in the planning stage.</p>	

## Our Performance against the Delivery Program - Economic

Our commitment	Status
<p><b>Forest Hill Sewerage Treatment Works - Renewals</b> Survey of baffle design completed. Preliminary plan of bank rehabilitation complete. Flow splitting advice between Pasveer and RAAF Ponds received. Upgrade of plant being considered in conjunction with new pump station #22. Will need to carry funds over to new financial year, due to development application for Brunslea Park.</p>	
<p><b>Flowerdale Pump Station Upgrade &amp; Duplicate Rising Main</b> Works currently on track and scheduled for completion in 2011/12.</p>	
<p><b>10 - 14 Gregadoo Rd Sewer Pressure Sch DA 2004/0308</b> Sixteen pumping units installed.</p>	
<p><b>E1 Pumps prepaid for 21 Gregadoo Rd. DA 06/06000</b> Six pumping units installed.</p>	
<p><b>6 - 10 Mitchell Road - E1 Pumps</b> Three pumping units installed.</p>	
<p><b>Boorooma East Sewer Line</b> Designs have been completed. Construction scheduled for 2011/12.</p>	
<p><b>E1 Pump Installation Riverview Estate (DA03-0424)</b> Two pumping units installed.</p>	
<p><b>E1 Pump Installation - Riverview Estate DA</b> Eight pumping units installed.</p>	
<p><b>E1 Pump DA 09/0826 - 12 Kyeamba St</b> Waiting for completion.</p>	
<p><b>Sewer 2010 Project Management</b> Sewer 2010 project has been completed and the Plants are fully operational. Project currently being closed out for Technical and Commercial completion.</p>	
<p><b>Sewer 2010 - Cont 12/2007</b> Sewer 2010 project complete and plants are fully operational. Project currently being closed out for Technical and Commercial completion.</p>	
<p><b>Village Pressure Sewer Scheme Review</b> Services of consulting firms required to conduct a full review of the pressure sewer scheme. Services will be obtained via expressions of interest during the 2011/12 year.</p>	
<p><b>Village Sewer Sch East WW Connection Chg</b> All properties in East Wagga and Gumly Gumly that have indicated they wanted connection have been connected. Some further connections will occur as residents request the sewer service. This project is ongoing to accommodate resident requested connections.</p>	
<p><b>Riverview East Pressure Scheme</b> Completed.</p>	

### Our Performance against the Delivery Program - Economic

Our commitment	Status
Objective: A skilled workforce that accommodates the changing needs of the Wagga Wagga Local Government Area	
<b>Strategy: Work together with government, private sector, education, employment and community groups to develop regional partnerships and investment in training</b>	
<p><b>Undertake research marketing and communication to benefit the Business Community</b>            Revised economic profile completed and June 2011 economic snapshot completed. A business e-Newsletter is circulated on a fortnightly basis to a local database in excess of 1400. Monthly meetings with Wagga Wagga Business Chamber have occurred with the purpose being to work cooperatively on projects that have mutually beneficial outcomes.</p>	
<b>Strategy: 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</b>	
<p><b>Education Partnerships (CSU, TAFE, etc) (A&amp;E)</b>            Partnership meetings between Wagga Wagga City Council, TAFE and Charles Stuart University are held on a quarterly basis. The committee is working on developing a three way memorandum of understanding to formalise collaborative initiatives across the three organisations.</p>	

## Section 2 – Strategic Spheres

# Environment

Our natural environment is impacted by a number of factors including naturally occurring events such as storm and drought, and those which result from human activities such as pollution, land use change, population growth, and increased demand for natural resources. To achieve sustainability we, as a community, need to ensure responsible management of the environment and natural resources so they remain viable and healthy into the future.

The performance status of each objective outlined in the 2010/11 Delivery Program is illustrated by the below symbols.

	<b>Completed</b>	<b>41</b>
	<b>In progress</b>	<b>8</b>
	<b>Not completed</b>	<b>7</b>



Doug Kieltyka and Susan Lamb (Environmental Health Officers) take to the streets on Council's new bikes. Part of the Let's Clear the Air - A Wagga Wagga Clean Air initiative

The Community Strategic Plan Environment Objectives are in bold, the Strategies to achieve the Objectives follow

- 3.1 An integrated approach to water resource management**
  - 3.1.1 Facilitate research and planning including Global Water Smart City 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 Wagga Wagga Local Government Area
  - 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 detrimental 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 ecological footprint of, and reduce resource consumption within the Wagga Wagga Local Government Area 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

### Corporate Bicycle Fleet

Council as part of its Air Pollution Awareness Program (Let's Clear the Air- A Wagga Wagga Clean Air Initiative) funded through the NSW Department of Environment & Heritage has purchased four bicycles for staff and Councillors to use for short trips which would otherwise require the use of a car. By providing staff with an alternate and sustainable transport mode Council will not only be reducing its Green House Gas emissions but also leading the community by positive example.

### Local Environmental Plan (LEP) adopted

The Wagga Wagga City Council LEP was adopted in July 2010 following an extensive consultation period with the local community and key stakeholders. In conjunction with this, the Wagga Wagga DCP was adopted in July 2010. The LEP has created land to allow for the development of 10,000 residential lots and minor amendments have been made to the plan since its adoption. The DCP has undergone two reviews, the most recent being in June 2011.

Council coordinates a number of events and programs to educate and engage residents in environmental and sustainability issues. Some of these include Earth Hour, National Tree Day, Clean-Up Australia Day, Schools Sustainability Challenge, Urban Salinity tours, Recycling and Waste Watchers.

Other key achievements included:

- Continued support for a further 12 months for the Natural Areas & River Restoration Team.
- Wagga Wagga became the first Local Government Area in NSW to obtain Biodiversity Certification for its LEP benefiting the environment and future development.
- Council has adopted environmental performance targets as part of its commitment to environmental sustainability.
- The Great Green Challenge was initiated and is a program aimed at improving sustainable living practices in the home and workplace.

## Future Plans

### Narrung Street Treatment Works

A concept plan to potentially develop the Narrung Street Treatments works into a wetlands will commence towards the end of 2011.

### Mowing services

Mowing services for parks, gardens, roadside verges and open space have increased for the 2011/12 financial year in response to community feedback during the Community Strategic Plan development. The schedule for mowing has been revised, with more frequent mows scheduled to assist in keeping the community safe, clean and attractive.

### Remediate Wollundry Lagoon

The implementation of the Plan of Management for the Wollundry Lagoon will continue, with proposed removal of sediment from the western end of the lagoon as well as revegetation of the Lagoon edges with native species.

### Natural Areas & River Restoration Team

The Murrumbidgee Catchment Management Authority (CMA) has continued its support for a further 12 months funding of \$530,000, for the Natural Areas & River Restoration Team. This project between the Murrumbidgee CMA and the Wagga Wagga City Council constitutes a major component of a program to increase the capacity of the local Aboriginal community to be able to better participate in Natural Resource Management.

This project includes restoration works of natural areas such as Willan's Hill, Silvalite, Pomingalana reserves and on-ground works within the riparian stretch of the Murrumbidgee River between the Eunony and Gobbagumbalin Bridges.

### The Great Green Challenge

The Great Green Challenge is a program aimed at improving sustainable living practices in the home and workplace. The competition is centred on sustainability and focuses on climate change, biodiversity, sustainable consumption, water efficiency, energy efficiency and waste management.

### Energy Efficiency

Council has entered into an agreement with Low Carbon Australian for a low interest loan to enable energy conservation measures to be implemented at the Civic Centre Building, Civic Theatre and Airport. Further investigation is also underway for energy efficiency at the Oasis Aquatic Centre through cogeneration.

### Environmental Sustainability Strategy 2009-2013

2011/12 will see the continued implementation of the 'Wagga Wagga Environmental Sustainability Strategy 2009-2013'. 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. Importantly, the objectives also reflect the integration of environmental sustainability with Social, Economic and Governance considerations.

## Challenges

### Former Tarcutta Street Gasworks Remediation

Planning for the remediation of the former Tarcutta Street Gasworks site has occurred over the past 12 months with on ground works due to commence in 2012.

Our Performance against the Delivery Program - Environment	
Our commitment	Status
Objective: An integrated approach to water resource management	
<b>Strategy: Facilitate research and planning including Global Water Smart City to ensure water conservation, reuse and efficiency</b>	
<p><b>Water and Effluent Reuse</b> Council officers are currently in the process of planning a project to deliver treated recycled water to the Duke of Kent recreational oval.</p> <p>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.</p> <p>Designs are now complete for the project and community/stakeholder consultation has been completed.</p> <p>Council has engaged the services of a construction firm to install the reuse line to the intersection of the Olympic and Sturt Highways.</p> <p>Construction has been delayed due to wet weather and problems obtaining the pipe.</p>	
<p><b>Integrated Water Cycle Management Plan</b> Council, in conjunction with Riverina Water County Council, Greater Hume Shire, Lockhart Shire and Urana Shire engaged a third party to undertake the Integrated Water Cycle Management Evaluation Study.</p> <p>A project Reference Group workshop was held on 10 December 2009 with 37 people attending from the community and stakeholder groups.</p> <p>The Evaluation Study recommends that Council should undertake a Simplified Strategy to resolve the issues found in the Evaluation Study.</p> <p>Council remains a project partner in the detailed strategy currently being undertaken by Riverina Water County Council.</p>	
<p><b>Irrigation Upgrades &amp; Bore Replacements</b> This project includes various improvements to irrigation systems citywide.</p> <p>The first project was the installation of a new filtration system for the use of recycled water to service both Bolton Park and Robertson Oval.</p> <p>Other projects include improvements to the systems at Henwood Park and Ashmont Oval.</p> <p>Harris Park is to have a new irrigation system installed in the coming months.</p> <p>Kessler Park has received a new pump as part of the funding.</p>	
<p><b>SRV Bosley Memorial Park Irrigation</b> This project has enabled the installation of an automated irrigation system within Bosley Park.</p> <p>The aim of the project is to further enhance the upgrade of the park and to complement recent improvements such as the BBQ'S and shelter.</p> <p>The start date of these works was pushed back to late autumn so there was no impact and inconvenience to the large number of lake and park users, nor major events such as the Barry Carne Memorial ski event held on 15 May 2011.</p> <p>The installation of the irrigation system has given Council the ability to provide a comfortable user facility for all lake users throughout the warmer months of the year. This facility was very popular through this summer with high water levels reflected in the number of lake users.</p>	
<b>Strategy: Develop and promote partnerships with key stakeholders</b>	
<p><b>Key partnerships- Water Management</b> Council in partnership with Riverina Water County Council, Greater Hume Shire, Urana Shire and Lockhart Shire have engaged the services of a consultant to undertake the Evaluation Study for the Integrated Water Cycle Management (IWCM) process. This project is now complete.</p> <p>Council remains a project steering group member for the detailed IWCM strategy which is being undertaken by Riverina Water County Council, Greater Hume Shire and Urana Shire Council.</p> <p>In addition Council and Riverina Water County Council have been offered the opportunity to jointly host the 2012 LGSA Water Management Conference and continue to discuss strategic matters relating to water in the LGA.</p>	

Our Performance against the Delivery Program - Environment	
Our commitment	Status
<p><b>Water and Effluent Reuse</b> Council officers are currently in the process of planning a project to deliver treated recycled water to the Duke of Kent recreational oval.</p> <p>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.</p> <p>Council has engaged the services of a construction firm to install the reuse line to the intersection of the Olympic and Sturt Highways.</p> <p>Construction has been delayed due to wet weather and problems obtaining the pipe.</p>	
Objective: A sustainable built and natural environment	
Strategy: Maintain a contemporary Local Environment Plan and vision for the Wagga Wagga Local Government Area	
<p><b>WW Local Environment Plan (LEP) 2008</b> At the time of the initial exhibition of the Deferred Areas, the Department of Environment, Climate change and Water (DECCW) objected to the proposal to allow increased residential development on Cartwrights Hill. DECCW has confirmed their concern about any increase in residential development, over and above that initially exhibited, but have advised that their opinion is an opinion only and is not intended to bind Council. The new LEP is now in effect except for two Deferred Areas. Those areas are deferred and are currently with the Department of Planning for consideration and response.</p>	
<p><b>The Principal LEP and Spatial Plan (A&amp;E)</b> As indicated under reporting on the Local Environmental Plan (LEP) above, both the Spatial Plan and the LEP are now under review. The Spatial Plan will be fully reviewed by end June 2012, while the LEP will be fully reviewed within five years. The LEP review has included the implications of the amendments to the LEP Standard Template and the Department of Planning has advised that no further action from Council is necessary. The Department of Planning has also advised that its advice on the resolution of the Deferred Areas is imminent. Council anticipates that the advice will include a requirement to amend the zoning plan for the Cartwrights Hill area and to re-exhibit that component of the Deferred Areas.</p>	
<p><b>Ecologically Sustainable Development</b> Specific provisions, including aims for climate change management and biodiversity conservation, are built into the aims of the Wagga Wagga Local Environment Plan (LEP) and Development Control Plan (DCP). These aims are reflected in the provisions of the DCP for the whole local government area, which also reflect the detailed salinity management and biodiversity conservation management requirements for the Lloyd Urban Release Area.</p> <p>Biocertification was conferred on the Wagga Wagga LEP 2010, subject to the finalisation of the Planning Agreements and Conservation Management Plan for the environmental conservation zoned land in the Lloyd Urban Release Area. A "masterplan" for the first stages of the Lloyd Urban Release Area, embodies the provisions of the Salinity Studies undertaken for this sensitive area.</p>	
<p><b>Lake Albert Sustainability</b> The recommendations from the Action Plan, endorsed during 2010, are proceeding over the next five years in consultation with the Lake Albert Community Committee and the Lake Albert Management Plan Reference Group.</p> <p>The Lake Albert Community Forum was held in April 2011 where contemporary Lake Albert issues were highlighted to the community.</p>	
<p><b>Flood Management Actions</b> The Floodplain Risk Management Study and Plan have been finalised and adopted by Council and recommend several projects should take place including:</p> <ul style="list-style-type: none"> <li>• The Major Overland Flow Flood Study (98% Complete)</li> <li>• The investigation and design of options to upgrade the Main City and North Wagga Levees (75% Complete)</li> <li>• The continued rehabilitation of the existing levee. (60% Complete)</li> <li>• The extension of floodplain management study to the entire Local Government Area. (95% Complete)</li> <li>• The upgrade of WaterRide and the provision of training in the software for Council Officers. (100% Complete)</li> </ul>	

Our Performance against the Delivery Program - Environment	
Our commitment	Status
<p><b>Biodiversity Certification</b> Bio certification conferred on the Wagga Wagga LEP in January 2011.</p>	
<p><b>Pomingalarna Reserve Implement Plan of Management Recommendations</b> Work activities identified from the Pomingalarna Park Plan of Management include: Earthworks, plantings and appropriate mitigation works (Activity 10) Deep ripping all informal vehicle tracks (Activity 11) Installing new side drains where appropriate on designated management tracks (Activity 13) Remedial earthworks were completed June 11</p>	
<p><b>Elizabeth Avenue Arterial Roadside Landscaping</b> The planting of replacement trees along the western side of Elizabeth Avenue at Forest Hill is the basis of this project, aimed at improving the main entry road from the Airport to the city. Works have now been completed with forty Kurrajong trees planted between existing established trees to enhance the street scape. Trees located in high traffic areas have had protective cages installed to increase survival rates, and these plantings have been added to the watering list for next summer. The replacement of the tree species will continue to be undertaken as opportunities arise.</p>	
<p><b>Jubilee Park Entry Improvements</b> This project involved landscaping improvements to the Bourke Street entrance of the Jubilee Park sporting complex and works were completed following the development of a landscape/ signage plan. Features include the establishment of a new garden with concrete sleeper edging and landscaping works, replacing the old timber poles that previously encompassed the garden area and new signage for the entries, exits and to identify the complex.</p>	
<p><b>Emergency Levee - Section 3</b> This levee rehabilitation project relates to a 200 metre stretch of the main city levee which runs from the intersection of Thompson Street and Tarcutta Street to approximately 20 metres south of the intersection of Morrow Street and Tarcutta Street. The design phase is now complete and the contractor began establishing the site on 27 June 2011. The projected construction period is for nine weeks, ending on 22 August 2011.</p>	
<p><b>SRV Lawn Cemetery Wall Front Entrance Replacement</b> Funding enabled the rebuilding of the structurally damaged front entrance wall of the lawn cemetery. The scope of the work included the design, construction, painting and sign writing of the wall. New entry fencing has also been established on both sides of the entrance gate, which will be extended as further funding becomes available. The garden beds surrounding the wall have also been landscaped to improve the appearance of the entrance. Many public comments have been received regarding the improved standard of the lawn and monumental cemeteries throughout the course of the year. Upgrades to the entrances of both facilities certainly contributed to this feedback.</p>	
<p><b>Zoo Native Animal Entry</b> Council has received delivery of this commissioned artwork. The work was inspected by relevant officers and the Public Art Panel for public exhibition and acquisition. The artist has been notified that the work is not at an acceptable standard and all contractual payments have ceased. Negotiations are currently underway with the artist for the copyright and intellectual rights to be waived and the entrance way to be modified and used for the Animal Entry.</p>	
<p><b>Boorooma Street/Farrer Road Intersection (CSU Entrance)</b> Study results have been received and are being considered by Council officers for this intersection. Ultimately the intersection will require the installation of a roundabout and planning for its construction will commence upon completion of localised traffic study for Boorooma/Estella. It is planned that the intersection will receive some form of remediation in the 2011/12 financial year.</p>	

Our Performance against the Delivery Program - Environment	
Our commitment	Status
<p><b>SRV Public Art Project</b>                      The Native Animal Entry public artwork was delivered to site in December 2010 however upon inspection, the public art work is not at a satisfactory standard and the project was wound up at 75% completion following negotiations with the artist.</p> <p>Current negotiations are underway for the artist to waive intellectual property rights so that the entrance can be modified and utilised by the Parks and Recreation Services team.</p>	
<p><b>Strategy: Encourage Development that protects biodiversity and natural ecological processes</b></p>	
<p><b>Land Use Policies - New Urban Release Areas</b>                      Biocertification was conferred on the Wagga Wagga Local Environment Plan (LEP) 2010 in January 2011. The edited versions of the adopted Boorooma, Bomen and Lloyd DCP's are being incorporated into the WWDCP 2010, with the Northern Suburbs component the only one yet to be incorporated into DCP 2010. Implementation of the Biodiversity Certification has commenced.</p> <p>In addition, a "Biodiversity Certification Implementation" workshop was held on 12th April 2011, at which the Office of Conservation and Heritage (formerly DECCW), recommended to the assembled government authorities and Council Planners, the implications of and extent of the applicability of the Certification.</p>	
<p><b>Silverlite Reserve Remediation &amp; Stabilisation</b>                      Soil Conservation Service has been engaged for the delivery of this project and it is expected (weather conditions permitting) work (currently on track) will be completed by October 2011 to coincide with the REROC funding arrangement.</p>	
<p><b>Convert remaining Rural Tips to Transfer Stations</b>                      This project will be bundled together with the 2011/12 conversion project and will be contracted out for completion of two transfer stations during the 2011/12 year. Money has been requested for carry over.</p>	
<p><b>3.3 Objective: Sustainable management of natural resources</b></p>	
<p><b>Strategy: Manage waterways and land use to minimise detrimental environmental impact</b></p>	
<p><b>Urban Salinity Monitoring</b>                      Piezometer monitoring schedule of ten sub catchments within Wagga Wagga LGA continued on a monthly basis. Standing water level (SWL's) and electrical conductivity readings are collected from each piezometer and used to monitor urban salinity. SWL's for the June quarter across the region were varied. Increases in SWL were observed after heavy rainfall, followed by a dispersion of groundwater resulting in decreasing SWL's.</p> <p>Groundwater conditions continue to be varied across the borefield with some piezometers experiencing minor increases whilst others showing decreases over the same period.</p> <p>A maintenance schedule was carried out on the dewatering bores within the Calvary Borefield.</p>	
<p><b>Water Monitoring Program</b>                      Water quality monitoring was undertaken at the following locations.</p> <p><b>Murrumbidgee River:</b>                      The Murrumbidgee River at two sampling sites (Roach Road, Shanty Reserve) was monitored. For each sampling site basic water quality data was collected.</p> <p><b>Flowerdale Lagoon:</b>                      Flowerdale Lagoon at two sampling sites (Flowerdale Road, Storm water Inlet) was monitored. For each sampling site basic water quality data was collected.</p> <p><b>Wollundry Lagoon:</b>                      Wollundry Lagoon at five sampling sites (Bore Inlet, West End, Middle, East End, Tony Ireland) was monitored. For each sampling site basic water quality data was collected.</p> <p><b>Lake Albert:</b>                      Monthly samples were taken from Lake Albert at two sampling sites (Swim Area, Boat Club) in June 2011. For each sampling site basic water quality data was collected and analysed for bacteria and blue green algae.</p>	

Our Performance against the Delivery Program - Environment	
Our commitment	Status
<p><b>Sediment and Erosion Program</b>                      Routine inspections carried out of building sites to ensure adequate sediment and erosion control measures are in place.                      Council's guidelines regarding erosion and sediment control for building sites has been reviewed.</p>	
<p><b>Solid Waste and Sewerage Monitoring Program</b>                      All solid waste management and sewage treatment works monitoring and reporting have been carried out as per licence requirements.</p>	
<p><b>Lake Albert - Removal of Sediment</b>                      This project item includes relevant maintenance and works to upgrade infrastructure surrounding Lake Albert. In 2010/11 funds have been allocated to cleaning up the Crooked Creek channel following the flood damage in March 2010.                      Further damage to this area occurred during the October and December floods and additional works will include improvements to the rock gabien structures and removal of debris in the Crooked Creek channel. These works will be undertaken by the Soil Conservation Service when conditions are favourable.                      The continuing wet weather is holding up this project but they programmed to be completed by October 2011.                      All works are submitted to the Lake Albert Community Committee prior to commencement.</p>	
<p><b>Plumpton Road Drainage - From Stirling Boulevard, 350 metres</b>                      Survey work has been completed and design work is currently underway. Construction work may commence late in the last reporting quarter of this year.                      An Expression of Interest (EOI) for the design of this project has been prepared and is ready for advertising.                      Once a suitable design company has been engaged and design prepared, the construction of this work will be going out to open tender and is expected to be constructed over the upcoming summer period.</p>	
<p><b>Boorooma Drainage Upgrade New Release Area</b>                      Design completed. Tenders for construction let. Works expected to start in spring 2011.</p>	
<p><b>Lake Albert Foreshore Improvements 2010/11 + 2011/12</b>                      These works include all relevant capital projects proposed for Lake Albert over two financial years (2010/11 and 2011/12) which will be progressively reported to and ratified by the Lake Albert Community Committee and Council.                      The list includes improvements to the Crooked Creek channel, the construction of a gross pollutant trap near the mouth of Crooked Creek (in conjunction with grant funds from the Riverina East Region of Councils (REROC), further improvements to the Lake outlet at O'Halloran Park, improvements to the Lake Albert Walkway, improvements to the Stringybark Creek outlet to the Lake, and Tatton Drain improvements at Plumpton Road. Many of these projects are as a result of the three major flooding events experienced in March, October and December 2010.                      Staff are preparing designs and cost estimates at this time and the various works will proceed during 2012. The one engineering project which has been completed is the Lake outlet at O'Halloran Park (remediation of bank erosion).</p>	
<p><b>Bolton Park Gross Pollutant Trap Installation</b>                      This project is directly linked with the Robinson Oval upgrade. Pipeline investigations have been completed. Tender documentation currently waiting for final servicing plans for attachments and confirmation of a clear area for successful contractor to complete the works.</p>	
<p><b>System Waterways - Gross Pollutant Traps</b>                      Project delayed due to recent rain events and flood damage. Project requested for carry over to be combined with a bundled works program to be given to a successful contractor for completion of all GPT installations in 2011/12 financial year.</p>	
<p><b>Major Overland Flow Flood Study</b>                      Council Officers and Officers from the Office of Environment and Health have provided comments on the final draft and the study should be finalised by the middle of August 2011 and then forwarded to Council for adoption.</p>	

Our Performance against the Delivery Program - Environment	
Our commitment	Status
<p><b>Main City &amp; North Wagga Levee Upgrade</b></p> <p>The Wagga Wagga Floodplain Risk Management Plan (FRMP) identified that the existing levee that protects the City of Wagga Wagga from the Murrumbidgee River during a flood is not at the industry standard 1 in 100 year flood height. Likewise, the FRMP also identified that the levee that protects the suburb of North Wagga Wagga is not at the prescribed height to protect the suburb from a 1 in 20 flood event.</p> <p>The aim of this project is to investigate options for the upgrade of both the levees.</p> <p>The geotechnical assessment of the levee is now complete as too is the additional survey.</p> <p>Council has engaged the NSW Public Works – Dams and Civil Section to undertake a feasibility study which includes a Preliminary Environmental Planning Overview (PEPO) and produce conceptual designs for the upgrade of both levees, approximately 15 kilometres in total length.</p> <p>The PEPO is now complete and has been reviewed by Council Officers from various departments.</p> <p>Council has received the Levee Freeboard Analysis report which recommends a 1.0m freeboard for the Main City Levee and a 0.8m freeboard for the North Wagga Levee.</p> <p>The NSW Public Works have revised their levee design levels to consider the most recent flood modelling outputs which have been provided by WMA Water.</p> <p>The NSW Public Works have provided to Council conceptual plans for the upgrade of the levees and a workshop was held on the 17 June 2011 with Council Officers from all Directorates as well as external stakeholders to consider the concepts and identify opportunities and challenges. The list of items raised during the workshop is being compiled by Council Officers. The list will be communicated to NSW Public Works so that the designs can be revised.</p>	
<p><b>Floodplain Risk Management Plan</b></p> <p>Council Officers are coordinating the upgrade of a flood modelling software package called WaterRide.</p> <p>The software was originally purchased by Council in 2005 and has been sitting dormant awaiting the availability of aerial laser survey data and flood modelling outputs.</p> <p>Council now has the aerial laser survey data which was provided in 2009 as well as flood modelling outputs from the Murrumbidgee River Floodplain Risk Management Study and the Major Overland Flow Flood Study.</p> <p>These data outputs will be used in conjunction with the WaterRide software to undertake flood modelling which will allow Council officers to make more informed decisions about risk associated with activities on the floodplain as well as within the city.</p> <p>Training was conducted for Council and SES Officers on 3 May 2011.</p>	
<p><b>Urban Salinity Rear of Block Program</b></p> <p>Council has engaged the services of a local engineering firm to carry out the investigation of 116 properties in the Mount Austin area.</p> <p>Designs are now complete and work has begun in Bradley Place.</p> <p>The budget balance from 2010/11 needs to be rolled into 2011/12 to fund the construction works in Mount Austin. The yearly allocation of funding is not enough to complete what has been designed.</p> <p>A tender specification is being prepared for construction proponents to tender for the construction of the required works in Mount Austin.</p>	
<p><b>Waste Water Reuse Network Extensions</b></p> <p>Installation of the reuse line from Moorong Street to the Duke of Kent Oval has been completed.</p>	

## Our Performance against the Delivery Program - Environment

Our commitment	Status
<b>Strategy: Protect, enhance and rehabilitate native vegetation and ecosystems to enhance biodiversity</b>	
<p><b>Biodiversity Conservation</b>            Programs included:</p> <ul style="list-style-type: none"> <li>• Habitat rehabilitation projects on public lands including along the Murrumbidgee River</li> <li>• Pomingalana Reserve, Lake Albert, Silvalite Reserve and Wollundry Lagoon</li> <li>• Spotlighting tours, habitat restoration of the Glossy Black-Cockatoo</li> <li>• Riparian restoration &amp; willow removal</li> <li>• Native plant give-aways</li> <li>• LEP biodiversity certification</li> <li>• Lloyd conservation area</li> <li>• Green Corps environmental projects</li> </ul> <p>Environmental Trust funding has been received to undertake project design, planning, community consultation and some preliminary on-ground works, related to the rehabilitation of 20ha of disused Narrung sewage treatment ponds and creation of a wetlands.</p>	
<p><b>Weed Control</b>            A comprehensive inspection and spraying program was undertaken to control noxious weeds across the Local Government Area. Coordination of noxious weed management included:</p> <ul style="list-style-type: none"> <li>• awareness programs and extension activities</li> <li>• inspection program of private properties to ensure legislative compliance</li> <li>• noxious weed control program on public lands</li> </ul>	
<p><b>Botanic Gardens Improvements</b>            This project enabled the replacement of the old timber sleeper retaining walls within the animal yards with more durable concrete sleeper retaining walls. It has also contributed to the replacement of the playground edging with retaining wall blocks, matching the existing edging in the rest of the Kidsville Playground area of the Botanic Gardens. Additional landscaping has occurred at the Crow's Nest Adventure Playground to provide an open lawn area for families to picnic whilst supervising children, a number of shrubs have been removed to provide clear vision of the playground, enhancing the facility.</p>	
<b>Strategy: Support and promote the improvement of ambient air quality</b>	
<p><b>Improved Air Quality</b>            Council was successful in receiving Office of Environment and Heritage grant to implement a Clean Air Project in 2011. Programs have included monitoring and education programs to reduce smoke from solid wood fires and burning of green waste as well as the purchase of four corporate bicycles for staff and Councillors to use for short trips which would otherwise require the use of a car.</p> <p>The Manager of Environmental Sustainability &amp; Regulatory Services continues to represent Council on the steering committee established to oversee the regional air quality project in conjunction with Office Environment &amp; Heritage and EH Graham Centre.</p>	

Our Performance against the Delivery Program - Environment	
Our commitment	Status
<b>Strategy: Encourage the community to participate in programs to enhance the environment</b>	
<p><b>Community Engagement in Environment Programs (A&amp;E)</b>                      Staff have continued to liaise with the Tidy Towns Committee, CROW, ErinEarth and Landcare in the implementation of its environmental programs. Programs included - Cleanup Australia Day, Cleanup Wagga Day, National Tree Day, Earth Hour, and the Tidy Towns community programs.</p> <p>NSW Environmental Trust have funded the Great Green Challenge aimed at improving sustainable living practices in the home and workplace. The competition is centred around sustainability and focuses on sustainable consumption, water efficiency, energy efficiency, and waste management.</p> <p>Other programs to facilitate and promote projects that build understanding of sustainability have included:</p> <ul style="list-style-type: none"> <li>• Schools Sustainability Challenge</li> <li>• Monthly articles through the “greenguide”</li> <li>• “Little greenie” grants</li> <li>• Participation in sustainable house day</li> <li>• Sustainability Showcase</li> <li>• Green Expo</li> <li>• Group and school presentations, displays and workshops</li> </ul>	
<b>Objective: Promote environmental sustainability</b>	
<b>Strategy: Minimise the city’s ecological footprint and reduce resource consumption within the Wagga Wagga Local Government Area through greater energy efficiency and renewable energy technologies</b>	
<p><b>Civic Centre Level 2 Lighting Energy Reduction</b>                      This project has been incorporated into the Low Carbon Australia Loan that will result in more extensive works within the Civic Centre building and future energy savings. The energy savings project has been to tender and works should be completed prior to December 2011. Works will include lighting efficiency upgrades, factor correction works and upgrades to the lighting control system.</p>	
<p><b>SRV Natural Resources Energy Management</b>                      Staff have been implementing the actions identified within the Vision Commitment Planning and Resource Efficiency modules of the Sustainability Advantage program. The Sustainability Advantage program will help us to identify what sustainability means to our business, as well as identify and take advantage of opportunities to improve our business and give a comprehensive roadmap for action. Our goal is to integrate sustainability into our social, economic, environmental and governance considerations.</p>	
<b>Strategy: Minimise waste to landfill through reduce, reuse and recycle strategy</b>	
<p><b>Contaminated Lands</b>                      Monitoring completed for the following sites:</p> <ul style="list-style-type: none"> <li>• Disused Wiradjuri Landfill - A final report has been received from monitoring and an assessment of future monitoring requirements is in progress.</li> <li>• Former Chaston Street gasworks - A final report has been received from the monitoring and the integrity / condition of the repository site.</li> <li>• Former Tarcutta Street gasworks site - currently waiting on the final public submission to be forwarded from the NSW Department of Planning before addressing points raised during the public exhibition. Plans currently being progressed for remediation works to commence in 2012.</li> </ul>	
<p><b>New Waste Strategy Development and Implementation</b>                      RRR concept design completed as first draft and have been adopted by Council.                      A valuation of the GWMC airspace has been completed and forwarded on to the finance division.                      Options Organics paper has been completed and reported to Council.                      Will proceed with organising development requirements for 102 Ashfords Road for the RRRC.                      All works for the 2010/11 financial have been completed.</p>	

## Our Performance against the Delivery Program - Environment

Our commitment	Status
<b>Strategy: Reduce Greenhouse gas emissions across the local government area</b>	
<p><b>Greenhouse Emissions and Fleet</b> The number of more fuel efficient 4 cylinder cars in the fleet continues to increase. The use of B20 Bio diesel in a range of trucks and tractors continues without problems.</p>	
<p><b>Greenhouse Gas Reduction</b> Council has endorsed a low interest loan through the Low Carbon Australia for energy efficiency projects at the Civic Centre and the Civic Theatre. The project has gone to tender and it is anticipated works will be completed by December 2011. Works will include retrofit existing lights, enhancement of lighting control system and factor correction. Energy efficiency works related to retrofit lighting at the Airport Terminal have been completed. Consultants have been engaged to investigate the viability of an alternate source of energy for the Oasis aquatic Centre such as Co-Generation. A feasibility study is being conducted to determine the practicality of this project and the potential of connecting the surrounding sporting facilities to the system.</p>	
<b>Strategy: Facilitate community education for the achievement of a sustainable environment</b>	
<p><b>Environmental Sustainability Strategy</b> Programs have been delivered in accordance with the Environmental Sustainability Strategy The supplementary State of the Environment Report (SOE) for 2010/2011 for the Wagga Wagga Local Government Area will provide an overview of actions implemented from the Environmental Sustainability Strategy.</p>	
<b>Strategy: Promote stewardship and best practice land use policies to protect the environment and enhance the economy</b>	
<p><b>Flood Management Actions</b> 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 include:</p> <ul style="list-style-type: none"> <li>• The Major Overland Flow Flood Study (98% Complete)</li> <li>• The investigation and design of options to upgrade the Main City and North Wagga Levees (75% Complete)</li> <li>• The continued rehabilitation of the existing levee (60% Complete)</li> <li>• The extension of floodplain management study to the entire Local Government Area (95% Complete)</li> <li>• The upgrade of WaterRide and the provision of training in the software for Council Officers (100% Complete)</li> </ul>	
<p><b>Biodiversity Certification</b> Bio certification conferred on the Wagga Wagga LEP in January 2011.</p>	
<p><b>Street Tree Replacements</b> The funding for this project is utilised for council's street tree replacement program. Street trees are planted on each new development in residential areas and also as replacements for trees removed through council's street tree audit programming.</p>	
<p><b>Wollundry Lagoon Remediation</b> Permits, environmental issues and landowner approvals have been obtained for the removal of sediment. Tender specifications are currently being developed.</p>	

Our Performance against the Delivery Program - Environment	
Our commitment	Status
<b>Strategy: Promote the principles of ecological sustainable development</b>	
<p><b>Ecologically Sustainable Development</b></p> <p>Specific provisions, including aims for climate change management and biodiversity conservation, are built into the aims of the Wagga Wagga LEP and DCP. These aims are reflected in the provisions of the DCP for the whole local government area, which also reflect the detailed salinity management and biodiversity conservation management requirements for the Lloyd Urban Release Area.</p> <p>Biocertification was conferred on the Wagga Wagga LEP 2010, subject to the finalisation of the Planning Agreements and Conservation Management Plan for the environmental conservation zoned land in the Lloyd Urban Release Area. A “masterplan” for the first stages of the Lloyd Urban Release Area, embodies the provisions of the Salinity Studies undertaken for this sensitive area.</p> <p>Biocertification of the Wagga LGA by DECCW was conferred on the new Wagga Wagga LEP 2010, in January 2011.</p>	
<p><b>Lake Albert Sustainability</b></p> <p>The Lake Albert Management Plan was endorsed by Council at the February 2010 meeting.</p> <p>The recommendations from the Action Plan are proceeding over the next five years in consultation with the Lake Albert Community Committee and the Lake Albert Management Plan Reference Group.</p> <p>The Lake Albert Community Forum was held in April 2011 where contemporary Lake issues were highlighted to the community.</p>	

## Section 2 – Strategic Spheres

# Governance

Enabling democracy is the role of both community members and elected representatives. This is achieved through involving communities in the decision making processes and providing strong leadership to ensure decisions are made in the best interests of the community as a whole.

The performance status of each objective outlined in the 2010/11 Delivery Program is illustrated by the below symbols.

	<b>Completed</b>	<b>31</b>
	<b>In progress</b>	<b>4</b>
	<b>Not completed</b>	<b>3</b>



Wagga Wagga City Council storm damage event on 3 December 2010. Council building suffered flood damage from the storm on its lower levels.

The Community Strategic Plan Social Objectives are in bold, the Strategies to achieve the Objectives follow:

**4.1 Lead the Region into the future**

- 4.1.1 Promote a clear strategic direction and 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

### Website Development- e-Business

Council has enhanced its online capacity by upgrading the service to include certificates, customer requests, online payments, mapping and property search functionality.

### Community Strategic Plan 2011-21

The Community Strategic Plan was adopted in April 2011 following extensive community involvement. The subsequent supporting plans for the future were adopted in June 2011.

### Apprentices & Trainees

Council's Workforce Plan identifies high demand roles and the potential for trainee/apprentice funding. This is to enable Council to 'grow our own' and ensure it has the necessary skills and experience available to continue its operations effectively, as well as providing skilled workers into the community. Council currently has 15 apprentices and trainees working in a range of areas.

## Future Plans

### Community Strategic Plan

As per the Integrated Planning and Reporting Frameworks for NSW local government, the Community Strategic Plan will be reviewed within nine months of the Local Government election, scheduled for 8 September 2012.

### Continued Online Services

Council has been implementing its e-Business Strategy for a number of years with the results becoming apparent towards the end of 2011 when a number of on-line services to the community will go live.

### Council Elections

The Council elections will be held on Saturday 8 September 2012. The term of the Council is four years. A number of election information sessions for prospective Councillors will be held during the months preceding the election.

### New Community Strategic Plan

In 2012 Council will be initiating a review of the Community Strategic Plan to ensure alignment with community priorities including those of the newly elected Council following the September 2012 elections.

### Destination 2036

Council's Mayor and General Manager along with over 350 representatives from every council in the State gathered in Dubbo on 17 and 18 August 2011 to begin the process of creating a strong and viable local government sector.



Bella Tinsley, work experience student packing City Brand packs for Wagga Waggafest

Over the next 10, 20 and 25 years, our population, technologies and economy are going to change dramatically. As the providers of core services to our communities, it is incumbent upon local government to consider what these changes will mean, both for their communities and for the councils that serve them.

Destination 2036 provides a process and a forum for local government to explore these issues and to consider and develop structures and approaches to local government in NSW that will allow the sector to meet the needs and expectations of our communities of the future.

## Challenges

### Recruitment of staff and improving processing times

Council acknowledges that the recruitment of senior staff to assist in managing the constant growth that Wagga Wagga is experiencing is fundamental to industry confidence and investment in Wagga Wagga and the LGA. Council will continue its in house program of "growing its own" professional staff through its study assistance policy and also look to recruiting people with relevant experience at a senior level from other Councils' who can be a part of Wagga Wagga's future growth.

### Future Planning

Council has many current and future demands on funding. This highlights the need for long term planning and the targeted allocation of resources to priority areas which is achieved through the preparation of the Long Term Financial Plan. The current Long Term Financial Plan highlights the need for Council to reduce its expenditure and identify additional revenue sources for the ten years to 2021.

<b>Our Performance against the Delivery Program - Governance</b>	
<b>Our commitment</b>	<b>Status</b>
<b>Objective: Leading the region into the future</b>	
<b>Strategy: Promote a clear strategic direction and vision for the future of the region</b>	
<p><b>Extension Tourism Marketing Campaigns</b>                      Advertisements and Editorials in a number of magazines and brochures throughout 2010/2011 promoted the city and surrounds. Examples include: Qantas Link "Spirit" Magazine, quarterly coverage in Style Magazine and Border Morning Mail "Out and About" Magazine, 2011 Kapooka March Out Guide, 2010 NSW Open Bowls Championships Official Program, Canberra Times Destination Magazine, Daily Telegraph Saturday and Sunday Newspapers, Regional Express OUTthere In-flight Magazine, advertisement in Wilkins City Map, Civic Guide Maps situated throughout the city, Welcome to Wagga Wagga Magazine for new residents, Touring Australia Magazine.</p> <p>Wagga Wagga City Council hosted a familiarisation for the Managing Director, of Coast and Country Magazine based around the Gold Cup Carnival. Various stories promoting events, cultural facilities, attractions, fishing and restaurants will appear in magazines produced by Coast and Country.</p> <p>The June monthly "What's On" featured the new city branding, Wagga Wagga pens have been produced with new branding and new branding is gradually being introduced for internal and external publications.</p> <p>The tourism website now features the city brand on its front page and will continue to receive further branding and updating throughout 2011.</p>	
<p><b>Investment Strategies</b>                      The Investment Strategy and Investment Policy has been reviewed and updated and is awaiting adoption by Council.</p>	
<b>Strategy: Embrace leadership for the region</b>	
<p><b>Regional Leadership</b>                      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 Master Planning Project. Council is represented on "Regional Development Australia" Riverina Committee by Cr Yvonne Braid (in a private capacity).</p> <p>Council has been heavily involved in promoting the Evocities Program as one of the seven member councils'. Wagga Wagga City Council is the Secretariat for the Evocities program.</p> <p>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>	
<b>Strategy: Promote Council as a regional service provider</b>	
<p><b>Industry Human Resources Networking</b>                      During 2010/11 Council's People and Culture Division participated in a number of networking forums, including; The Wagga Chamber of Business network (Networking 4 Knowledge) along with the Evocities Human Resources group, the Local Government and Shires Association network and the Local Government Business Excellence Network. Benefits from participating in these groups include sharing stories, learning from each other, benchmarking and accessing resources.</p>	
<b>Strategy: Build and foster relationships, strategic networks and work collaboratively with all levels of government, non-government organisations, the private sector and community groups</b>	
<p><b>Memoranda of Understanding</b>                      Ongoing meetings have been held with parties regarding Memorandums of Understanding. Council meets on a six monthly basis with the executive of CSU to discuss issues of mutual interest, with a focus on issues that are strategic in nature.</p> <p>Council continues to support the activities of the Medical Recruitment and Retention Committee and others.</p> <p>Council is also actively engaging with management at Murrumbidgee Local Health Service in respect of obtaining funding from the Federal Government for the full redevelopment of Wagga Wagga Base Hospital.</p>	

<b>Our Performance against the Delivery Program - Governance</b>	
<b>Our commitment</b>	<b>Status</b>
<b>Objective: Effective and transparent leadership that enjoys the support and confidence of the community</b>	
<b>Strategy: Council implements best practice ethical and corporate governance standards</b>	
<p><b>Good Governance Strategy</b> 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.</p> <p>Ongoing promotion of good governance is occurring both in an advisory capacity and with the facilitation of knowledge across the organisation. The finalisation of the Corporate Governance web page together with the upskilling of relevant staff has provided a valuable mechanism for the promotion of good governance. The review of Council policies is ongoing and given the number of policies required to be reviewed, it is anticipated that this will be continuing in the 2011/12 year.</p>	
<b>Strategy: Engage and effectively consult with the community and foster participation and collaboration</b>	
<p><b>Community Engagement Strategy (A&amp;E)</b> The Community Strategic Plan - Engagement Strategy, detailing how the community was and is to be engaged to review the Community Strategic Plan, was endorsed at the January 2011 Council Meeting. The Community Engagement Project Team have workshoped and developed a draft Policy, Strategy and Toolkit which was on exhibition for one month for staff to comment on. The drafts will now be taken to the appropriate Management Committees and Council Meetings for endorsement and adoption.</p>	
<p><b>Internet Content and structure (A&amp;E)</b> The Engineering Services content has been developed and now includes a section on Current Works. With the large number of infrastructure and capital works projects being undertaken, this section was endorsed by E-Team and will be updated periodically to reflect each project and inform residents. The Lake Albert section of the website has been modified and updated with current information, images and videos about the available amenities that Lake Albert offers the community. An aerial illustration stylised from various existing maps of the lake was created externally and then interactivity was added in-house to 'hot spots' within this illustration. This directed traffic to the relevant information.</p>	
<p><b>Media Promotion (A&amp;E)</b> Council now has appropriate equipment to capture footage relating to Council activities, services and facilities that will be able to be placed online to help engage community interest and educate those on what Council is working on within the Local Government Area.</p> <p>Council's Media and Communication Division issued more than 33 media releases and alerts during the immediate storm and flood event in December between the 3 and 10 December 2010. These releases were issued to provide all media and social media sites with the latest information in relation to road closures, Council's flood preparation, monitoring and recovery activities and crucial community information regarding the operation of the Civic Centre facilities.</p> <p>As well as the media releases, Council coordinated media interview requests, media briefings and background information for more than 20 local and national media outlets.</p>	
<p><b>Community Consultation and Engagement (A&amp;E)</b> The Community Engagement Strategy has been reviewed as part of the Integrated Planning and Reporting Framework. A draft Engagement Strategy is currently being finalised. 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.</p>	
<b>Objective: Council's operations and activities are effective, efficient and customer focused</b>	
<b>Strategy: Develop and maintain a "best practice" proactive Council that is recognised as a leader in its field</b>	
<p><b>Corporate Information Management Strategy</b> Although the Corporate System Integration Strategy has been developed and endorsed a number of tasks need to be completed to get the ball rolling. We need to communicate the impacts of the strategy and what it means to the rest of the organisation. We also need to develop policies and procedures relating to the implementation of corporate systems or databases (inclusion of checklists etc).</p>	

<b>Our Performance against the Delivery Program - Governance</b>	
<b>Our commitment</b>	<b>Status</b>
<p><b>Physical Archive Strategy</b>                      The physical archive reduction strategy has been approved and completed. We have received some minor funding to complete the imaging process which is part of the strategy.                      Recruitment for a temporary position to scan these records will begin at the beginning of FY 11/12.</p>	
<p><b>Legacy System Strategy</b>                      This project did not progress in the 2010/11 financial year as it was not funded or included in the scope of works for Information Services.                      This has been specifically included in the 2011/12 Operational Plan and an amount of \$50,000 has been provided. This project's approximate completion date is March 2012.</p>	
<p><b>Risk Management Strategy</b>                      The following documents have been reviewed:</p> <ul style="list-style-type: none"> <li>• Risk Management Framework</li> <li>• Risk Management Policy</li> <li>• Risk Management Strategy</li> <li>• Risk Assessment Work sheet</li> <li>• Risk Maturity Survey</li> </ul> <p>The above documents will be complemented by a training and promotion regime commencing in 2011/12. In addition ongoing assistance has been provided cross-organisationally in relation to risk identification, management and review.</p>	
<p><b>Information and Communications Technology Strategy</b>                      Information Services has had a very positive year with significant work taking place in the following areas</p> <ul style="list-style-type: none"> <li>• eServices</li> <li>• Hardware replacement</li> <li>• GIS intranet and internet upgrades to Dekho</li> <li>• Network enhancement</li> <li>• Request management module</li> <li>• IP telephony</li> <li>• Storm recovery</li> <li>• Corporate Application upgrades</li> </ul>	
<b>Strategy: e-Enable all relevant council services</b>	
<p><b>e-Services Strategy (A&amp;E)</b>                      The technical configuration for the new e-Property system is almost complete. There is just some fine tuning with the web interface taking place.                      During July the Information Management Section will be engaging with key stakeholders such as Councillors, Solicitors, Real Estate agents and Council staff to pilot the system before rolling it out to the rest of the community.                      At this stage the advertising is expected to start at the end of July with an approximate Go Live date of early August.</p>	
<p><b>Website Development (A&amp;E)</b>                      The continuation of graphics and pertinent content being implemented on the Council website has remained consistent from internal business units within Council. Internal business units have taken ownership of their sections of the website and subsequently, further Content Management System (Lantern) training has been undertaken throughout the organisation. At the same time, these users are being educated on Content Management System best practices such as metadata tagging, content lifecycle, consistency of messages, file sizes etc.</p>	
<p><b>e-Business Strategy (A&amp;E)</b>                      Work has been progressing as per the Project plan. Engagement of relevant parties will take place in the July - September time frame to trial the services that are being activated. These services include requests, certificates and some payments.</p>	

<b>Our Performance against the Delivery Program - Governance</b>	
<b>Our commitment</b>	<b>Status</b>
<b>Strategy: Implement Strategies to ensure excellence in customer service</b>	
<p><b>Service Quality Strategy</b> The Service Quality Strategy for Council runs for 3 years to June 2013. This year, the Service Quality Strategy Action Plan was completed on schedule.</p>	
<p><b>Complaints Handling</b> All complaints received have been actioned in accordance with organisational guidelines.</p>	
<b>Strategy: Become an employer of Choice</b>	
<p><b>OH&amp;S Audit</b> Risk management upgrade has resumed and is progressing. Contractor Management team has been formed to progress project management plan. Annual plan is being developed.</p>	
<p><b>Council Meeting Room Refurbishment</b> Project completed in December 2010.</p>	
<p><b>Workforce Plan</b> As one of the three resourcing plans under Local Government Integrated Planning and Reporting guidelines, Council's Workforce Plan informs, supports and enables Council's 4 year delivery plan and 1 year operational plan. In establishing the delivery and operational plans in for 2011 to 2013, the Workforce Plan was reviewed. The original intent was for the Plan to be an internal working document, however through the evolution of the Integrated Planning and Reporting process it was determined Council's strategic workforce plan would be publicly available. On this basis a number of minor changes were made to the overall look of the Plan and to its content and was subsequently submitted to Council and to the Department of Local Government as part of the IPR compliance requirements.</p>	
<b>4.4 Objective: Council has the necessary financial, human and other resources and management systems to provide appropriate services and infrastructure</b>	
<b>Strategy: Establish agreed levels of services and infrastructure provision to ensure they are aligned with community needs and build Councils financial management capacity to deliver</b>	
<p><b>Grants &amp; Contributions</b> Assistance continues to be provided to all areas of Council to maximise grant funding and contribution opportunities. Following the Natural Disaster events of 15 October and 12 December, a working party has been formed to coordinate the preparation and submission of costs to repair and replace affected Council Infrastructure. The preparation and submission of costs to repair and replace affected Council Infrastructure from the December 2010 flood event are to be submitted in August 2011. Council's Grants Coordinator continues to review Government Grant schemes for any opportunities for Council to obtain grant funding.</p>	
<p><b>SRV Human Resources Consultancies</b> Aurion (corporate Human Resource software) training is scheduled for staff once the upgrade of this system is completed midyear. Progressing with the development of a new marketing strategy associated with the recruitment and retention strategy. This marketing strategy has now been completed with a number of the recommendations being implemented. The new Corporate Training Guide and the new Employee Handbook promote the Council and its employee programs as part of the employee attraction and retention program. The Corporate video has been produced promoting Council as an employer of choice all complementing the attraction and retention strategy.</p>	
<p><b>Fleet Management Asset Control Plant &amp; Equipment</b> Fleet replacement program is progressing as planned; there will be carryover of costs for a single machine delivery of which will occur in October.</p>	
<p><b>Reduce processing time for Development Application</b> Council continues to work with stakeholders in improving planning processes, including reducing the processing times for Development Applications. Significant gains have been made throughout the year to reduce the processing times.</p>	

<b>Our Performance against the Delivery Program - Governance</b>	
<b>Our commitment</b>	<b>Status</b>
<p><b>Ten Year Financial Plan</b> The Long Term Financial Plan was completed in conjunction with the Integrated Planning and Reporting documents, which were adopted at the June 2011 Council Meeting.</p>	
<p><b>Manage Investment Portfolio</b> Investment performance has once again exceeded expected original budget expectations. Approximately \$1m in additional revenue was received in the 2010/11 financial year, which was allocated to the Tarcutta Street Gasworks Rehabilitation Project.</p>	
<p><b>Infrastructure Funding Requirements</b> Fair Value of Infrastructure assets have 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 2011/12 Delivery Program. 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 2011/12 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 \$6.7 Million reported annual shortfall in maintenance spending.  The current asset liability and annual maintenance shortfall has been quantified and were reported to Council in February 2011.</p>	
<p><b>Grants Funding Program</b> Claims under the Natural Disaster Relief Arrangements for the flood damage on 15th October 2010 have been submitted in March 2011 - the NSW RTA is assessing Council's October claim for damage to local &amp; regional roads and bridges estimate - \$20.5M &amp; the NSW Department of Commerce is assessing Council's October Claim for damage to Council's parks &amp; recreation facilities estimate - \$558K.  Damage to Council Infrastructure from the December 2010 Flood event will be submitted to the NSW RTA &amp; NSW Department of Commerce in early August 2011.</p>	
<p><b>Review Rating Structure</b> 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 general revaluation took place at 30 June 2010 and was implemented effective from 1 July 2011.</p>	
<b>Strategy: Empower and enable employees to undertake their roles through adequate resources, skills and knowledge</b>	
<p><b>Continuous Improvement and Change Management</b> Self assessments have not been scheduled for the organisation, rather the data from the employee opinion survey has been used which has resulted in a number of cross directorate work groups being formed to work through the top gap areas for the organisation. This item will be updated following the adoption of a proposed integrated Continuous Improvement Model for Council which is currently being developed.</p>	
<p><b>SRV Councillor's Home Office Setup</b> Servicing requests as and when required.</p>	

**Our Performance against the Delivery Program - Governance**

<b>Our commitment</b>	<b>Status</b>
<p><b>Historic Council Chambers Roof Replacement</b> New roof has been installed and project is now complete.</p>	
<p><b>GPIMS Budget (excluding Tuffbooks purchase)</b> Smart boards installation and room modifications at the Council works depot are completed. Council is investigating mobile solutions for plant and equipment that meets all corporate needs. No more work has been carried out due to the relationship with the Asset Management System. The mobile solution is being viewed for all Council services.</p>	
<p><b>Dedicated Councillor Meeting Room Area</b> Project completed in December 2010.</p>	
<p><b>Corporate Training Program</b> The aim of the corporate training program is to ensure staff have appropriate skills and knowledge to complete their duties. The 2010/11 is now completed with all training requests completed. The 2011-12 training plan has been completed with the production of a Corporate Training Booklet and calendar that has been promoted and information to staff was provided in time for their Individual Development plans.</p>	

## Section 3 – Statutory Information

### Government Information (Public Access) Act 2009

Under the Government Information (Public Access) Act 2009 (GIPA Act), Council received and assessed 15 formal applications for information. For the same period, Council received in excess of 720 informal applications. These applications are in addition to information readily accessible by the community via Council's website.

Council is required under the GIPA Act to be pro active in releasing its information. A significant amount of Council's information is deemed "Open Access" and in most cases has been published on Council's website at [www.wagga.nsw.gov.au](http://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 may access it.

Upon commencement of GIPAA, there was one outstanding Freedom of Information request for the 2009/10 financial year.

Under section 125 of the GIPA Act, Council is required to prepare an annual report meeting certain statutory obligations. This report has been prepared and provided to the Office of the Information Commissioner and the Minister for Local Government, as prescribed by the Act. A copy of the annual report can be obtained from Council's website at [www.wagga.nsw.gov.au](http://www.wagga.nsw.gov.au). A summary of the annual report is provided below:



Wagga Wagga City Council's Customer Service area

**Table A: Number of applications by type of applicant and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	3	2	0	1	1	0	0	0
Members of the public (other)	5	2	1	0	0	0	0	0

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	8	2	0	1	1	0	0	0
Access applications that are partly personal information applications and partly other	0	2	1	0	0	0	0	0

\* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	Number of occasions when application not successful
Responsible and effective government	3
Law enforcement and security	1
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	15
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>15</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

## 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.

Wagga Wagga City Council has adopted the Model Privacy Management Plan and Privacy Code of Practice for Local Government. These documents prohibit Council from disclosing 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 Privacy Act mean that in certain circumstances Council does not have to comply with one or more of the Information Protection Principles.

Wagga Wagga City Council also has mechanisms for dealing with privacy complaints and review processes. If a person is not satisfied with the way Council has dealt, is dealing or intends to deal with their personal information then that individual has the option of lodging a complaint. Council has an obligation to notify the NSW Privacy Commissioner about any review. Council did not receive any privacy complaints nor review applications for the 2010/2011 financial year.

Preliminary telephone enquiries in regards to Privacy 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 has not received any competitive neutrality complaints in 2010/11.

### Clause 217(1)(d)(vii)

#### Complaints Handling Mechanism

Council's complaint management policy provides for management of competitive neutrality complaints. Council has not received any competitive neutrality complaints in 2010/11.

## Business Activities

In accordance with *Pricing & Costing for Council Businesses: A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

### Category 1 Business Activities

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

**a. Sewerage Operations** - Sewerage reticulation and treatment systems servicing the City of Wagga Wagga.

**b. Livestock Marketing Centre** - Council's Livestock Marketing Centre

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

### Category 2 Business Activities

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

**c. Airport** - 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 provides 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. Council's Financial Statements for the year ended 30 June 2011 for each of the declared Business Activities are displayed in the Special Purpose Financial Reports in the separate Audited Financial Statements document.

The Department 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.

## Section 67 Resolutions

### Section 428(2)k

#### **Resolutions made under section 67 concerning work carried out on private land**

There were no resolutions made under section 67 concerning work carried out on private land during 2010/11.

## Joint Ventures

### Section 428(2)q

#### **Partnerships, Cooperatives or other Joint Ventures to which Council was a Party 10/11**

##### **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)**

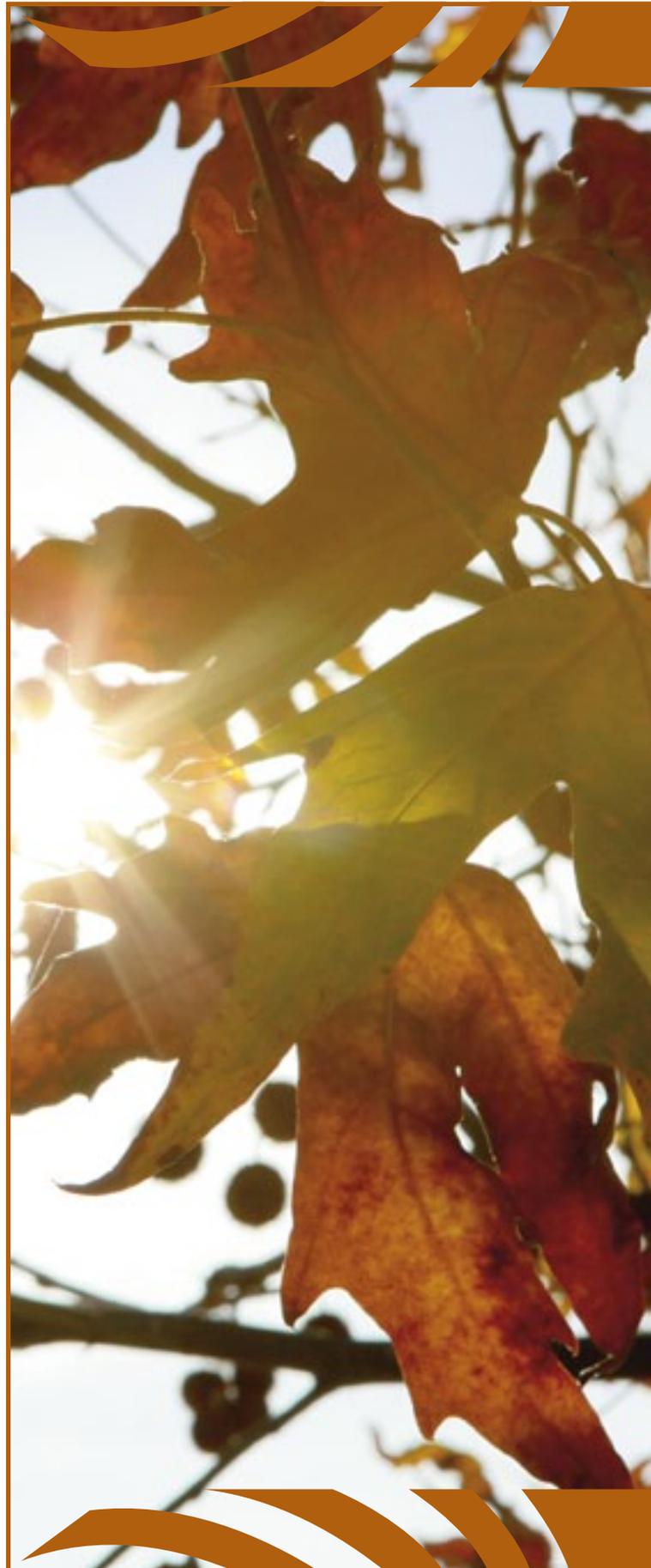
REROC is a voluntary organisation of Councils through which the member councils work together for the benefit of their local communities and the region as a whole, and acts as an advisory body that develops regional strategies and initiatives of benefit to member councils. Members of the body are the 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.



Autumn Leaves

## Donations and Contributions

Section 356 Donations Summary 2010/11		
Beneficiary	Purpose	Amount - \$
All Abilities Theatre Group	Financial Assistance Grant	500
Anglican Parish of Tarcutta	Neighbourhood/Rural Village Grant	550
Apex Club of South Wagga Wagga	Event Promotion Grant	300
Army Recruit Training Centre	Event Promotion Grant	5,000
Australian Decorative and Fine Arts Society Riverina Inc	Arts and Cultural Grant	909
Borambola Swimming Club	Neighbourhood/Rural Village Grant	3,000
Country Hope	Community Development Grant	3,000
Currawarna Recreation Reserve Committee	Neighbourhood/Rural Village Grant	3,000
Eastern Riverina Arts Program (ERAP)	Community Development Grant	3,000
Estella Progress Association	Neighbourhood/Rural Village Grant	2,000
Estella Progress Association	Sporting and Cultural Facilities Grant	7,500
Eunonyhareenyha Public School	Local Heritage Grant	600
Filipino Cultural Dance Troupe	Community Development Grant	2,800
Forrest Community Centre	Community Development Grant	2,000
Gearstick Theatre	Arts and Cultural Grant	3,000
Gurwood Street (No 64)	Local Heritage Grant	4,700
Hampden Bridge Childcare Centre	Community Development Grant	600
Harata Syme	Arts and Cultural Grant	2,400
Harley Hillis	Arts and Cultural Grant	3,000
Health & Wellbeing Initiative	Community Development Grant	3,000
Humula Citizen's Sports Club	Neighbourhood/Rural Village Grant	3,000
Humula Public School	Neighbourhood/Rural Village Grant	1,587
Kapooka Public School	Neighbourhood/Rural Village Grant	2,691
Koorringal Casual Childcare	Family Day Care Subsidy	4,656
Kyeamba Kennel & Training Club	Sporting and Cultural Facilities Grant	3,326
Lake to Lagoon Fun Run Committee	Event Promotion Grant	2,000
Lakeside Art Groups	Arts and Cultural Grant	2,500
Liz Jenkinson	Arts and Cultural Grant	2,400
Marns Street (no 10 )	Local Heritage Grant	3,600
Men's Shed Wagga Wagga	Community Development Grant	2,681
Mountain Bike Wagga (MTB Wagga Inc)	Event Promotion Grant	2,000
Murrumbidgee Life Education Support Group	Community Development Grant	3,000
Possums Playground	Family Day Care Subsidy	9,090
Riverina Community College	Arts and Cultural Grant	3,000
Riverina Community College	Community Development Grant	2,855
Riverina Conservatorium of Music	Annual Sponsorship	8,727
Riverina Institute of TAFE	TAFE Scholarship	5,000
Riverina Medical & Dental Aboriginal Corporation	Community Development Grant	3,000
Riverina Summer School for Strings	Annual Sponsorship	2,500
Serenade in the Vines	Event Promotion Grant	2,000
Shaw Street Children's Centre	Family Day Care Subsidy	9,166
Society for Creative Anachronism	Arts and Cultural Grant	1,059
Tarcutta Progress Association	Neighbourhood/Rural Village Grant	3,000
The Esplanade ( No 58)	Local Heritage Grant	5,000

## Section 356 Donations Summary 2010/11

Beneficiary	Purpose	Amount - \$
The Festivalists	Arts and Cultural Grant	3,000
The Leisure Company	Arts and Cultural Grant	1,103
The Probus Club of Wagga	Community Development Grant	1,990
Tompson Street (No 107)	Local Heritage Grant	1,000
Tumba Rail	Rates Donation	886
United Hospital Auxiliary Tarcutta Branch	Financial Assistance Grant	700
Uranquinty Tennis Club	Sporting and Cultural Facilities Grant	2,808
Vietnam Veterans Association	Neighbourhood/Rural Village Grant	2,860
Wagga African Association	Community Development Grant	3,000
Wagga Animal Rescue	Financial Assistance Grant	996
Wagga City Rugby Club Male Choir	Arts and Cultural Grant	2,500
Wagga Show Society	Rates Donation	8,550
Wagga Triants Triathlon Club	Event Promotion Grant	1,000
Wagga Wagga Bonsai Club	Financial Assistance Grant	600
Wagga Wagga Bridge Club	Sporting and Cultural Facilities Grant	7,500
Wagga Wagga Compact	Community Development Grant	2,600
Wagga Wagga Country Club	Event Promotion Grant	2,200
Wagga Wagga Croquet Club	Sporting and Cultural Facilities Grant	1,650
Wagga Wagga Eisteddfod Society	Annual Sponsorship	2,727
Wagga Wagga Jazz Inc	Event Promotion Grant	3,000
Wagga Wagga Little Athletics	Sporting and Cultural Facilities Grant	5,316
Wagga Wagga Multiple Birth Association	Community Development Grant	1,000
Wagga Wagga Rail Heritage Association	Local Heritage Grant	1,500
Wagga Wagga Road Runners	Event Promotion Grant	1,500
Wagga Wagga Rod and Custom Club	Event Promotion Grant	1,000
Wagga Wagga School of Arts	Annual Sponsorship	2,500
Wagga Wagga Seniors Computer Club	Financial Assistance Grant	1,891
Wagga Wagga Tennis Association	Sporting and Cultural Facilities Grant	1,900
Wagga Wagga Women's Heath	Arts & Cultural	2,752
Wagga Women's Bowling Club	Rates Donation	2,725
<b>Total</b>		<b>211,455</b>

# Special Rate Variation

## Summary Of Outcomes 2010/11

### Special Rate Variation:

The Wagga Wagga Local Government Area (LGA) once again sustained major storm and flood damage in October and December 2010. This again required Council to direct all available resources to repairing the substantial damage to roads, bridge, drainage and recreational assets.

Despite the substantial damage caused by the storm and flood events works have continued on the road network as follows.

#### **Completion of rural road reseals for sections of:**

Holbrook Rd, Coolamon Rd, Eunony Bridge Rd, Hall Rd, Keajura Rd, Lockhart Rd and Oura Rd.

#### **Completion of urban road reseals for sections of :**

Albury Street, Allonby Ave, Banderra Ave, Bennett Street, Berembee Road, Binnak Place, Bourkelands Drive, Bungown Place, Church Street, Copland Street, Dalman Parkway, Fay Ave, Fernleigh Road, Fox Street, Grove Street, Highfield Place, Immarna Place, Indi Place, Inglis Street, Kaloona Drive, Karoom Drive, Kywong Place, Nagle Street, Nardoo Street, Nyrang Street, Pinaroo Drive, Railway Street, Redhill Road, South Parade, Tanda Place, Thorne Street, Torrens Street, Undurra Drive, Urana Street, Vasy Street and Yentoo Drive.

Improved pedestrian and pram access to 73 locations within the Wagga Wagga urban area.

#### **The Special Rate Increase assisted in many areas of Council in 2010/11 including:**

Advertising and promotion in various regional and national trade magazines.

Assistance with hosting the NSW Open Bowls Tournament held in the city in November/December 2010.

Production of Wagga Wagga Style Guide

An improved drainage maintenance program continued in 2010/11 with emphasis on preventative works including pit and pipe cleaning, desilting, removal of tress and repairs and replacement to damaged and ageing drainage assets.

Completion of the prioritised program of works as detailed in the 2010/11 Operational 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
- 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
- Installation of improved sports lighting at the Wagga Wagga Cricket Ground
- Commencement of installation of sports lighting at Paramore Park - to be completed in 11/12
- Replacement of front entrance to the lawn cemetery
- Botanic Gardens - completion of public toilet upgrade
- Installation of irrigation system at Bosley Memorial Park
- Biodiversity promotion
- Wilks Park Amenities Block Upgrade - commenced and to be completed 2011/12

Completion of additional maintenance works to the following buildings:

- Bob Osborne Skills Centre (carpet and painting)
- Forest Hill Oval amenities
- Shaw Street Childcare
- Bosley Park amenities block
- Rural Fire Service building
- Harris Park amenities block
- Sister City Walkway

## 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 2010/11 the Special Rate Variation generated \$3,656,544 with \$506,855 carried over from 2009/10 of which \$1,364,609 was applied to infrastructure maintenance and \$2,596,338 to capital infrastructure projects.

Infrastructure Maintenance Projects	\$
Building Maintenance	107,772
City Entrances	7,555
Drainage	109,272
Flood Mitigation	-
Footpath Maintenance	109,272
Information Technology Services & Upgrades	60,657
Recreation & Cultural Projects	245,713
Roads	411,371
Town Planning Studies	103,357
Tourism	47,636
Street Maintenance	162,000
<b>Total Infrastructure Maintenance Srv Projects</b>	<b>1,364,609.31</b>
Capital Projects	
Drainage	221,824
Flood Mitigation	0
Footpaths	112,551
Recreation & Cultural Projects	700,009
Roads	1,561,954
<b>Total Capital Infrastructure Srv Projects</b>	<b>2,596,338.49</b>

Special Rate Variation			
Actual SRV Budget & Expenditure 10/11	\$	\$	Carry Over 11/12
Project	10/11 Budget	10/11 Expenditure	\$
Councillor's Home Office Setup	23,391	23,391	0
Lake Albert Maintenance	53,045	53,045	0
Footpath Maintenance	78,372	78,372	0
Tourism Marketing	24,636	24,636	0
Review of Job Evaluation and Salary System	22,000	22,000	0
Website Development	37,266	37,266	0
Street Tree Strategy	50,000	50,000	0
Victorian Memorial Gardens Maintenance	5,000	5,000	0
Botanic Gardens Maintenance	9,000	9,000	0
Comprehensive review of Spatial Plan	30,000	30,000	0
Estella DCP	10,000	10,000	0
Tarcutta Bypass - Additional Consultancy	4,636	4,636	0
Biodiversity Education and Programs	36,721	36,721	0
Fire Trail Maintenance Open Space	52,791	52,791	0
Building Maintenance	107,772	107,772	0
Parks and Gardens Maintenance	151,350	151,350	0
Tarcutta Truck Stop	16,211	16,211	0
Welcome to Wagga Sign Maintenance	7,555	7,555	0
Wagga Wagga Marketing	23,000	23,000	0
Public Art Project	27,318	27,318	0
Tree Maintenance	112,000	112,000	0
Unsealed Grader Maintenance Collector Road	18,597	18,597	0
Unsealed Grader Multi Access Roads	96,331	96,331	0
Sealed Routine Maintain Local Major Roads	58,142	58,142	0
Sealed Routine Maintain Local Minor Roads	93,650	93,650	0
Sealed Routine Maintain Multi Access Road	21,009	21,009	0
Bridge Maintenance	54,636	54,636	0
Cycleways/Footpaths Maintenance	30,900	30,900	0
Drainage Maintenance	109,272	109,272	0
Urban Salinity Stage 2	112,551	112,551	0
Urban Salinity - Rear of Block Program	109,273	109,273	0
Botanic Gardens Toilets-Near Model Railway	69,831	69,615	112,551
Wilks Park Amenities Block Upgrade	112,551	10,065	0
Sportsground Lighting - Wagga Cricket Ground	405,374	405,374	0
Bosley Memorial Park Irrigation	19,275	19,275	0
Lawn Cemetery Wall Front Entrance Replacement	37,000	37,000	99,750
Sportsground Lighting - Parramore Park	180,000	80,250	0
Library Refurbishment Stg 2	30,000	30,000	0
Reserves Signage	11,255	11,255	0
Community Halls Construction	37,174	37,174	0
Urban Asphalt	357,410	357,410	0
Gravel Resheet Local Major Roads	77,622	77,622	0
Gravel Resheet Local Minor Roads	213,521	213,521	0

<b>Special Rate Variation</b>			
<b>Actual SRV Budget &amp; Expenditure 10/11</b>	<b>\$</b>	<b>\$</b>	<b>Carry Over 11/12</b>
<b>Project</b>	<b>10/11 Budget</b>	<b>10/11 Expenditure</b>	<b>\$</b>
Gravel Resheet Multi Access Roads	135,247	135,247	0
Reseal and Ashphalt Arterial Roads	125,249	125,249	0
Reseal and Ashphalt Sub Arterial Roads	134,344	134,344	0
Reseal and Ashphalt Collector Roads	81,579	81,579	0
Reseal and Ashphalt Local Major Roads	37,509	37,509	0
Pavement Rehabilitate Arterial Roads	313,682	313,682	0
Pavement Rehabilitate Sub Arterial Roads	85,791	85,791	0
Cycleways/Footpaths Construction	82,551	82,551	0
RTA 50/50 Cycleways Program	30,000	30,000	0
<b>Total</b>	<b>4,163,399.17</b>	<b>3,960,947.80</b>	<b>212,301.00</b>

## Contracts Awarded

Contract No.	Title	Contractor Appointed	Type of contract	Amount of Contract
001/2011	Supply of Ready Mix Concrete	Hanson Construction Materials Pty Ltd	Schedule of rates	Estimated \$363,125
002/2011	Supply and lay densley graded asphalt	Fulton Hogan Industries Pty Ltd	Schedule of rates	Estimated \$565,316
003/2011	Tree Maintenance Services	Falbury Pty Ltd & Andrew Hamilton Tree Services Pty Ltd	Schedule of rates	Estimated \$257,950
004/2011	Sewer Mains Construction Boorooma	Turners Excavations Pty Ltd	Lump Sum	\$222,280
005/2011	Traffic Control	Care Traffic Services Pty & Riverina Traffic Services Pty Ltd	Schedule of rates	Estimated \$499,871
006/2011	Glenfield Road Roundabout Construction	Excell Gray Bruni Pty Ltd	Lump Sum	\$1,824,632
007/2011	Waste Audit	Mike Ritchie & Associates	Lump Sum	\$106,265
008/2011	Supply of Road Pavement Materials	Burgess Earthmoving Pty Ltd, Turners Excavations Pty Ltd, Rocky Point Quarries Pty Ltd, Boral Resources (VIC) Pty Ltd, Waynga Holdings Pty Ltd & Bald Hill Quarry Pty Ltd	Schedule of rates	Estimated \$837,000
009/2011	Supply Road Soil Stabiliser Machine	Wirtgen Australia	Lump Sum	\$679,250
010/2011	Footpath Maintenance Services	S & K Kenyon Pty Ltd	Schedule of rates	Estimated \$733,788
011/2011	Processing of Greenwaste	Davis Earthmoving & Quarrying Pty Ltd	Schedule of rates	Estimated \$759,003
012/2011	Crematorium Chapel Upgrade	Stephen Lawrence Constructions Pty Ltd	Lump Sum	\$472,783
013/2011	Electrical, Communications & Data Assets Maintenance	AC Electrics Pty Ltd, Jodegan Pty Ltd T/a D & M Electrical, Grant Roberson Communications, RMC Maintenance Group T/a JRC Electrical, PRE Holdings Pty Ltd T/a Paul Ryan Electrical, RIC Electrics Pty Ltd, Watters Electrical (Aust) Pty Ltd, Woody's Electrical Services	Schedule of rates	Estimated \$400,000
014/2011	Plumbing Maintenance Services	Little Bunda Pty Ltd & Gary Batemens Plumbing Service Pty Ltd	Schedule of rates	Estimated \$323,000
016/2011	Oasis Plant Maintenance Services	ICG Fleming Pty Ltd	Schedule of rates	Estimated \$35,000
017/2011	Provision of Asset Management Software	RapidMap Australia Pty Ltd	Lump Sum	\$176,000
018/2011	Rehabilitation of sewer mains Turvey Park & Tolland	Keoughs Plant Hire Pty Ltd	Lump Sum	\$540,595
019/2011	Supply of Printing & Copying Machines	SOE Services (NSW) Pty Ltd	Schedule of rates	Estimated \$200,000
023/2011	Construction of Oasis Hazardous Chemical Store	Burton Constructions Pty Ltd	Lump Sum	\$176,990
024/2011	Supply of Bulk Automotive Fuel	Manildra Park Pty Ltd	Schedule of rates	\$845,568
025/2011	Rehabilitation of sewer mains Turvey Park & Koorngal	Keoughs Plant Hire Pty Ltd & Pipe Replacement Solutions Pty Ltd	Lump Sum	\$730,840
026/2011	Emergency Levee Bank Repairs Stage III	D & L McCallum Pty Ltd	Lump Sum	\$855,322
027/2011	Building Energy Efficiency Project	Ecosave Pty Ltd	Lump Sum	\$230,792

Contract No.	Title	Contractor Appointed	Type of contract	Amount of Contract
033/2011	Supply & Installation of Security Equipment Airport	L3 Communications Pty Ltd	Lump Sum	\$715,000
034/2011	Supply of Electricity	Essential Energy (Origin Energy)	Schedule of rates	\$764,000
35/2010	Provision of Gravel Crushing and winning services	Rocky Point Quarries Pty Ltd & Milbrea Quarries Pty Ltd	Schedule of rates	317,116
33/2010	Construction of Peter Street Car Park	Excell Gray Bruni Pty Ltd	Lump Sum	\$197,052
30/2010	Netball Courts Construction	Dynamic Sports Facilities Pty Ltd	Lump Sum	\$953,394
28/2010	Wagga Cricket Ground Lighting Upgrade	Watters Electrical (Aust) Pty Ltd	Lump Sum	\$431,233

## Environmental Planning and Assessment Act

Council in 10/11 entered into two Voluntary Planning Agreements associated with the Lloyd Release area i.e:

“Voluntary Planning Agreement No 1” between Wagga Wagga City Council and The Trustees of the Roman Catholic Church for the Diocese of Wagga Wagga

“Voluntary Planning Agreement No 2” between Wagga Wagga City Council, Ehkuk Pty Ltd and Sunpath Holdings Pty Ltd

The Voluntary Planning Agreements details contributions required from the Lloyd area developers which include:

- Monetary contribution towards Conservation Management Plan, trees, tree guards and ripping, and legal fees associated with the preparation of the VPA
- Dedication of conservation and open space land
- Realignment and reconstruction of the Wiradjuri Walking Track
- Fire trail construction and fencing

The provision of the above contributions will meet environmental and recreational objectives of the Council.

## Controlling Interest

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

## Access and Equity

### Our Four Year Delivery Program

Council's Delivery Program establishes the operational requirements for the organisation for the four year elected term. The Delivery Program is in place so identified strategic goals are achieved in line with the Community Strategic Plan.

### 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 Delivery Program items relating to Access and Equity have been tagged "A&E" in the activities shown 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
- Include in their Delivery Program 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 Delivery Program 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 Community Strategic Plan, and as required by legislation. Council's Access and Equity Activities are referenced against the items within the Strategic Spheres. They are identified by the A&E annotation next to them.

## Children's Activities

### Children's Activities and Programs

The following services and programs were held during 2010/11 to develop and promote the needs of children:

#### Library

The library offered a range of programs to support literacy of young readers with the highest attendance being at the four weekly Storytime sessions with over 4,000 children in addition to parents and carers throughout the year. These sessions are an ideal way to introduce preschoolers to books and the library has an ever increasing collection of both board books and picture books. The staff also reorganised the entire collection by subject to assist pre-literate readers in finding books on the same subject in the one place.

Baby Bounce Sessions were held three times throughout the year for children aged under 1 year. In these sessions, trained library staff present a tailored four-week program that introduces young parents to rhymes, songs and games that introduce vital early literacy cues to the babies in their laps. The feedback from participants supports the academic findings that listening to their mother is an important early lesson for babies in the development of literacy.

School aged children were provided with a number of programs that addressed the recreational and informational needs of this age group. School tours were held throughout the year with most schools in the LGA plus some visiting schools taking advantage of programs like *Doin' The Dewey*, an interactive game about how to find what you need in the library.

There were a range of school holiday offerings to inform and entertain primary aged students including the Summer Reading Club, Travel Bugs, and Chocolot. School holiday programmes at the library are always popular but when you include chocolate *everyone* wants to come. In the April school holidays, 120 primary school children came to the library to learn chocolate trivia, tie jelly snakes into knots without their hands, fish marbles out of jelly with their feet, dip fruit into the chocolate fountain and play lots of sweet games. Summer Reading Clubs were offered to all age groups with *Scare up a Good Book* for children, *Zombie Reading Club: Great Minds Taste Alike* for youth, and, *Relaxing Summer Reads* for adults.

Accessible learning was offered by the library during the Re:generate Youth Festival which is a Council initiative for youth aged 12-25. The festival is held for eight days in the April School holidays each year, with activities at many different venues. There were four library events: a Laser Skirmish, a Manga drawing workshop, a Henna workshop and a Circus workshop. Youth don't always like to engage with their library so it was absolutely brilliant to have them besotted with us for a whole week! There was plenty of positive feedback and we have seen these often elusive teens in the library since, so the proof is in the pudding! The revamped youth area complete with Xbox® and new décor has been one of the busiest sections of the library this year.

### Family Day Care

Wagga Wagga City Council is the licensee of the Wagga Wagga Regional Family Day Care (WWRFDC) Service. The service provides quality care for children and families which meets regulatory, quality assurance and funding requirements. WWRFDC provides flexible, home-based childcare to children aged from 0-12 years in the homes of approved educators or in families' own homes in the region.

Wagga Wagga Regional Family Day Care is funded by the Department of Education Employment and Workplace Relations (DEEWR) and is licensed by the Department of Community Services. WWRFDC currently administers 30 employer-sponsored places for the Australian Defence Force. Throughout the year the service has supported over 544 families and provided care for 862 children, 89 educators are currently licensed with the service offering Family Day Care and in Home care. 18 new educator inductions were conducted this year.

Educators are always updating their training and 20 educators graduated from TAFE early in 2011 with a Certificate III in Children's Services. This has been made possible through a sponsorship arrangement between WWCC and Riverina Institute of TAFE. The service has also provided 23 other professional development opportunities, including involvement in a WELL program partnered with TAFE for educators to extend their professional development.

Play sessions are offered on a regular basis for the Family Day Care community and facilitated by qualified staff who support, train and mentor educators while providing an opportunity for children to experience a large group setting.

This year the service received a positive accreditation result after completing a validation process with the National Childcare Accreditation Council. WWRFDC is committed to the COAG Government reforms in childcare and the provision of high quality innovative childcare.

### Social Planning and Events

Our weekly supported playgroups funded through Families NSW ran throughout the year in Tolland, Koorinal and Mt Austin, attracting a number of parents and young children. These playgroups were complemented with parenting programs for some attendees. Parents reported they had formed some great relationships and gained a better understanding of their child's needs and their own capabilities as a result of these programs. Many parents also attended information days and programs on self care, safety in the home and first aid.

In partnership with Riverina Regional Library, our Parenting Book Club attracted a number of new groups to read, share and swap resources and books on parenting and share their stories and learnings with each other.

2010/2011 saw Council working closely with the youth in Wagga Wagga to build, design and kick off the new Youth Hub in Ashmont. Young people gave us their time and patience to work with our staff to select the colours for the centre, tell us what activities they wanted and helped design the new BMX track with our landscape designers.

### Festivals

Little Big Day Out was held on 7 October 2010. The event was established in 2003 as an opportunity to showcase Council's services to the community. Now in its 8th year, this year's event was extremely well attended with approximately 4,000 children participating. The event received many positive comments about the great range of activities for 2-12 year olds and their families. Over 20 sections of Council participated in the event, highlighting Council's commitment to the wider community.

The Re:generate Youth Festival is a Wagga Wagga City Council event targeted at 11-18 year olds that has been running annually since 2004. The Festival runs over eight days and aims to celebrate the value that our youth bring to the community. The 2011 festival ran from 9-16 April and saw a 47% increase in events over the 2010 festival. Of the 34 Re:generate events in 2011, 18% of these were fully booked.

### Wagga Wagga Art Gallery

The Wagga Wagga Art Gallery runs monthly children's classes and a series of unique activities for primary school children exploring different themes and relating to current exhibitions. Throughout 2010-2011 a total of 5127 children participated in education programs including 64 Art Blast! Workshops held for children aged 6 – 11 years, Operation Art Annual exhibition, teacher and children's workshops in partnership with DET and Riverina Health, *Swoop* Exhibition Activity days and TAFE Child Studies groups. High schools, TAFE and University visits total 546 participants for the 13 – 25/30 year age group.

Workshops attended by schools are designed to complement the NSW Department of Education & Training's Creative Arts Syllabus, including reference to all component art forms – Art, Music and Drama and 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.

### Civic Theatre Programs and Education

In 2010/2011 the Civic Theatre presented a dedicated children's program targeted at 5-12 year olds and Education programs aimed at secondary students. The education program offered discount tickets to schools through a group booking process and supported teacher education resources for all productions. Workshops were also scheduled for many of the productions for schools in order to enhance the student experience.

Schools throughout the region participated in the Bell Shakespeare School's performance of Twelfth Night with schools from as far away as West Wyalong, Tumut, Ariah Park and Coolamon travelling to see the performance. Whilst in Wagga Wagga, the visiting Bell Shakespeare Arts Educator conducted auditions for the Bell Shakespeare Regional Performance Scholarship as well as a student master-class in West Wyalong.

The second year of the three year Audience Development Initiative with Monkey Baa Theatre for Young People program was completed in March 2011. This initiative is part of the Wagga Wagga Civic Theatre's Riverina Initiative to Promote Partnerships and Audiences (RIPPA) where Wagga Wagga, Griffith and Albury Regional Theatres have joined forces to provide access across the region. Year two involved Monkey Baa Theatre for Young People holding free drama workshops, funded by Arts NSW's Connect-Ed Program and supported by the Wagga Wagga Civic Theatre to local surrounding areas. Workshops were held in public schools in rural villages including Mangoplah, Collingullie and Ladysmith Public Schools. Workshops were also conducted at Coolamon Central School and Henty Public School.

The theatre was also successful in receiving a Connect-Ed grant which allowed over 15 schools to receive discounted tickets to the Civic Theatre to allow for greater access and understanding of the performing arts sector. These schools were classified through the Department of Education and Training as disadvantaged.

### Twilight by the Lagoon

The free community concert series Twilight by the Lagoon held a *Rock Night* with school rock bands performing including Kildare Catholic College, Wagga Wagga High School and Koorringal High School.

### Theatre Children's Season

Children were entertained throughout the year with shows from the Fairies, Wombat Stew, My Grandma Lived in Gooligulch, Special Delivery from Patch Theatre Company and Fox from Monkey Baa Theatre Company.

Secondary schools also enjoyed an opera workshop with the cast from *La Traviata*. Two dedicated performances by the Sydney Symphony Orchestra were enjoyed by 1,000 school students.

September saw the completion of the People of the Soil Project and Wagga Wagga Civic Theatre, Albury Entertainment Centre and Griffith Regional Theatre entered into a partnership with Sydney Theatre Company to deliver the project across the Riverina. This partnership also involved Zeal Theatre Company, South West Area Health Service and the University of New South Wales. The project focus included a combination of workshops, performances and evaluations based on a "drought and hardship" theme. The Wagga Wagga Civic Theatre took this project into Kildare Catholic College, The Riverina Anglican College and Billabong High School as part of the Theatre's outreach program. The project has increased engagement between the community, schools and the Theatre, using performing arts as a medium to promote an increased dialogue as well as the facilitation of sharing of local stories.



Little Big Day Out

A visit from master musician, Gene Peterson, was a unique musical event for youth combining drumming with humorous novelty acts, and showcased the artist's ability to make music from children's toys, office equipment, rubbish, kitchen utensils and more. The performance featured special guests Seleni Sulusi (Strike Percussion) and amazing acrobatic hip-hop and tap dancers from Brisbane's internationally acclaimed Raw Dance Company. Two free workshops were held with a focus on Body Percussion, Junk Drumming, Tap-dancing and Hip-Hop dancing.

As part of school holiday programming, a behind the scenes project successfully increased access to the Theatre in the 5 -12 year old demographic. The September workshop included special effects, with twenty-five participants enjoying a transformation into pirates, complete with cuts, scars and bruises.

### Museum of the Riverina

The Museum service delivered a diverse range of exhibitions and programs in 2010/11 with a particular focus on engaging with families with young children. Programs included:

- Museum theatre workshops in primary schools located in the Wagga Wagga Local Government Area.
- Craft and art workshops
- Dance and music programs
- Films festivals
- Exhibitions
- Digital and science technology-based programs
- The ongoing development of Museum's Kidzone discovery space located at the Botanic Gardens museum site



The October *Parasites in Focus* school holiday program facilitated by Charles Sturt University parasitology scientists welcomed children aged from 8 years to get up close and personal with the parasites on exhibition at the Museum's Botanic Gardens site.

*The Great Verandah* touring museum theatre program was on offer to primary schools across the Wagga Wagga Local Government Area as part of a schools-based education outreach program. This was a free touring museum theatre performance designed for Stage 3 students and was available every Wednesday during term 2 in 2011.

A comprehensive education kit for this program containing booking information, learning outcomes, curriculum links, pre and post-incursion activities and useful links and resources, was developed as an online resource.

The April school holiday program '*Boats and things that float*' was facilitated by local Art educator Tricia Harrison, in partnership with the Museum's Education and Public Programs Officer, targeted children aged 5 – 10 years. Workshop participants explored the boats and things that float in the Museum's permanent collection including the Gumi, the Wiradjuri canoe tree and the Conrae 11 flood boat.

## Multicultural Activities

Wagga Wagga 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. These 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 cultural life of the city by making it a more vibrant and attractive destination for visitors.

### Library

#### Wiradjuri Dictionary

A new Wiradjuri Dictionary, written by Stan Grant and John Rudder, was launched in the Wagga Wagga City Library on Tuesday 4 November 2010. The Library assisted with printing costs and was delighted to host the launch which brought over 50 guests from all over Wiradjuri Country. The new edition included corrections and new words. The Library purchased multiple copies to assist students both young and old who are learning the Wiradjuri language.

The *Travel Bugs* Holiday Program was well attended by a group of young students with assistance from the Multicultural Council of Wagga Wagga. The same program was also taken to Tolland Community Centre where young Aboriginal community members delighted in the opportunity to handle large stick insects and observe funnel web spiders up close.

New English as a Second Language (ESL) books and talking books were purchased during 2010/11 to facilitate accessible ways to learn English. The new purchases were all popular novels with an audio track allowing Australian literature, its idioms and culture, all to be understood at the self-selected speed of their reader.

The State Library of NSW loaned the library multiple boxes of books in other languages to meet the requests of local residents. Among the most popular requests were French, Arabic, German, Tagalog, Spanish, Chinese and Persian titles. The ground work was also laid for a new pilot from the State Library of NSW for a Multicultural Health Collection to be launched in 2011/2 which is a first for public libraries.

#### Settlers Research

The New Settlers Research Project from Charles Sturt University (CSU) was ongoing throughout the year with the library taking a lead role in chairing the Settlers Committee. CSU lecturers conducted interviews with library staff, service providers and community members from a refugee background to identify the information needs of new settlers and to develop a strategy using visual literacy and social networking tools to meet those needs. The Library's role in the next stage of this project will involve creating a model that can be used by other public libraries throughout Australia.

### Quirky Library Facts

- Annual Door Traffic 174,741
- Library collection 80,959
- Library Members 18,962
- (including 3,500 Cyber members)
- Loans 295,735
- Library learning and recreation programs 225
- Number of people attending library events 6,000 +
- Community Displays 20
- Staff 9.5 full time equivalents
- Library is open 51 hours per week

## Social Planning and Events

### Celebratory Days

Council was again involved in our multicultural celebratory days such as Harmony Day and Refugee Week. Refugee Week was celebrated with children's activities, multicultural performances, entertainment and a fashion parade at the Kyeambah Smith Hall in June 2011. 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.

In 2010/11 Council continued to hold quarterly Multicultural Advisory Committee meetings aimed at better decision making for Community and Linguistically Diverse (CALD) community planning.

### Civic Theatre

Over 100 people experienced the high energy grooves and funky afro moves of *One Africa* in a fun and interactive workshop outside the Civic Theatre in July 2010. People participated in the workshop, which included a variety of West African drumming styles, African songs and traditional and contemporary African dance. The Riverina Community College joined in with the activities and cooked the free sausage sizzle provided by the Civic Theatre. In the evening was the Mandinka Sound performance as part of the Civic Theatre subscription where everyone enjoyed the extraordinarily talented. *Muhanamwé* and *One Africa*. Through music, dance and song the *Mandinka Sound Show* took the audience on a journey that traced African culture back to its roots in the ancient Mandinka Empire of West Africa. Access tickets were given to the African community to ensure they had the opportunity to celebrate their own culture in Wagga Wagga.

*Cafe Rebetika*, a main season show saw the Greek community of Wagga Wagga enjoy their story being told at the Theatre set in the slums of 1930's urban Greece, during the rise of Rebetika, the "Greek blues".



Ngiyaginya Aboriginal Festival Schools Event, Nathan Lamont

### Museum

The Museum delivered a diverse range of exhibitions and programs in 2010/11 with a particular focus on engaging with families with children from CALD backgrounds. Programs included Museum theatre workshops, craft and art workshops, film festivals, exhibitions, website and science technology based programs and the ongoing continued development of the Museum's Kidzone discovery space at the Botanic Gardens site.

Highlights included the Little Big Shots - School Holiday Film Festival, an inspiring, meaningful and fun-filled film festival of world cultures, different languages and cultural diversity. Post event evaluation revealed that the Museum's school holiday programming is attracting repeat visitation by Wagga Wagga and regional based audiences and importantly attracting new audiences to the Museum through a diverse range of low cost, school holiday programming options for families with children.

The Chinese Dragon making workshop, summer school holiday program were introduced by Swie Madden, Chair of the Wagga based South East Asian social group (SEAMS) who provided a Chinese cultural overview to workshop participants relating to aspects of Chinese culture and their new year celebrations and the importance of the dragon to Chinese cultural celebrations. Local art educator Trish Harrison led the hands on workshops utilising recycled Christmas paper as the basis of the dragon currently installed in the Museum's Historic Council Chambers site.

The Australian Refugee Film Festival was held to coincide with Refugee Week 2011. For the second year running this festival has proven to be well supported by Wagga audiences and the film festival's objective is to educate its viewers on the issues surrounding refugees and to highlight the positive contribution that refugees can bring to their new homes.

### Aboriginal Activities and Programs

#### Aboriginal Family Worker Program 2010/2011

Naidoc Week was a huge success in July 2010 with a significant increase in numbers compared to 2009 and a variety of activities, foods, service providers and community members coming together to celebrate such an important time for Australia.

#### Art Gallery

*Women with Clever Hands: Gapuwiyak Miyalkurruwurr Djambatjimala Gong*, developed with the women from Gapuwiyak (Lake Evella) Eastern Arnhem Land, was launched in September 2010. This major exhibition was the catalyst for the sister exhibition Yalbalinya Ngurra works by local Waradjiri and Aboriginal artists. Surrounding these exhibitions included a visit from the women from Gapuwiyak, Elders Outreach Day at Kengal (the Rock), a floortalk about the *Women with Clever Hands* exhibition by Louise Hamby (Curator) and Lucy Malirrimurruwuy Wanapuyngu,

Open workshops facilitated by the Gapuwiyak women and local elders and community, Indigenous Community Day in which the Waghan Waghan Men took the visitors and local elders on a tour of wetland areas with a total attendance to these activities of 355 people. The *Women with Clever Hands: Gapuwiyak Miyalkurruwurr Djambatjimala Gong* exhibition has toured to Flinders Museum in Adelaide and Melbourne Museum. Wingadan Waggada Wiyburra: Women of Wagga Wagga Weaving Project (WoWW), engages both Aboriginal and non Aboriginal women, men and children and is an ongoing community project with forthcoming exhibitions.

Initiatives included the POP – Print Outreach Program funded through the Eastern Riverina Arts Council's Cultural Development at Naranderra, Brungle and in Wagga Wagga at the Charles Sturt University and involved both Aboriginal and non-Aboriginal school students and adult participants.

## Stormwater Management

Council's stormwater infrastructure comprises an extensive network of:

- More than 20 kilometres of open channels, drains and waterways. These are located and routed through the urban environment
- 392 kilometres of piped drainage and pits that flow into 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 storm water 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.

The following works were undertaken this year on Council's stormwater system:

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

Following the multiple storm/flood events which occurred in 2010, Council officers have implemented additional maintenance programs for the stormwater network, including a program for assessing and cleaning of road culverts.

**Silvalite reserve remediation, Soil Conservation Manager and Manager Waste and Stormwater, Geoff Veneris**



A Stormwater Management Plan was introduced in 2010, which outlines a proactive approach to improve the management of stormwater in the Local Government Area. The actions set out under the Stormwater Management Plan include:

- the study of overland flow of storm water
- improvements to Wollundry Lagoon and Bolton Park detention basins
- condition surveys of the flood levee system
- condition assessments of the underground storm water network utilising closed-circuit television

The main objectives of the Stormwater Management Plan are:

- improved water quality in receiving waterways where stormwater is discharged
- reduced risk of localised flooding
- reduced risk to the general public associated with stormwater and related infrastructure
- increased stormwater harvesting and re-use
- education of the greater community to ensure an understanding and appreciation of the total stormwater environment and encourage community acceptance and ownership of the stormwater system
- integration of stormwater management initiatives within other regulatory authority regional management plans

## Bushfire Hazard Reduction

Wagga Wagga City Council undertakes regular and ongoing bushfire hazard reduction activities at various sites and natural areas across the urban area, including Pomingalarna, Rocky Hill, Willans Hill and Silvalite Reserves. These works include regular slashing, grading and spraying of fire trails, installation and repairs to fencing and gates and vegetation removal where required. These works are undertaken in conjunction with regular liaison and advice from the Rural Fire Service. There is a major focus on these works each spring leading up to the annual summer fire season, but ongoing works take place right through the year.

## Companion Animal Act and Regulation

Council recognises the importance and benefits that Companion Animals have on the social wellbeing of the community. There is also 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 full time staff for the management of Companion Animals and the operation of the Glenfield Road Animal Shelter. Staff are in attendance from 8.00am through to 4.40pm, with the facility open to the public from 1.00pm to 4.15pm Monday through to Saturday. Volunteers continue to play an integral role in the care of 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

### 2010/11 Data collection return for impounded Animals

This report was forwarded to the Division of Local Government (DLG) on 22 August 2011. This report has again indicated the continued increase in the number of animals managed by Council Rangers. Detailed financial information for funds spent on companion animals is attached at the end of this section.

### 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 dog dangerous during 2010/11 period. In the Wagga Wagga Local Government Area, three declared dangerous dogs are maintained. At this time no restricted breeds are housed in the Local Government Area. Breed assessments were conducted on seven dogs who presented as Pitbull Terriers. DLG breed assessment confirmed these dogs to be Staffordshire Terrier Cross.

## Community Education Programs

Council has undertaken the following community education during 2010/11:

- 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 Council's website
- Media releases– including newspaper articles, radio and television interviews
- Proactive patrols in complaint areas, in particular the walking track surrounding Lake Albert
- Active participation 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
- An agreement with CSU is in place, 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 of the advantages of adopting an animal from the Glenfield Road Animal Shelter which includes 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 Rescue organisations
- Rehousing of kittens and puppies through pet shops



Council Ranger, Del Price, with a cat at the Animal Shelter

## Companion Animals Cost Summary 2010/11

Companion Animals Salaries	183,039
Companion Animals Salary Oncosts	22,412
Companion Animals Vehicle Operations	25,950
Companion Animals Office Expenses	5,821
Companion Animals Other Expenses	5,148
Companion Animals Maintenance & Repairs	38,459
Companion Animals - Dog Expenses	27,085
Companion Animals Cat Expenses	7,918
Companion Animals Expenses - Stock Management	81
<b>Total Expenses From Companion Animals Activities</b>	<b>315,913</b>

## Off Leash areas

Wagga Wagga has six designated off leash areas comprising of:

- Four open space areas
- Two fenced areas including agility track

These areas are all sign-posted and promoted to the community through brochures, media and staff advice. Further investigation into another off-leash area to service the CBD and Estella areas will be undertaken in 2011/12.

## Council Governance

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

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
- 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 convene on a monthly basis generally on the last 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 agreement. These decisions are called resolutions and are minuted through a formal reporting process and signed off by the Mayor and General Manager. Once the decision of Council occurs the resolutions are then enacted by the General Manager.

### Committee Structure

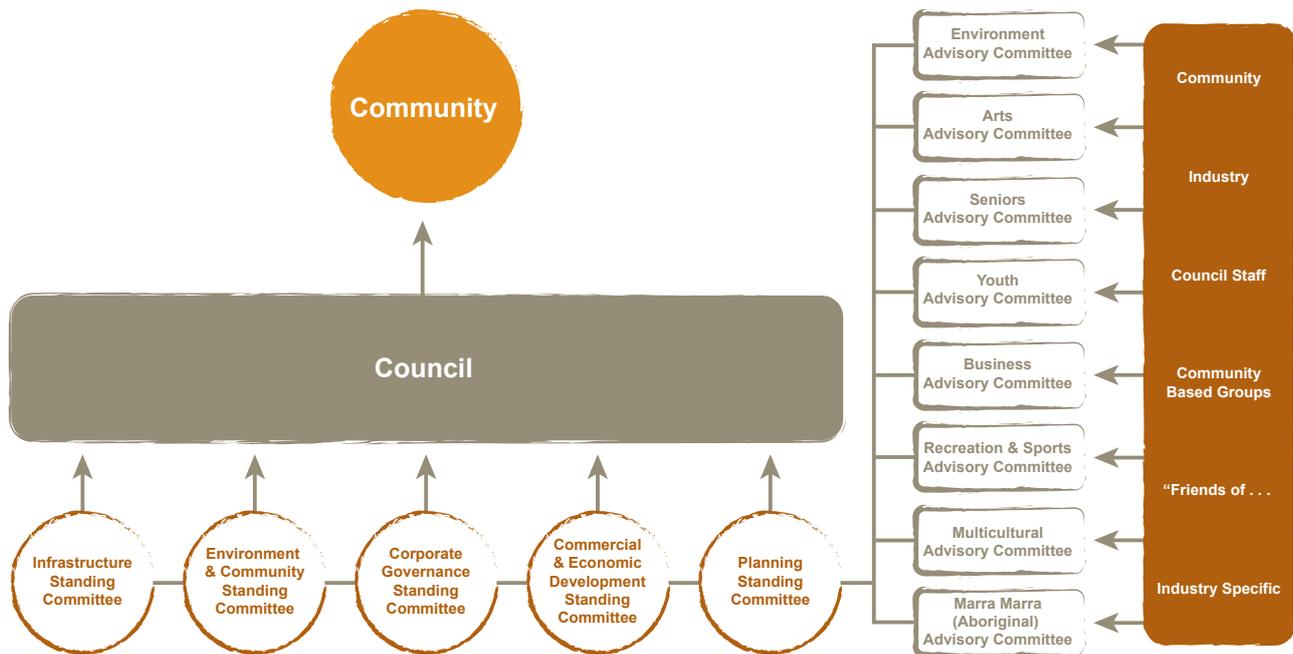
To enable community consultation, Council adopted a committee structure in late 2008, after the 2008 Local Government general elections.

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.

Outlined is a diagram of Council's committee structure. This diagram shows the flow from the community through the Advisory and Standing Committees to Council for consideration and adoption of recommendations.



**Additional Council Committees:**

- Audit and Risk Committee
- Traffic Committee
- Floodplain Risk Management Committee
- Local Emergency Management Committee
- Major Projects Committee
- Lake Albert Community

Council has five Standing Committees which are aligned to each Directorate of Council. These committees are established under section 355 of the Local Government Act 1993.

Standing Committees have a membership of four Councillors and the Mayor with two additional Councillors as alternate members. The Councillors not elected to the relevant Standing Committee are entitled to attend each Standing Committee meeting in an observing capacity and are able to contribute to the debate, however only the committee members are entitled to vote on any matters before the Committee. Appropriate senior staff are also in attendance at these meetings to provide technical advice and information.

Standing Committees are chaired by a Councillor elected by members of the relevant Standing Committee

The Standing Committee meetings occur each month, normally in the week, two weeks prior to the Ordinary Council meeting. The recommendations made by each Standing Committee are tabled at the next ordinary Council meeting for consideration and adoption.

The five Standing Committees encompass the following:

- **Environment and Community – Chair, Ray Goodlass**  
committee membership: Councillors. R. Goodlass, Y. Braid, W. Geale, D. Argus and K. Pascoe with Councillors G. Hiscock and L. Vidler as alternate members.
- **Commercial and Economic – Chair, Rod Kendall**  
committee membership: Councillors W. Geale, G. Hiscock, R. Kendall, K. Pascoe and L. Vidler with Councillors D. Argus and K. Wales as alternate members.
- **Planning – Chair, Donna Argus**  
committee membership: Councillors D. Argus, R. Kendall, W. Geale, C. Uden and K. Wales with Councillors A. Brown and R. Goodlass as alternate members.
- **Corporate Governance – Chair, Garry Hiscock**  
committee membership: Councillors G. Hiscock, Y. Braid, W. Geale, K. Wales and A. Brown with Councillors K. Pascoe and C. Uden as alternate members.
- **Infrastructure – Chair, Alan Brown**  
committee membership: Councillors A. Brown, C. Uden, W. Geale, R. Goodlass and L. Vidler with Councillors Y. Braid and R. Kendall as alternate members.

## Councillors In Attendance At Standing Committee Meetings

Meeting Type	Argus	Braid	Brown	Geale	Goodlass	Hiscock	Kendall	Pascoe	Uden	Vidler	Wales
Environment and Community Standing Committee (11 meetings held)	9*	11*	2	11*	11*	9**	8	10*	5	8**	7
Commercial and Economic Development Standing Committee (11 meetings held)	4**	11	1	11*	11	11*	11*	10*	7	8*	9**
Planning Standing Committee (11 meetings held)	10*	11**	8	11*	10**	11	10*	8	8*	8	10*
Corporate Governance Standing Committee (11 meetings held)	5	11*	11*	11*	11	11*	6	10**	7**	9	10*
Infrastructure Standing Committee (11 meetings held)	4	11**	11*	11*	11*	11	10**	11	4*	10*	6

The table above outlines Councillor attendance at Standing Committee Meetings for the 2010/11 period noting that \* indicates Committee Members and \*\* indicates Alternate Member.

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 and Sports Advisory Committee
- Multicultural Advisory Committee
- Marra Marra Aboriginal 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.

The following table outlines Councillors' attendance at Council, Extraordinary and Village Consultation Meetings.

	Councillors' In Attendance										
Meeting Type	Argus	Braid	Brown	Geale	Goodlass	Hiscock	Kendall	Pascoe	Uden	Vidler	Wales
Council	12	11	12	12	12	12	12	12	12	12	12
Extraordinary	2	2	2	1	2	2	1	2	2	2	2
IPR + Regular Village consultations	5	11	5	12	12	10	5	11	1	4	7

## 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 and Risk Committee

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

### Other 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 Mayors' Association, Riverina Regional Organisation of Councils, NSW Inland Forum and Riverina Regional Cities.



St Margaret's Uniting Church, Collingullie

### Engaging with the Community

Engagement simply refers to a two way communication between Council and its community, prior to Council 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 its 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](http://www.iap2.org.au)). Council in 2011/12 will adopt a Community Engagement Strategy based on this spectrum, using appropriate methods based on five levels of engagement:

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.

### 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, Currarwarna, Ladysmith, Collingullie, Forest Hill, Tarcutta, Oura, Mangoplah, Uranquinty, Galore, San Isidore/ Kapooka and Gumly Gumly.

Council contacts the local communities (Progress Associations, Hall Committees, etc) six weeks prior to each meeting to arrange the meeting. Council also supplies flyers for distribution within the local community that asks residents to contact Council prior to the meeting with any issues/questions that they would like addressed at the meeting. The meetings are also advertised in local print media and on local radio stations.

An agenda is formulated for each meeting based on feedback received from the community. The Mayor, General Manager, Councillors and Senior Council officers attend these consultations responding to matters raised by the community both prior to the meeting and raised during the meeting.

After these consultations are held a reporting document is provided to members of that community setting out all matters raised throughout the consultation process and the actions that Council will undertake to address these matters.

This consultation process is very effective for both the community and Council, with the community engaging with Council to provide an open forum to discuss community matters, ideas and initiatives for Council to action and consider in planning program and projects for the relevant villages. The results of the October 2010 Community Survey provided an encouraging result with 95% of village residents who responded indicating that the community consultation meetings were a valuable way of communicating with Council.

## Councillors' Fees and Facilities

The total amount expended in 2010/11 on Mayoral fees, Councillor fees, and the provision of services to Councillors in line with Council's adopted policy was:

Section 428(2)f	Amount \$
Councillor Fees	175,670
Mayoral Fees	34,860
Councillor Education	12,297
Councillors' Telephone Costs & Fax	7,459
Councillor IT Costs	14,175
Councillors' Travelling Costs NSW	13,482
Councillors' Travelling Cost Interstate	2,345
<b>Total</b>	<b>260,288</b>

## Councillors' Attendance at Conferences, seminars and training opportunities

From time to time during the 2010/11 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 the community's, and hence Council's, objectives.

Under Council's policy *POL 025: Payment of Expenses and Provision of Facilities to Councillors*, all direct expenses incurred in attending seminars or conferences, as resolved by Council, is paid by Council. In this regard Council was represented at the following Conferences during the 2010/11 year:

Conference Description	Conference Date	Venue	Councillors In Attendance												
			Argus	Braid	Brown	Geale	Goodlass	Hiscock	Kendall	Pascoe	Uden	Vidler	Wales		
Planning Legislation Skills & Training	May 2010	Holbrook					1								
Public Libraries NSW	June 2010	Albury		1			1								
Local Government Planning & Environmental Law	July 2010	Sydney					1		1				1		
Local Government Association	October 2010	Albury				1	1		1			1			
Major Projects Committee Workshop	October 2010	Canberra													1
Ecoforum Conference	March 2011	Sydney			1								1		
LGSA Tourism Conference	March 2011	Sydney						1							
G Division Conference	March 2011	Temora	1	1		1	1								
Local Government Womens' Association	May 2011	Sydney		1				1							
Local Government Managers' Australia Forum	May 2011	Sydney		1		1					1				
National General Assembly	June 2011	Canberra				1				1					
Result Leadership Group	June 2011	Sydney	1												
Local Government Shires Association	June 2011	Sydney		1	1	1						1			
Result Leadership Group	June 2011	Sydney	1												

## 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. This training included Integrated Planning & Reporting and Planning Legislation Skills.

Further, Councillors also attended an intensive one 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.

## Community Strategic Plan and Delivery Program Consultation

Following each Local Government election, Council must review and endorse the Community Strategic Plan on behalf of the community. A Community Engagement Strategy detailing how Council will undertake engagement and consultations to review this plan must also be adopted and enacted. Each newly elected Council must also prepare a four year Delivery Program detailing the Council-related activities which will be undertaken during the elected term that will achieve the objectives within the Community Strategic Plan. Both documents must be placed on public exhibition for community comments for a minimum of 28 days prior to endorsement or adoption.

## Miscellaneous Consultation

Council consults with the community in relation to a variety of strategic planning matters and projects 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

Wagga Wagga (total LGA) has an extensive portfolio of events and festivals at community, regional, national and international levels. These include but are not limited to: Australia Day, Re:generate, Little Big Day Out, markets, sporting events, Jazz & Blues Festival, Gold Cup, Clay Target events and Food and Wine Festival.

Many events will bring a large number of participants and visitors to the city (e.g. 1,000 +) whilst others attract a smaller number of participants and visitors (e.g. 500 – 1,000) for a multiple number of nights. Local and community events have the ability to attract large or small numbers of participants, predominantly city residents and are usually of short duration (1-2) days.

Apart from attracting visitors and increasing spending in the region, events add to the diversity and quality of life of local residents through:

### Social/Cultural Focus

- Encourage participants and spectators to get involved
- Inspire people of all ages to excel for life
- Encourage people to volunteer
- Raise community spirit
- Create a sense of ownership and place

### Environmental Focus

- Wagga Wagga City Council acknowledges the need to preserve the local character and amenity, and supports the protection of natural and built heritage and the management and usage of and impact on the environment.

### Local Economy Focus

- Generate economic activity
- Demonstrate a vibrant and dynamic region
- Provides local jobs
- Increase spending
- Expose the Wagga Wagga brand to thousands of people
- Attract desired target markets

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

### Information Channels

Council actively uses many communication channels to ensure residents have access to the information they need to be an active part of their community. These communication channels include direct delivery, commercial and public radio, television, print media, and digital communication through Council's websites and social media channels.

Printed communication, mostly in the form of newsletters and information flyers, is distributed direct to letterboxes across the Local Government Area or on a suburb by suburb basis, depending on the information requirements. This information can cover work about to be undertaken, achievements of the Council or be a general overview on what is planned for the City in the near future.

On a daily basis Council liaises with all aspects of the local media answering enquiries, providing information on projects and services, and issuing news stories and opportunities. Council generates media releases and opportunities in an endeavour to circulate Council information to the greater community through existing media channels.

Paid advertising is undertaken for important information, meeting notices, invitations to events, workshops and presentations to increase community awareness and participation.

The Mayor conducts a weekly interview segment with a local commercial radio station to discuss Council activities and community events. In addition, a Council Meeting Update interview 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.

Council maintains an interactive website with regularly changing information that covers all of Council's services, projects and operational areas. In addition, the website 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.

Council collaborates with other Councils through the Riverina Eastern Regional Organisation of Councils (REROC), NSW Inland Forum (Councils of Wagga Wagga, Tamworth) and Riverina Regional Cities (Wagga Wagga, Albury and Griffith)

Council also works closely with State and Federal government agencies and Members of Parliament in the delivery of services, discussion of strategic issues and grant funding programs.

Council also meets regularly with locally based institutions including TAFE, CSU and the Chamber of Commerce. Council has formal Memorandums of Understanding with these organisations.



Taxi information session about City Brand, Evocities and tourism

## 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 aimed at the Sydney audience 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 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,
  2. developing [www.evocities.com.au](http://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 Commonwealth 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 in progress.

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.

Evocities celebrated its first birthday including attracting 38 new residents to Wagga Wagga

## Memoranda of Understanding

Council currently has a number of Memoranda of Understanding 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.

### Amounts incurred by Council in relation to Legal Proceedings

Section 428(2)e		
Matter	Costs Paid \$	Status
Land & Environment Court - Graincorp Operations	9,100	Finalised
Land & Environment Court - W Casley DA10/0171	77,491	Finalised
Land & Environment Court - 1 Tasman Road DA08/0489	1,438	Finalised
Land & Environment Court - 290 Old Narrandera Road DA02/0223	32,917	Finalised
Land & Environment Court - T Peel Class 1 Appeal	30,840	Finalised
Land & Environment Court - Sutherlands Road DA09/0067	23,360	Finalised
Land & Environment Court - L Campbell Oura	2,560	Finalised
Land & Environment Court - 73 Fuller Street North Wagga	8,332	Ongoing

### Abandoned Rates and Charges

Clause 132	
Rates and Charges - 10/11	
Description	Amount (\$)
Interest and/or rates raised in error	273
Incorrect mailing address recorded	685
Objection advised by the Valuer General	38
Cancelled Lease	6,813
Land valuation adjustment	8
Negotiated write off	1,360
Non rateable properties	23
Section 356 adjustment	57
Amount paid between settlement and raising of invoice	191
<b>Total Rates And Charges Written Off 2010/11</b>	<b>9,453.23</b>

## External Bodies

### Section 428(2)o

#### External Bodies that exercised functions delegated by Council

Council did not delegate any function to an external body in the 2010/11 Financial Year.

## Condition of Public Works

### Section 428(2)d

#### Condition of Public Works

This requirement is met by the inclusion of Special Schedule 7 in the Audited Financial Statements 2010/11.

## Risk Management

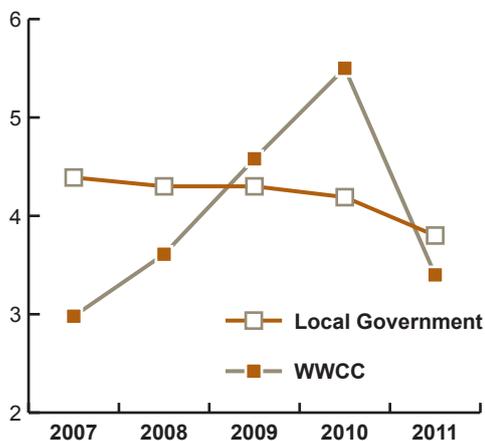
Wagga Wagga City Council understands that large, unmitigated risks can adversely impact stakeholders and ability to achieve its strategic, operational, financial and regulatory objectives. Council recognises that while risk is inherent in all its activities, the management of that risk is an integral part of good management practice and Council fully supports risk management as a central element in its Good Governance Framework. As such, Wagga Wagga City Council has developed and implemented the following risk management documents to help support and promote a strong risk management culture throughout all levels of Council:

- Risk Management Policy
- Risk Management Framework
- Risk Management Strategy
- Risk Management Plan

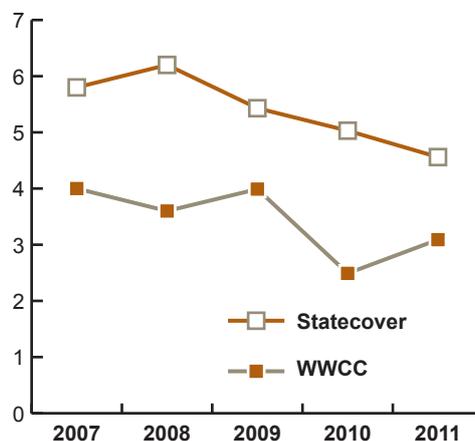
## Workplace Safety

The attached graphs show performance for the financial year ended 30 June 2011 using as a benchmark, Department of Local Government averages as compiled by the insurer. The spike appearing in the Premium as a Percentage of Wages graph is due to three large claims in the year ended June 2009. The effects of a bad claims year are felt for three years and the graph indicates that we have now recovered from that and our performance is once again better than the DLG average.

**Premium as a Percentage of Wages**



**Number of Lost Time Injuries Per 100 Employees**



### Monthly Figures

Year ended 30 June 2011	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Compensation Claims</b>												
General Manager's Department												
Corporate Services						2						
Environ& Community Services	1			1	1	3	1	2	1		2	
Infrastructure Services		2	3	1	3	2		2	5	1	2	1
Planning Services												
Commercial & Economic Devel.												
<b>Total Claims</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>4</b>	<b>1</b>
<b>Total Incapacity</b>												
General Manager's Department												
Corporate Services							7	7				
Environ & Community Services	22		44				79		23		38	198
Infrastructure Services	137	283	272	88	169	197	152	160	189	46	168	243
Planning Services												
Commercial & Economic Devel												
<b>Total Hours Lost</b>	<b>159</b>	<b>283</b>	<b>316</b>	<b>88</b>	<b>169</b>	<b>197</b>	<b>238</b>	<b>167</b>	<b>212</b>	<b>46</b>	<b>206</b>	<b>441</b>

## Human Resource Activities

The goal of the People and Culture Division is *“To help you achieve yours – working with you, not for you”*.

In 2010 Council developed a People and Culture Strategy in line with Council's corporate objectives, with a view to maximising the Division's contribution and alignment with the strategic directions of Council.

The focus areas for the strategy are:

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

The focus areas for the People and Culture Strategy are reported on a monthly basis to our executive team under each of the strategy focus areas.

### Strategic Partnerships

*Create strategic partnerships by providing a platform for effective organisational communication and consultation.*

The People and Culture Division work to support the Directorates of Council by promoting ongoing communication and cross directorate cooperation. The existing consultation mechanisms in place include the Directorate Consultative Committees and the Joint Consultative Committee. These committees were utilised as a communication channel for People and Culture to share information on employee related issues.

### Safe, Healthy and Productive Workforce

*Strive for zero harm and a culture of health and safety.*

### Health and Wellbeing

As a result of the 2010 Employee Opinion Survey, a Health and Wellbeing working group was put together to find out what employees want. The group defined the aim of Council in relation to health and wellbeing as *“The Wagga Wagga City Council is a fun and supportive environment that promotes heart, mind, body and soul wellbeing”*.

Employees of Council were invited to participate in a health and wellbeing survey with 79 responses received. The most common theme occurring in the survey responses was that a lot of employees were unaware of Council's current initiatives. The group decided that Council and the individuals participating in the working group can better promote and communicate these initiatives through our internal newsletter, posters, and intranet, and at post-Council briefings.

Employees also had the opportunity to suggest activities/ programs that they would like to see in place at Council. The most important issues for employees were considered by the group with recommendations put forward to the Executive Team for approval. These were:

- Send out the Echelon Health In Good Health Newsletter
- Create lunchtime walking groups
- Come and try day
- Set up a blood bank challenge
- Promote Council's Bicycle User Group
- Organise regular health sessions and regular health assessments

Some of these recommendations have already commenced with others scheduled to start.

Council also offers employees the ability to salary sacrifice the following personal expenses:

- 12 month corporate gym memberships
- 12 month swim memberships at Oasis
- 12 month Civic Theatre memberships
- Corporate Weight Watchers program

Other activities for 2010/2011 included Walk to Work Day, the development of Council's Bicycle User Group, and the Global Corporate Challenge with 28 employees given the opportunity to participate in the international program of Getting the World Moving.

### 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:

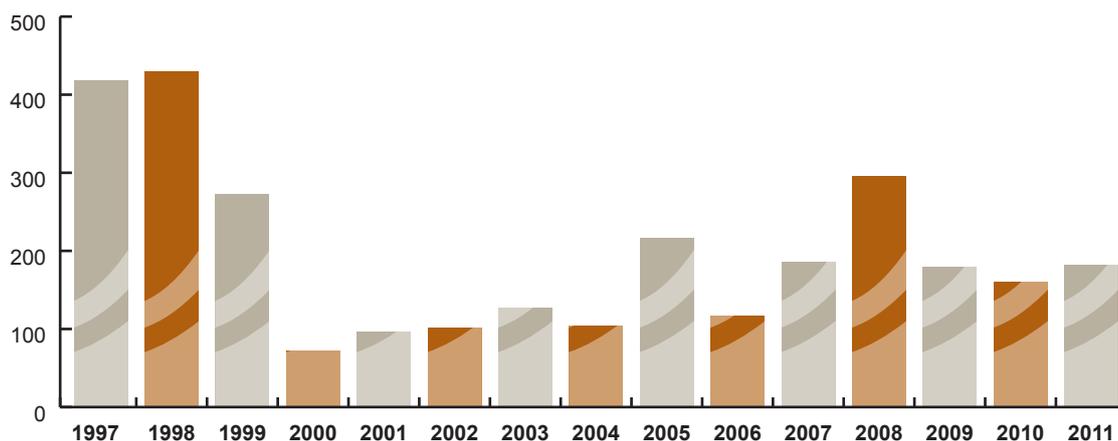
- Individual counselling
- Inter-agency referrals
- Mediation

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.

## Occupational Health and Safety

Time lost through total incapacity during the 2010/11 is shown below

### Hours Lost Through Total Incapacity



Following the 2010/11 OH&S audit, items associated with risk management and contractor management programs are a priority for People & Culture in the coming year.

### Workforce Planning

*“To provide a sustainable workforce with the capability and capacity to support current and future service delivery”*

The Wagga Wagga City Council Workforce Plan 2010-2014 was endorsed by Council’s Executive Team in May 2010. Delivery of the outcomes identified within the Plan are being addressed through the activities articulated within People and Culture’s Delivery Program and Operational Plan.

The Workforce Plan provided baseline data profiling the organisation. Of particular concern was the high generational/ age profiles of Council’s operational workforce. Projections suggest more than 40% of existing operational staff could potentially retire within the next 10 years.

In 2011/12 a profile of the organisation will be generated as a precursor to the development of the Workforce Plan 2013-2016, and this data will be compared to the 2009 baseline data to determine the effectiveness of these initiatives.

With workforce sustainability a key priority for operational areas, the recruitment focus during 2010/11 was on selecting for aptitude, attitude and ability rather than predominantly experience. This strategy has been complemented with a number of traineeships through a group training framework, as well as structured training and development programs for hard to fill roles such as arboriculturists.

	2007	2008	2009	2010	2011
Full-time equivalent staff as at 30 June	436.62	436.62	445.98	457.87	467.42

	2007	2008	2009	2010	2011
Staff turnover as at 30 June (%)	17.7	10.8	9.8	6.1	10.3

Directorate	Full Time Equivalent staff as at 30 June 2011	
	Number	% of total staff
General Manager	10.00	2%
Corporate Services	73.59	16%
Environment and Community Services	155.38	33%
Infrastructure Services	159.28	34%
Planning	36.4	8%
Commercial and Economic Directorate	32.77	7%
<b>Total</b>	<b>467.42</b>	<b>100%</b>

During 2010 three significant flood events occurred within the City, with two of these occurring within the 2010/11 reporting period. An organisational structure has been developed to expedite the deployment of staff and improve management in the event of flood emergencies in the future.

A major review of position descriptions commenced in 2010/11 focusing on content, clarity, consolidation and readability and overall presentation. Position descriptions for all positions will be finalised in 2011/12.

### **Equal Employment Opportunity**

During 2010/11, Council developed an Equal Employment Opportunity Management Plan and Action Plan. The focus of the Plan is on maintaining current EEO programs and activities within the organisation and on the development of strong baseline data to enable improved evidence-based EEO planning. The actions from the Plan will be integrated into the Operational Plans for People and Culture in 2011/12. The EEO Management and Action Plans will be reviewed in line with the Workforce Plan in 2012/13.

Council maintains an EEO Contact Officers' Group to assist employees in bringing EEO related issues forward for resolution. Officers participated in a training program to equip them with the skills required to undertake the role.

### *Aboriginal and Torres Strait Islander Employment Strategy*

Initial research and consultation occurred in 2010/11 to develop The Wagga Wagga City Council Aboriginal and Torres Strait Islander Employment Strategy. This is being developed to promote recruitment and career development of Aboriginal and Torres Strait Islander people, which is aligned with our broader strategic Workforce Plan. The Strategy will be finalised in 2011/12 and actions integrated into Operational Plans.

### **Learning and Development**

The Learning and Development initiatives at Council for 2010/11 focused on addressing critical skills in the Workforce Plan, along with responding to data from our Employee Opinion Survey Results and Voice of the Customer perception surveys.

Attraction and retention was identified as a focus area in the 2010 Employee Opinion Survey and also as a key strategy in Council's Workforce Plan, with many learning and development initiatives focused on addressing this issue. Legislative compliance was again a priority for targeted training continuing to address items identified in our Section 430 review in 2007.

Matching learning and development opportunities to the changing needs and focus of our business is a complex process but we do provide a broad range of initiatives and programs to meet these needs.

In 2010/11, Council offered a range of professional development opportunities. Through discussion around their performance objectives, staff can select and engage in a variety of targeted programs that build leadership, management and technical capability, whilst also ensuring staff are up to date on legislative knowledge that complement their personal and professional development needs.

Council provided the following learning and development opportunities in 2010/11:

- Over 200 in-house courses
- 58 students completing vocational and tertiary qualifications addressing many skills shortage areas
- 90% of the identified Individual Performance and Development Plans course nominations delivered, which equates to approximately 1000 training places

Our key Learning and Development initiatives for 2010/11 were identified from Council's Workforce Plan and provided direction for our Corporate Learning and Development Plan. These include:

- Targeting quality service through developing Leadership, Consultation and Strategic Planning skills
- Promoting project and contract management skills as an essential learning need for our staff
- Empowering staff to learn and continuously improve
- Promoting and assisting staff to develop professionally

### **Initiatives to meet changing Workforce and Community needs**

A number of programs are developed annually to address needs of the workforce and community needs.

#### *Strategic Planning and Community Engagement*

The Local Government Planning Reform required Council to develop the skills of our staff around Integrated Planning and Reporting and Community Engagement.

Programs were offered such as:

- Information sessions on Integrated Planning & Reporting
- Community Engagement
- Facilitation and Presentation Skills
- Service Delivery and Continuous Improvement

#### *Promoting Diversity*

Council provided training to promote a greater awareness and appreciation of the historical and cultural perspectives in our community.

As a result Council has implemented an ongoing program targeting both broader Cultural and Indigenous Awareness, providing a greater understanding and appreciation for respective groups and the community.

#### *Planning Services*

As part of Council's commitment to improve our service delivery in Planning and Building functions, a number of staff have participated in professional development through UTS Centre for Local Government.

#### *Legislative Compliance*

Staff at Council's Airport continue to develop their skills and knowledge by accessing a range of Civil Aviation Safety Authority courses to ensure compliance and provide a safe and secure airport service.

Our Rangers have continued to participate in a range of courses to ensure compliance with the Local Government Regulations and provide improved services to the community.

#### *Providing Services to our Community*

Staff in the areas of Family Day Care, Museum, Library and Social Planning are able to access industry specific courses that are relevant to their roles and the delivery of services to their customers.

#### *Workplace Safety*

Council has an extensive workplace safety training program.

Some of the courses that we ran included Risk Management for Supervisors, which covered roles and responsibilities, safety leadership and risk management which targeted supervisors at all levels.

As part of a review of our safety and risk systems training was provided to supervisors on the implementation of new documentation in the workplace, which is ongoing with the roll-out of new processes.

A number of staff in a supervisory capacity participated in Certificate IV in Occupational Health and Safety to increase Council's overall knowledge and skill base.

Workplace safety is a major focus for all staff, as WWCC is a diverse organisation with varied workplaces and activities and we offer a range of training to ensure staff and management are aware of their responsibilities in this important area.

#### *Mental Health*

Research has indicated that mental health is becoming a major health issue in workplaces. As a result, Council has started to bring about an awareness of these issues to a number of key

supervisory staff, with the intent to expand this in the future. The program enables participants to understand mental health issues in the workplace. Council also offers Mental Health First Aid, which focuses on dealing with and understanding the needs of our community.

#### *Process Improvement*

Council offers extensive training in Project Management and Tender Evaluation. The Project Management courses ranged from introduction through to Diploma level and focused on improving service delivery by using the Project Management Methodology as part of our regular work practice.

Recruitment, selection and interview panel skills programs were run to address a skills and knowledge gap identified in the workforce plan and also through feedback from the staff Consultative Committees.

Tender evaluation training was provided in order to make staff aware of legislative requirements and to keep them informed, up to date and to ensure the tendering process is fair and equitable.

#### *Technology*

As Council moves towards e-learning and providing increased services online, a number of programs were offered which included introductory training specifically focusing on providing technology skill development for our large outdoor workforce, technical skills training in MS Office, and other software packages.

Council also worked to provide skill development for staff accessing internal computer applications, for example, our Electronic Content Management, Finance, Rating, Customer Request, GIS and Human Resources Information Systems.

Vocational		Tertiary
<ul style="list-style-type: none"> <li>• Foundations Study Skills (numeracy, literacy and language for non English speaking background)</li> <li>• Horticulture – Greenkeeping, Arboriculture, Parks and Gardens, Cemetery Operations</li> <li>• Civil Construction Plant Operations, Road Construction and Maintenance and Pipelaying</li> <li>• Plumbing and drainage, water industry training package, water industry, trade waste</li> <li>• Information Technology</li> <li>• Government Investigations</li> <li>• Management/ Front Line Management</li> <li>• Land Management</li> <li>• Business Administration</li> <li>• Regulatory Services</li> <li>• Record Keeping / Record Management</li> <li>• Captive Animals</li> </ul>	<ul style="list-style-type: none"> <li>• Plumbing</li> <li>• Training and Assessment</li> <li>• Human Resources</li> <li>• Tourism</li> <li>• Fitness</li> <li>• Business</li> <li>• Occupational Health and Safety</li> <li>• Project Management</li> <li>• Museum Practices</li> <li>• Community and Recreation</li> <li>• Agriculture</li> <li>• Building Services</li> <li>• Building Surveying</li> <li>• Spatial Information Services</li> <li>• Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Business / Accounting</li> <li>• Local Government Management</li> <li>• CPA – Certified Practising Accountant</li> <li>• Environmental Science / Environmental Health</li> <li>• Graphic Design</li> <li>• Urban and Regional Planning</li> <li>• Development Assessment</li> <li>• Engineering</li> <li>• Information Studies</li> <li>• Business Administration</li> <li>• Arts</li> <li>• Asset Management</li> <li>• Engineering and Business Administration</li> <li>• Visual and Performing Arts</li> </ul>

### *A Learning Organisation*

As a Learning Organisation Council has demonstrated that our staff have a strong commitment to ongoing vocational and tertiary education. We have a number of staff undertaking training in the following areas:

#### **Traineeships and Apprenticeships**

From the development and implementation of Council's Workforce Plan, areas considered to be suffering skills shortages or high risk areas in Council are able to request funding to appoint trainees or apprentices for specific roles. This is to enable Council to 'grow our own' and ensure we have the necessary skills and experience available to continue its operations effectively.

Council currently has 15 apprentices and trainees working in a range of areas including Horticulture, Civil Construction, Plant Operations, Environmental Health, Civil Engineering, Tourism and Information Technology.

In 2010/2011 four apprentices and six trainees commenced with Council with one successful trainee completion in the same period.

#### **Leadership**

*To enable leaders to have the skills, knowledge and confidence to lead effectively.*

Local Government Managers Association  
Management Challenge

In 2011, Council entered a team in the NSW LGMA Challenge who embraced the opportunity, learning a great deal about themselves and as a team achieving the result of equal second in the NSW.

The team dubbed themselves *The Gumi Gang*, a name which was inspired by the reinvigorated family fun recreation activity the Gumi! A team logo was also developed to represent Wagga Wagga and the Council and our influences and inspirations.

#### **Women as Leaders Program**

In 2010, twenty women participated in this program, which looks to empower and offer opportunities to women in non supervisory roles. For many this is a life changing experience and some have moved to new careers and taken on new opportunities as a result of participation in the program.

#### **Innovation and Continuous Improvement**

*To promote innovation and continuous improvement.*

Our focus for 2010/11 was to develop a continuous improvement model we could call our own.

#### **Employee Opinion Survey**

As a result of the 2010 Employee Opinion Survey, a number of gaps were identified for the organisation to focus on, primarily:

- Keeping Skilled Employees
- Cooperating across work areas
- Providing incentives and rewards
- Trust among people in the Council
- Valuing employees of Council

Cross-directorate working groups were created to focus on the following areas:

- Keeping skilled employees
- Reward and recognition
- Health and wellbeing

The teams worked through the issues and explored the root causes and the opportunities for improvement utilising business tools and a trusted process improvement model. As a result of the research and subsequent recommendations to Council a number of new initiatives have been developed:

- Mentoring program for Council to occur in late 2011
- Review of Council's Job Evaluation System
- Increased marketing and promotion of Council and the benefits we offer, including a DVD promoting Council and other promotional material
- New Crows Feat Annual Awards Program
- Various health and wellbeing initiatives

#### **Values review**

Council embarked on a review of our Corporate Values in 2011. Consultation occurred with the Directorate Consultative Committees, Joint Consultative Committees and the three Management Committees of Council.

In each workshop the participants brainstormed and then voted on their top 4 values. These lists of values were then compiled into one list and all staff were surveyed on which values they considered most important and also how they would suggest them being represented and incorporated into everything we do at Council.

Council's new Corporate values are:

- Trust
- Innovation
- Respect
- Teamwork

Our corporate Crow was updated to reflect the inclusion of the values on the wing tips.



# Councillor Facilities and Payment of Councillors' Expenses Policy

## 1.1 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* (Regulation). 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.

Section 252(3) prevents a council from paying any expenses or providing any facilities otherwise than in accordance with the provisions as set out in this policy.

Clause 403 of the Regulation states that Councillor expenses and facilities policies must not include provision for a general expense allowance.

## 1.2 Policy Objectives

1. To provide a framework to encompass the requirements of the Act being the payment of expense and provision of facilities to Councillors, Mayor and Deputy Mayor
2. To ensure that there is accountability and transparency in the reimbursement of expenses incurred, or to be incurred by the Mayor and Councillors
3. To provide adequate fair and equitable facilities for the payment or reimbursement of actual expenses incurred by the Mayor, Deputy Mayor and Councillors to appropriately and satisfactorily fulfil their civic duties and undertake their role as responsive and responsible community representatives
4. 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.

## 1.3 Policy Implementation Guidelines

1. 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
2. All expenses should be directly and wholly attributable to the performance of the duties of civic office
3. 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
4. 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
5. A public record, open for scrutiny, is to be kept concerning all facilities provided to Councillors and of the total expenses reimbursed to Councillors

## 1.4 Scope of Policy

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

## 1.5 Definitions

In this Policy:

<b>Accompanying person</b>	Shall mean spouse, partner or a person with a close personal relationship to the Councillor and/or provides carer support to the Councillor
<b>Act</b>	Shall mean the Local Government Act 1993 (as amended)
<b>Conference</b>	Shall mean any conference, seminar, congress, forum, 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
<b>Policy</b>	Shall mean this policy, being the Policy – Payment of Expenses and Provision of facilities to the Mayor and Councillors
<b>Regulation</b>	Shall mean the Local Government (General) Regulation 2005
<b>Official Function</b>	A function where the Mayor or a Councillor is in attendance as a representative of Council
<b>Seminar</b>	See definition of Conference, above
<b>Workshop, Training Course</b>	For the purpose of this policy, workshops and training courses span a single day and are non-residential in nature
<b>Mayor</b>	Means the elected mayor, or the deputy mayor acting in the position of mayor in the mayor's absence.

## 1.6 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

Clause 217 of the Regulation requires Council, insofar as it relates to Councillors, to report separately on:

General

- the total cost of expenses and the provision of facilities for the mayor and all councillors, as well as:

Provision of facilities

- the cost of the provision of dedicated office equipment allocated to councillors on a personal basis such as laptop computers, mobile phones, telephones and facsimile machines and Internet installed in the councillors' homes (including line rental and internet access). This item does not include the costs of using this equipment, such as calls.

Expenses

- the cost of phone calls including mobiles, home located landlines, facsimile and internet services
- spouse/ partner/ accompanying person expenses (limited to circumstances outlined in Part Two of these Guidelines)
- conference and seminar expenses
- training and skill development expenses
- interstate travel expenses (including subsistence and out-of-pocket expenses)
- overseas travel expenses (including subsistence and out-of-pocket expenses)
- care and other related expenses (of dependants to enable a councillor to undertake his or her civic functions).

The Government Information (Public Access) Act 2009, 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.

**1.7 Other Government policy provisions related to this Policy**

- Department of Local Government Guidelines for payment of expenses and provision of facilities for Mayors and Councillors in NSW
- Council's adopted Code of Conduct
- Department of Local Government Circulars to Councils
- ICAC publications

**1.8 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 and must only be actual expenses incurred in carrying out their civic duties.

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.

**1.9 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.

**1.10 Private Benefit**

Councillors should not obtain private benefit from the provision of equipment, services and facilities, nor from travel bonuses such as 'frequent flyer' schemes or any other such loyalty programs while on Council business.

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.

**1.11 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:

- (i) *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.*
- (ii) *Before adopting or amending the policy, the council must consider any submissions made within the time allowed for submissions and make any appropriate changes to the draft policy or amendment.*
- (iii) *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 the council is of the opinion that the proposed amendment is not substantial.*
- (iv) *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) *a copy of the policy or amendment together with details of all submissions received in accordance with subsection (1), and*
  - (b) *a statement setting out, for each submission, the council's response to the submission and the reasons for the council's response, and*
  - (c) *a copy of the notice given under subsection (1)*
- (v) *A council must comply with this section when proposing to adopt a policy each year in accordance with section 252 (1) even if the council proposes to adopt a policy that is the same as its existing policy*

## 2. Provision of Facilities

### 2.1 General Provisions

It is recognised that the Mayor and Councillors 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 returned to the Council in good operational order and condition upon ceasing to be an elected member of the Council.

### 2.2 Use of Council resources

Councillors must comply with this policy and the provisions of Council's adopted Code of Conduct in the use of Council resources – accordingly:

- Councillors must use Council resources ethically, effectively, efficiently and carefully in the course of their official duties, and must not use them for private purposes (except when supplied as part of a contract of employment) unless this use is lawfully authorised and proper payment is made where appropriate.
- Councillors must be scrupulous in their use of Council property, including intellectual property, official services and facilities, and must not permit their misuse by any other person or body.
- Councillors must avoid any action or situation that could create the appearance that Council property, official services or public facilities are being improperly used for their benefit or the benefit of any other person or body.
- The interests of a Councillor in their re-election is considered to be a private interest and as such the reimbursement of travel expenses incurred on election matters is not appropriate. Councillors must not use Council letterhead, Council crests and other information that could give the appearance it is official Council material for these purposes.
  - You must not convert any property of the Council to your own use unless properly authorised.
  - You must not use Council's computer resources to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature.

### 2.3 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:

#### 2.3.1.1 Resource Centre (Councillors' Resource Room)

The Councillors' Resource Room will be available to Councillors, at all times, during normal office hours for their use in activities associated with their role as a Councillor. This is a shared resource as between Councillors and is solely dedicated to the use by Councillors. Appropriate resources will be provided within the centre to assist Councillors in the conduct of their civic duties.

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

#### 2.3.1.2 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.

#### 2.3.1.3 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

#### 2.3.1.4 Corporate Dress

Each Councillor will be supplied with two (2) Wagga Wagga City Council neckties or scarves, and upon request a corporate sports coat.

#### 2.3.1.5 Secretarial support

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

#### 2.3.1.6 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.

**2.3.1.7 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.

**2.3.1.8 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.

**2.3.1.9 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:

- (i) The Council shall:
  - (a) Meet the capital cost of acquisition of the equipment
  - (b) Meet the initial cost of installation of the equipment in the residence of the Mayor or Councillor
  - (c) Meet the cost of any maintenance/servicing of the equipment including any service call charge
  - (d) Be responsible for the cost of all consumables, including paper, for the equipment.
- (ii) 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.
- (iii) The Councillors' telephone and facsimile numbers are to be made available to the public.

**2.3.1.10 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.

**2.3.1.11 Provision of Telecommunication Device**

Mobile phones are a contemporary form of communication and provision is made for a set monthly, monetary limit for reimbursement to Councillors in respect of mobile telephone usage costs. The monetary limit is \$100, payable in arrears and capped at \$1200 per annum.

As is the intent of this Policy, Councillors must reconcile all telephone call costs claimed and are only permitted to claim actual costs incurred in the performance of their civic duties.

**2.3.1.12 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.

**2.4 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.

#### 2.4.1.1 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.

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.

#### 2.4.1.2 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.

#### 2.4.1.3 Refreshments

Office and Civic and Mayoral Reception refreshments will be provided.

#### 2.4.1.4 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.

#### 2.4.1.5 Car Parking

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

### 3. Payment of Expenses

#### 3.1 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.

#### 3.2 Annual Fees for Mayor and Councillors

##### 3.2.1 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.

##### 3.2.2 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.

##### 3.2.3 Fees payable to the Deputy Mayor

The Deputy Mayor shall be paid a daily pro-rata fee equivalent to the daily Mayoral fee calculated under section 3.2.2, 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.

##### 3.2.4 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.

### 3.3 Payment of expenses generally

#### 3.3.1 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.

#### 3.3.2 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 to the General Manager for approval within the time limit noted in section 3.3.1.

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. Only actual costs incurred in the carrying out of civic duties are reimbursable.

### 3.3.3 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.

An expense claim form is required, including supporting documentation, as outlined in section 3.3.2. 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. Finalisation of all reconciliations must occur within 60 days of the date of expense.

### 3.4 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. These limits are found in Appendix D of this document.

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.

### 3.5 Spouse, partner and accompanying persons' expenses

#### 3.5.1 Allowable expenses for accompanying persons

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

(a) 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.

(b) 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.

#### 3.5.2 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
- 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)

### 3.6 Specific Expenses for Mayor and Councillors

#### 3.6.1 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 program 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.

#### 3.6.2 Attendance at Seminars and Conferences

##### 3.6.2.1 Nomination and authorisation of attendance

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

- (i) The Council, through resolution duly passed in open session at a Council Meeting
- (ii) The Mayor or Deputy Mayor and General Manager jointly, acting within any delegated authority during Council recess
- (iii) 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
- (iv) Where there is insufficient time for consideration by the full Council, the Mayor or Deputy Mayor and General Manager jointly.

**3.6.6.2 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:
  - (i) Local Government Association of NSW
  - (ii) Local Government Shires Association of NSW
  - (iii) Local Government Women's Association
  - (iv) Australian Local Government Association
  - (v) 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 Local Government Association, Local Government Shire Associations, Local Government Womens Association, or Australian Local Government Association.

**3.6.6.3 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

**3.6.2.4 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.

- Councillors' registration, travel and accommodation bookings for conferences and workshops will be coordinated through Council's Corporate Governance Division
- The Mayor's registration, travel and accommodation bookings for conferences and workshops will be coordinated through the Mayor's Office
- 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 Corporate Governance 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

**3.6.2.5 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, eg parking, motorway or bridge tolls, laundry and refreshments
  - (e) any optional activity in a conference program, but excluding any pre or post conference activities

**3.6.2.6 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 (1) 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

The written report should be provided to the General Manager no later than two (2) full weeks prior to the relevant Standing Committee Meeting at which the report will be presented.

**3.6.3 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.

**3.6.4 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.

**3.6.5 Travel****3.6.5.1 General provisions**

Travel outside the Local Government Area is generally restricted to Councillor's 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.

**3.6.5.2 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 the Local Government Area 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.

**3.6.5.3 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. Councillors must request such vehicle within a reasonable period of time to allow for those arrangements to be made.
- **Private Vehicle:** As defined in section 3.6.5.2.
- **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

**3.6.5.4 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.

**3.6.5.5 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.

**3.6.6 Telephone call costs and related expenses**

Council will reimburse reasonable telephone call, facsimile and internet access costs 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.

**3.6.7 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.

**3.6.8 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 Council's Code of Meeting Practice).

Expense claims for reimbursement are to be accompanied by an itemised receipt.

**3.6.9 Legal assistance for Mayor and Councillors**

### 3.6.9.1 Legal assistance granted for enquiries by various bodies

Subject to conditions shown in section 3.6.9.2, 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, Department of Premier and Cabinet,
- the Police,
- the Director of Public Prosecutions,
- Council's Conduct Review Committee/Reviewer,
- 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.

### 3.6.9.2 Conditions for provision of legal assistance

Legal assistance and reimbursement as specified above will only be provided upon resolution of the Council, prior to any legal expenses being incurred 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
- that the subject of the inquiry, investigation or hearing arises from the performance in good faith of a Councillor's functions under the Act and that the matter has proceeded past any initial assessment phase to a formal investigation or review
- the amount of such reimbursement is limited to the equivalent of the fees being charged by Council's Solicitors

Council will not meet the legal costs:

- of legal proceedings initiated by a Councillor under any circumstance,
- where a Councillor is seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation,
- for legal proceedings that do not involve a Councillor performing their role as a Councillor.

### 3.7 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 roles, responsibilities and duties of the Mayor:

- Actual home telephone costs incurred in the performance of their civic duty and rental

### 4.0 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:

- (i) 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
- (ii) 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
- (iii) For full personal or private use

### 1. Restrictions on Use of Vehicle

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

- (i) 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
- (ii) The Mayor shall not use, or allow the vehicle to be used, to compete in any car rally or competition.
- (iii) 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:

- (i) 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
- (ii) 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.
- (iii) 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.
- (iv) 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.
- (v) 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.
- (vi) 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
- (vii) 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.



View of Victory Memorial Gardens and Cenotaph, Wagga Wagga

Mayor & Councillor Expense Types And Limits				
Section name	Expense Type	Refund Basis	Limit Amount	Comment
<p>Seminars and Conferences</p> <p>For the purpose of this policy, a seminar or conference is considered to be of a residential nature, with a program spanning more than one day. Workshops and training courses generally span a single day and are non-residential in nature.</p> <p>Councillors are encouraged to attend training sessions and workshops offered by Council for the development of skills and the provision of information appropriate 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.</p> <p>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.</p>	Registration Costs	Actual	None	Includes costs relating to official luncheons, dinners and tours/inspections which are relevant to the interests of the Council.
	Accompanying person expenses	Actual	None	Registration and official conference dinner expenses for one accompanying person only.  No other accompanying person costs to be claimed.
	Accommodation	Actual up to daily limit	Zone 1: \$ 300 per day Zone 2: \$250 per day Zone 3: \$200 per day	Limits are dependent on the location of accommodation, providing for regional differences in costs. Zone 1: State capital cities and Canberra Zone 2: Regional capital cities (Newcastle, Wollongong) Zone 3: Country
	Out of Pocket Expenses	Actual up to daily limit	\$ 100 per day	Expenses in this category may include: <ul style="list-style-type: none"> <li>• Reasonable telephone, facsimile or internet usage</li> <li>• Newspapers</li> <li>• Tolls</li> <li>• Reasonable refreshments</li> <li>• Meals not included in registration fees, etc</li> </ul> The following expenses will not be reimbursed and are the responsibility of the Councillor: <ul style="list-style-type: none"> <li>• Alcohol not consumed as part of a meal</li> <li>• Cigarettes</li> <li>• Mini-bar items</li> </ul>
<p>3.6.3</p> <p>Attendance at dinners and other non-Council functions</p>	Cost of service provided	Actual	None	No payment shall be reimbursed for any component of a ticket which is additional to the service cost of the function, such as a donation to a political party or candidate's electoral fund, or some other private benefit.  An additional payment to a registered charity may be acceptable as part of the cost of the function.
<p>3.6.4</p> <p>Attendance at Workshops and Training Courses</p>	Enrolment fees	Actual	None	In most cases, Council will arrange and fund attendance of Councillors at training courses.

Mayor & Councillor Expense Types And Limits				
Section name	Expense Type	Refund Basis	Limit Amount	Comment
3.6.6 Telephone call costs and related expenses	Mayor's mobile phone	Actual	None	Refer section 2.4 Provision of additional facilities for the Mayor. Only actual costs incurred in the conduct of civic duties will be reimbursed.
3.6.7 Incidental expenses	Mayor's home phone	Actual	None	Refer section 3.7 Additional Mayoral Expenses. Only actual costs incurred in the conduct of civic duties will be reimbursed.
	Telephone calls	Actual up to monthly limit	\$ 100 per month up to a maximum of \$1200 per annum	Only actual costs incurred in the conduct of civic duties will be reimbursed. Claims for reimbursement must be made within 60 days of the incurring of the costs.
	Facsimile calls	Actual up to monthly limit	\$ 10 per month	
	Internet access	Actual up to monthly limit	\$ 119 per month	Each Councillor is allocated with a wireless data card and are on a 9Gb plan. Any additional usage over this limit is the responsibility of the Councillor with such additional costs being required to be repaid to Council.
	Incidental expenses associated with attendance at seminars, training courses or official functions	Actual up to daily limit	\$ 20 per day	Expenses in this category may include: <ul style="list-style-type: none"> <li>• Parking fees</li> <li>• Tolls</li> <li>• Refreshments</li> </ul> The following expenses will not be reimbursed and are the responsibility of the Councillor: <ul style="list-style-type: none"> <li>• Alcohol not consumed as part of a meal</li> <li>• Cigarettes</li> <li>• Mini-bar items</li> </ul>
3.6.8 Care and other related expenses	Personal care or child care expenses: up to 4 hours	Actual up to daily limit	\$ 80 per day	Council will reimburse a Councillor's costs to a maximum of \$80 to cover a four (4) hour 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). The four (4) hour period shall include the period of 30 minutes prior to and after the conclusion of the meeting or workshop.
3.6.9 Legal assistance for Mayor and Councillors	Personal care or child care: more than 4 hours	Actual up to hourly limit	\$ 15 per hour	An additional hourly rate of up to \$15 per hour will be paid for meetings and workshops that go beyond the 4 hours engagement period referred to above.
	Legal assistance granted for enquiries by various bodies	As determined by Council resolution	Determined by resolution of council	Subject to conditions as noted in policy.

## Details Of Overseas Visits

The General Manager and Councillor Kerry Pascoe accepted an invitation from Council's Sister City, Nördlingen in Germany during the period 13/9/10 to 24/9/10. This visit was made to participate in Nördlingen's Stadtmauerfest in conjunction with a number of touring concert performances from the Wagga City Rugby Male Choir and the Cantilena Singers.

The General Manager also went to a number of locations in Germany including visits to product and systems suppliers to gain knowledge about temporary flood structures/barriers and how such infrastructure could be used by Council to augment the levee system for the Murrumbidgee River during times of flood.

Council met the airfares and other costs associated with the trip for the General Manager only. Councillor Pascoe met his own costs associated with the visit.

## Executive Team Remuneration Packages

There were nine Senior Staff and one General Manager employed during 2010/11. Senior management remuneration packages are on a total employment cost basis and inclusive of a Council owned motor vehicle, superannuation and salary.

The total remuneration packages for senior staff at 30 June 2011 are detailed in the table below:

<b>The total remuneration package comprises salary, superannuation and motor vehicle entitlements</b>	
<b>Position</b>	<b>TRP</b>
General Manager	\$268,962
<b>Directors comprising:</b>	
Director Corporate Services	\$941,518
Director Planning	
Director Environmental and Community Services	
Director Infrastructure Services	
Director Commercial and Economic Development	

## Index - Glossary of Terms

### **Asset Management**

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

### **Capital Works**

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

### **Contributions income**

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

### **Contribution Plan**

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

### **Councillor**

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

### **Enterprise Agreement**

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

### **E-Team**

Executive Team represented by the General Manager and Directors at Council.

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

Entitlements allowed to the Mayor and Councillors to assist them in carrying out their duties as elected representatives.

### **Financial Year**

The financial year we are reporting on in this Annual Report is the period from 1 July 2010 – 30 June 2011.

### **Performance**

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

### **Risk Management**

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

### **LEP:**

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

### **Vision:**

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

### **ARA:**

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

### **GIPAA**

Government information Public Access Act

## Index - Acronyms

<b>A&amp;E</b>	Access and Equity	<b>ILS</b>	Instrument Landing System
<b>AAA</b>	AAA Tourism	<b>IPPE</b>	Infrastructure, Property, Plant & Equipment
<b>ABS</b>	Australian Bureau of Statistics	<b>IPR</b>	Integrated Planning and Reporting
<b>ADHC</b>	Ageing, Disability and Homecare	<b>IWCM</b>	Integrated Water Cycle Management
<b>ADI</b>	Authorised Deposit-taking Institutions	<b>LEMC</b>	Local Emergency Management Centre
<b>ADT</b>	Administrative Decisions Tribunal	<b>LEMO</b>	Local Emergency Management Officer
<b>AEC</b>	Management Consultancy Provider	<b>LEOCON</b>	Local Emergency Operations Controller
<b>CALD</b>	Culturally and Linguistically Diverse	<b>LEP</b>	Local Environment Plan
<b>CAMP</b>	Companion Animal Management Plan	<b>LGA</b>	Local Government Area
<b>CANFA</b>	Conservation Agriculture and No-till Farming Association	<b>LGSA</b>	Local Government Shires Association
<b>CMA</b>	Catchment Management Authority	<b>LMC</b>	Livestock Marketing Centre
<b>COAG</b>	Council Of Australian Governments	<b>LTFP</b>	Long Term Financial Plan
<b>CPA</b>	Certified Practicing Accountant	<b>MTB</b>	Mountain Bike Wagga
<b>CPTIGS</b>	Country Passenger Transport Infrastructure Grants Scheme	<b>OH&amp;S</b>	Occupational Health and Safety
<b>CROW</b>	Climate Rescue of Wagga	<b>PAMP'S</b>	Pedestrian Access Mobile Plan
<b>CSU</b>	Charles Sturt University	<b>PEPO</b>	Preliminary Environmental Planning Overview
<b>DCP</b>	Development Control Plan	<b>PSSA</b>	Primary Schools Sport Association
<b>DECCW</b>	Department of Environment, Climate Change and Water	<b>RAAF</b>	Royal Australian Air Force
<b>DEEWR</b>	Department of Education Employment and Workplace Relations	<b>RAAF</b>	Royal Australian Air Force
<b>DEMO</b>	District Emergency Management Officer	<b>REROC</b>	Riverina Eastern Organisation of Councils
<b>DEWHA</b>	Department of Environment, Heritage, Water & the Arts	<b>RFS</b>	Rural Fire Service
<b>DEWR</b>	Department of Employment and Workplace Relations	<b>RIPPA</b>	Riverina Initiative to Promote Partnerships and Audiences
<b>DFCSIA</b>	Department of Families, Community Services and Indigenous Affairs	<b>RLCIP</b>	Regional and Local Community Infrastructure Program
<b>DLG</b>	Division of Local Government	<b>RPT Apron</b>	Regular Passenger Transport
<b>DSP</b>	Developer Service Plan	<b>RRR</b>	Resource Recovery and Reuse
<b>DSRD</b>	Department of State and Regional Development	<b>RRRC</b>	Resource Reuse and Recycling Centre
<b>EEO</b>	Equal Employment Opportunities	<b>RTA</b>	Road and Traffic Authority
<b>EOC</b>	Emergency Operations Centre	<b>SEAMS</b>	South East Asian Social Group
<b>EOI</b>	Expression of Interest	<b>SES</b>	State Emergency Service
<b>ERA</b>	Eastern Riverina Arts	<b>SoE</b>	State of the Environment Report
<b>ERAP</b>	Eastern Riverina Arts Program	<b>SOP</b>	Standard Operating Procedure
<b>E-Team</b>	Executive Team	<b>SPS</b>	Sewer Pump Station
<b>FRMP</b>	Floodplain Risk Management Plan	<b>SRV</b>	Special Rate Variation
<b>GA Apron</b>	General Aviation	<b>SWL</b>	Standing Water Level
<b>GIPAA</b>	Government information Public Access Act	<b>TAFE</b>	Technical and Further Education
<b>GIS</b>	Graphical Information System	<b>TRP</b>	Total Remuneration Package
<b>GPIMS</b>	Geospatial Program Integration Management System	<b>UTS</b>	University of Technology Sydney
<b>GPS</b>	Global Positioning System	<b>VMG</b>	Victory Memorial Gardens
<b>GPT</b>	Gross Pollutant Traps	<b>VPA</b>	Voluntary Planning Agreement
<b>GWMC</b>	Gregadoo Waste Management Centre	<b>VSD</b>	Variable Speed Drive
<b>HACC</b>	Home and Community Care	<b>WAFRICA</b>	Wagga African Association Inc.
<b>IAP2</b>	International Association of Public Participation	<b>WELL</b>	Workplace English Language and Literacy
<b>ICAC</b>	Independent Commissions Against Corruption	<b>WoWW</b>	<i>Wingadhan Waggadha Waybarra: Women of Wagga Weaving</i>
		<b>WWCC</b>	Wagga Wagga City Council
		<b>WWLGA</b>	Wagga Wagga Local Government Area
		<b>WWRFDC</b>	Wagga Wagga Regional Family Day Care

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## Contact

For general enquiries, requests, complaints and the following services please call 1300 292 442

Visitor Information Centre 1300 100 122

[www.visitwaggawagga.com](http://www.visitwaggawagga.com)

We welcome your feedback on the Annual Report 2010/11 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](mailto: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 2010/11 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](http://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)





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