2007-2008 annual report

CONTENTS:
Inside this report:

- Our highlights
- Wodonga Council — our people
- Mayor’s message
- Acting chief executive officer’s message
- Wodonga — a great place to live, work and invest
- Commitment to service
- Leadership
- Lifestyle
- Environment
- Infrastructure
- Economic development
- Community development
- Organisational development
- Public information

About this report
This annual report is based on the key actions and measures outlined in the Wodonga Council’s plan for 2005-2009.

Commitment to service
The council’s commitment is to excellent customer service and to providing quality service at the best price.

Council highlights
Wodonga’s highlights of the 2007-2008 financial year are summarised.
Highlights

Wodonga Council has shown its commitment to improving its service to its customers through winning a gold award in the Australian Business Excellence Awards. The council has been practising the principles of business excellence for several years. The awards were announced in June after a panel of judges visited Wodonga to interview staff about the practices at the council and how we put our values into everyday use.

The award is recognition of the council’s efforts to improve, and these efforts will continue into the future as we strive to be the best we can.

Our efforts to promote Wodonga as a great city to live, work and invest have gained success. Following on from the initial test marketing campaign conducted in November for live, work, invest in Wodonga, the second stage of activity was launched in February, 2008. The timing for this was seen as pivotal for a number of reasons. Firstly, this allowed the tactical activity to build on the Regional Development Victoria to ‘Make it Happen’ January campaign which ran into early February and secondly to leverage Wodonga’s flagship event, Carnivale Wodonga, in early March.

The campaign itself utilised key learnings from the test activity completed in November, 2007, and was focused on one core target segments, the Job Opportunists.

There were four elements to the campaign. These included:

- Follow-up communication to those targeted in the initial campaign (6000 mailing);
- Broad market advertising with outdoor, press (MX and Hume Leader) and direct mail (6000 mailing) in Melbourne;
- Broad market advertising with press and direct mailing (5000 mailing) and electronic mailing (11,000 emails) in Adelaide; and,
- Carnivale promotion with press (MX, Canberra Times, Hume Leader) and electronic mailing (26,000 emails) in Melbourne and Canberra.

The total audience numbers seeing the Live, Work, Invest message were estimated to be in excess of 500,000.

Objectives of the campaign were:

- Broad market advertising targeting a variety of media to reach as large an audience as possible, to promote the city of Wodonga in the Melbourne market;
- Build through targeted media, with frequency, reinforcing key messages;
- Integrated use of electronic media, to promote call to action;
- Target the specific clusters, with key messages, and in a manner that benefits the positioning of Wodonga as an alternative lifestyle consideration (i.e. in commuter media specifically; and,
- Use of personalised mail – testing more traditional enveloped mail, with geo-coding in target CCDs, and permission based electronic media.

There were two assessment criteria used – structured (i.e. the specific call to action as directed in the campaign) and unstructured (other mechanisms that could be used for tracking). In the structured responses, there were 7704 direct EDM website hits, with a further 1429 email link forwards (to additional web addresses) or repeat viewings, 3800 website hits generated through direct URL entry (non-EDM generated hits), 116 website hits through search engine referrals and 56 SMS responses. There were 205 registrations for DVD packs to be sent. RDV research has revealed that the campaign activity has lifted unprompted awareness of Wodonga from 0 per cent in 2006 to 7.6 per cent in April this year. Also, Wodonga was rated as the seventh most desirable city to relocate to in Victoria for those surveyed in Melbourne. This is seen as a very positive result.

In the unstructured responses, website hits to the council’s own webpage increased on yearly averages
from more than 18,346 per month to 34,428 for February, a trend which continued through the first two weeks of March. Another indirect measure, given the focus of leveraging Carnivale, was the attendance at the event, up from 15,000 in 2007 to 20,000 in 2008, with 21.4 per cent of those surveyed having come from outside the Albury-Wodonga catchment. It is not claimed that these were all a result of the campaign activity, but it is felt that the campaign was a strong contributor to this result.

In all, when the two results are viewed together, the campaign would appear to have achieved its objectives very successfully. The challenges that lie ahead relate to tracking those people that actually commit to the move as a result of the campaign, as well as maintaining the level of exposure and contact with those that are now associating Wodonga with a lifestyle move. These issues shall be addressed in the ongoing stages of this campaign.

The launch of the youth leadership program saw nine young people aged between 18 -24 recruited for a six-month leadership program. The program started with a fantastic opening retreat at Valley View Homestead. A group of experienced community members are supporting the development of the program and young people through the ‘brains’ trust’ and reference group.

We are well advanced in obtaining a mobile youth bus for our city’s young people. The community and business support for the program has been outstanding with more than $100,000 in donations of equipment and/or time. This is in addition to the $48,000 obtained from other funding sources. The bus is certainly set to be eye-catching and a great way to connect with young people and the general community.

The ‘FReeZA’ program enjoyed another great year with the hosting of six events ranging from a comedy night and dance party to the ‘Battle of Bands’. All events were drug, smoke and alcohol-free with consistent patronage. The ‘FReeZA’ program this year also saw the graduation of our first committee of volunteer young people being awarded a Certificate II in Music Industry.

‘Impact After Dark’ was another successful joint ‘FReeZA’ event with Alpine Shire, Wangaratta City Council and Indigo Shire coming on board to show their support. More than 950 young people participated in the event at the showgrounds.

Youth services also focused on improving the connection with local schools and education providers. This has resulted in the commitment of some exciting partnerships and proactive community outcomes for young people.

Internally, the council also had a leadership program which has been well received in organisations both in the public and private sectors. This program will roll out over three years, ensuring that all the organisations’ leaders have the capacity to lead people in the achievement of our vision.

In our information technology area, the replacement of the council’s geographic information system with an updated model is providing better functionality and integration with other corporate systems. We have installed a new computer server room for the council’s network and server infrastructure, which is operating well.

We have done extensive work on a new intranet which will go live early in the 2008-2009 financial year and is designed to improve communication among staff.

Wodonga Sports and Leisure Centre has enjoyed a good year. We have upgraded and increased the number of cardio machines within the gym to meet the increased demand.

The centre experienced an increase in participation of the group fitness program. There were 2100 participants, up on the 1386 participants of the previous year and exceeding our target of 2100 participants. The centre hosted the opening ceremony of the Australian Junior Basketball
Country Cup, putting on a brilliant cultural display with host nation New Zealand. We have employed a membership consultant which has increased our average members’ retention rate from 44 per cent to 56 per cent. New membership and marketing strategies, including the 60 days for $60 promotion advertised on Channel 10 in conjunction with Mother’s Day and the Biggest Loser finals, saw an increase of 193 new members for the month of May.

We have introduced new Activ8 strategies to increase participation including a kilometre challenge to raise funds for local breast cancer research, netting around $600. Some of our established programs are gaining more momentum, including PT Kids and GymKids. School holiday programs with Nessy proved to be a massive hit with children during the Victorian school holidays.

Specific projects were completed at the La Trobe University soccer facility and at Martin Park. A revamped participation walk and run event was conducted under the Mother’s Day Classic banner. A total of 500 participants took part, up from 50 in the previous year. The event linked to the existing Mother’s Day social gathering at Sumision Gardens and provided great support to the National Breast Cancer Awareness campaign.

The annual customer satisfaction survey revealed a significant increase in the community satisfaction with the provision and quality of parks and recreation areas.

Our cultural services area continued to thrive. Todos Arte was a resounding success this year with the number of workshop participants increasing from 1000 to 3040, and the creation of spectacular and unique creative products for Carnivale Wodonga Wild. This huge increase in numbers was due to the increase in workshops offered and the opportunities for passers-by to join in.

The project also experienced a significant increase in community groups participating with numbers growing from 20 to 47. Of the people surveyed, more than 82 per cent of respondents indicated that they rated the event above average or excellent. More than 82 per cent of respondents also indicated that they would definitely visit this event again in the future. This result suggests that attendance levels are likely to remain relatively constant or may improve, providing the program remains consistent or improves.

On Saturday, March 8, the City of Wodonga hosted its third annual Carnivale Wodonga street festival, this year encapsulating all that was ‘wild’. With more than 20,000 people taking a walk on the wild side, the event was a brilliant success.

A total of 87 per cent of survey respondents indicated that they rated the event above average or excellent, with overall satisfaction sitting at 98.4 per cent.

On Sunday, October 14, Wodonga hosted its 18th Children’s Fair. The fair was a huge success with more than 16,000 people through the gates. This year’s event program focused on interactive activities and creative play for children. Highlights of the day included performances by local artists, school and community groups, an amazing arts’ hall called habitat where children could create and explore, an interactive animal farm and a giant nylon zoo.
The children were entranced by storytellers and by Steve Bowen, Tickerlish Allsorts and Jitterbugs on the Woolworths’ entertainment stage.

For the first time, WorkSafe Victoria inspected our Children’s Fair. After reviewing all our event documentation and walking the event site, we received very positive feedback in terms of Wodonga Council’s risk and safety management processes. WorkSafe would like to use the City of Wodonga as an example for other councils running major events.

This year saw the adoption of the cultural services’ plan for the next five years with key strategies outlined for Arts Space Wodonga, Wodonga Civic Centre, the events’ program, arts’ development and public art. With significant state support, the council was pleased to launch the sculpture Porta at the gateway to Wodonga and Victoria. The Porta sculpture by local artist Ken Raff was commissioned as a landmark to signify the entrance to our city. ‘Porta’ is Latin for gateway or entrance. The three spheres chosen for Porta were selected for their aesthetic, strong geometric form and symmetry. The council is pleased to have worked with a local artist and engineering firm to create an iconic artwork with significant resonance.

Arts Space Wodonga hosted more than 150 activities in 2007-2008 with 16 exhibitions. The diversity of programming brought a cross section of audiences into the venue with works by young people, professional artists and general community members offering direct creative engagement of people of all ages and abilities.

Highlights included Franks Burgers’ A Pretty Mocking, A Festival of Art, Village Imprints — a shadow installation created with preschoolers in Wodonga and artist in residence Lisa Frankland, Landmarkings - a group exhibition of three local artists working in printmaking, Arts Wodonga and Hume Building Society Acquisitive Arts Award where 25 local artists were represented and Our Stories past, present and future journeys by Wodonga Middle Years (Felltimber) College. The delightful Wild Wearable Art costumes featured in March, followed by Worlds Apart by Wodonga’s own Ken Raff, Salt by Di Edmondson, and then 6 Degrees which was a fabulous snapshot of fine art in our region. Also featured in the program were performances by Devilish Mary and the regular open mic Feedback for young people, along with educational tours and the Smart About Art arts’ workshops.

The past year has seen the Wodonga Civic Centre host more than 251 separate events, with an audience of approximately 46,791; an increase of 6500 from the previous year. This strong patronage demonstrates the community’s need for an accessible venue and their commitment to featuring product in our CBD, despite the present venue condition. It is very exciting that the City of Wodonga also now has a Memorandum of Understanding in place with Arts Victoria that supports cultural development and programming within both Arts Space Wodonga and Wodonga Civic Centre.

Our city has continued to build on its reputation as a great place for families to live. Highlights in this area have included the $1 million municipal early years’ plan funding, the announcement of Belgrade Ave children’s hub redevelopment and White Box Rise Estate hub development with Wodonga South Primary.

We also won a state literacy award, and our partnership with Norske Skog for our ‘Story Time Anytime’ project and ‘November is Newsvember’ initiative with the schools was encouraging.

We held a children’s art exhibition which proved highly successful and hosted an early years’ conference in partnership with Charles Sturt University, which had excellent attendance figures. Our maternal and child health unit was one of four councils involved in the statewide pilot project
reviewing key age stage consultations for Victoria.

We continued work to improve our city’s playgrounds, with consultations on the Les Stone playground undertaken in partnership with Wodonga TAFE early childhood students.

This was a great exercise which showed the success of such a partnership and the importance of community consultation. We redeveloped our playground at Southside Terrace, which has attracted many favourable comments from our residents.
Wodonga Council – our people

Wodonga Council is committed to investing in the professional and personal development of our employees, building on the proven fact that a happy and satisfied employee translates to a happy and satisfied customer. The council’s key human resource objectives are:

- To encourage and enable all staff to make a personally satisfying contribution to the achievement of the organisation’s goals, thus continually improving the organisation;
- To maximise organisational effectiveness through the contribution of our people;
- To provide a work environment conducive to maximising the potential of our people, recognising wellbeing as a critical component of business success;
- To be recognised as a highly desirable place to work;
- To possess the staff with the skills to deliver the strategies and actions in the council plan; and,
- Have a culture based on our organisational core values.

Our vision
Our people, our city, our future

Our mission
We will strengthen our community in everything we do.
### Our values

<table>
<thead>
<tr>
<th>Trust</th>
<th>Respect</th>
<th>Integrity</th>
<th>Learning</th>
</tr>
</thead>
</table>

Our people have agreed to demonstrate the core values of trust, respect, integrity and learning through the behavioural competencies listed below. By demonstrating these values and behaviours, we build strong relationships with each other and with our community.

**Demonstrated by:**

| Build relationships | • Spend time getting to know team members and key stakeholders/clients
|                     | • Actively listen, be supportive and communicate openly
|                     | • Value what you and others do well and celebrate successes |
| Choose your behaviour | • Understand your emotions and the impact they may have when you interact with people
|                     | • Always pause and think before acting, and manage impulses for positive effect
|                     | • Be courageous, and step outside what is comfortable when required
|                     | • Be present and focus solely on the person you are with |
| Respect others | • Listen to, and understand others feelings and perspectives
|                     | • Resolve conflict positively, maintaining confidentiality and respect for all parties
|                     | • Respect individuality |
|                     | • Speak of those that are absent only in a positive way |
| Act with integrity to build trust | • Tell the truth in an appropriate and helpful manner that does not compromise the organisation's objectives and values
|                     | • Keep confidences
|                     | • Do what you say to the best of your ability
|                     | • Be open about mistakes |
| Work together and learn from each other | • Be patient with people as they learn
|                     | • Be open to new ideas and receive feedback openly
|                     | • Get involved
|                     | • Receive feedback openly and look for improvement opportunities
|                     | • Understand that everything we do affects others, now or later
|                     | • Work toward common goals and recognise we depend on each other to achieve them |
| Be community and customer focused | • Use community and customer feedback to improve services and relationships
|                     | • Continually strive to deliver the best services and outcomes for the resources available
|                     | • Have a 'can do' attitude
|                     | • Be friendly, co-operative and helpful
|                     | • Respond promptly to customer enquiries
|                     | • Exceed customer expectations wherever possible |
| Continuously improve and innovate | • Continually pursue improvement opportunities
|                     | • Generate and develop new ideas and share them
|                     | • Be willing to question the way things are to find solutions
|                     | • Seek out best practice and learn from it |
| Manage Risk | • Be prepared to take risks but continually assess implications of what you do before acting
|                     | • Spot problems and threats and respond appropriately
|                     | • Actively identify and plan ways to make good things happen for as many stakeholders as possible |
| Be open to change | • Respond well to new situations and see change as an opportunity to grow
|                     | • Be willing to change to meet future needs, despite being happy with the way things are now
|                     | • Recognise the need to support others through change |
Business excellence
The City of Wodonga has been using the Business Excellence Framework as the focus for its 12 year quality journey since 1996. The council’s efforts have been rewarded with 85 per cent of the residents currently advocating Wodonga as a great place to live and 93 per cent of staff considering that the City of Wodonga is a workplace they would recommend to friends and relatives as a great place to work. The commitment of the City of Wodonga to business excellence was recognised this year when the council won gold at the Business Excellence awards. The evaluation team acknowledged that there was a high level of performance across all category items and that the council has been identified as a ‘best in class’ practitioner in a number of critical aspects across the framework. They are:

- Leading the organisational culture;
- Gaining and using knowledge of customers and markets; and,
- Customer perception of value.

Other areas of excellence were identified from strategic planning and leadership.

The Business Excellence Steering Team champions business excellence throughout the organisation and oversees the direction of the program. The functioning of the Innovations Team was reviewed by the steering team, with a number of improvements recommended. One recommendation was to make the Bright Ideas process more user-friendly by having staff email their ideas to RALF, an organisational mascot who was created through a staff competition to help staff get more involved in making the City of Wodonga an even better place to work. RALF stands for Relationships, Attitude, Learning and Fun, and working on these four attributes has been identified as a way to help the organisation continue to improve. RALF is a fun character and a brand for business excellence.
Performance management and development system

Wodonga Council’s performance management and development system (PACT) was developed to ensure that all Wodonga Council employees are clear about what the organisation’s expectations are and that they are provided with support and development opportunities to achieve this. The PACT enables council to capture data to inform us on both individual and organisational competency gaps, so we can plan for and direct appropriate learning, development and career planning strategies to close those gaps. Introduced into the organisation in April 2007, the PACT was reviewed in 2008 with improvements identified and implemented. Key components of the system include:

- Personal competencies;
- Technical competencies;
- Competency library/position descriptions;
- Work plans;
- Annual reviews;
- Learning and development library;
- Career paths’ program; and,
- 360 degree feedback survey

Human resources’ strategy

The human resources’ strategy has been in place for several years and this strategy enables the Wodonga Council to adequately plan for future human resource requirements by considering:

1. Identification of key projects/developments;
2. Determining resource levels to meet future demands;
3. Analysis of skills required to meet future demands; and,
4. Succession planning within the council and professional/career development for staff.

Leadership development

Professional and personal development of our leaders continues to be a focus. The ‘in-house’ 360 degree assessment tool, developed in 2007 and aligned to the council’s behavioural competencies, was utilised again this year, providing our third line management team with feedback from their direct reports, superiors, peers and customers on their behavioural competence.

The feedback identifies strengths and areas for development, and personal development plans are produced from the results. This tool is to be rolled...
Employee assistance program
The council has a strong commitment to work with and support our people with their developmental, health and well being needs. The council has a clear understanding that our people’s personal and work lives do intersect and that the well being of our people is inextricably linked to the achievement of our business outcomes. The employee assistance program plays an integral role in achieving this commitment.

The employee assistance program has been in place at the council for more than 10 years. The objective of the program is to provide a confidential counselling and support service and appropriate referrals to all staff (and their families when appropriate) to resolve their personal and/or work-related problems.

Workplace health and safety
The council is continuing to improve the Occupational Health and Safety (OHS) systems in place for our staff and the people who are contracted to do work for us. We have continued our focus on implementing an improved OHS contractor management system that requires all contractors to qualify prior to engagement to ensure their OHS systems are in place and are monitored throughout the contract period. We have implemented specific OHS plans for the different business units that now form the framework for ongoing monitoring and continuous improvement.

Equal employment opportunity (EEO)
Workplace harassment, discrimination and bullying are unacceptable behaviours in terms of both council’s values and current legislation. The EEO program aims to provide training to all employees on council’s policies and processes and their rights and responsibilities under the legislation, for the purpose of eliminating incidences of such unacceptable behaviours.

The council’s workplace harassment, discrimination and bullying policies are reviewed on a yearly basis.

The council’s induction program includes a segment on EEO legislation, and council’s processes and policy are provided to all staff prior to commencement as part of their employment information.

Equal employment opportunity contact officers
The council has three EEO contact officers. The EEO contact officers’ role is to provide a first point of contact for staff with queries and concerns relating to any aspect of EEO. The new contact officers received comprehensive training in all aspects of EEO in preparation of their new role.

Staff newsletter
A staff newsletter, the COW Chronicle, is published regularly and conveys messages on business excellence achievements, staff achievements, new staff and departing staff as well as events and activities undertaken by staff.
Profile of councillors as of June 30, 2006

<table>
<thead>
<tr>
<th>Name</th>
<th>Elected</th>
<th>Retirement date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Rod Wangman (Mayor)</td>
<td>26/11/2005</td>
<td>November, 2008</td>
</tr>
<tr>
<td>Cr Anna Speedie (Deputy)</td>
<td>26/11/2005</td>
<td>November, 2008</td>
</tr>
<tr>
<td>Cr John Mahony</td>
<td>17/7/2004</td>
<td>November, 2008</td>
</tr>
</tbody>
</table>

Meeting attendance July, 2007 to June, 2008
Please note no special meetings were held during the 2007-2008 financial year:

<table>
<thead>
<tr>
<th>Councillor</th>
<th>Attendance at council meetings (number of possible in brackets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>R Wangman</td>
<td>11 (12)</td>
</tr>
<tr>
<td>B Wicks</td>
<td>12 (12)</td>
</tr>
<tr>
<td>J Hanuska</td>
<td>11 (12)</td>
</tr>
<tr>
<td>A Speedie</td>
<td>11 (12)</td>
</tr>
<tr>
<td>L Mahood</td>
<td>12 (12)</td>
</tr>
<tr>
<td>J De Kruiff</td>
<td>12 (12)</td>
</tr>
<tr>
<td>J Mahony</td>
<td>10 (12)</td>
</tr>
</tbody>
</table>
Councillor appointments to committees and other local organisations:

External committees:

**Murray Arts**
Cr Anna Speedie

**Murray Darling Association Inc – Region 1 Committee**
Cr Brian Wicks

**Municipal Association of Victoria**
Nominee – Mayor
Substitute Representative – Deputy Mayor

**Victorian Local Governance Association**
Nominee – Mayor
Substitute Representative – Deputy Mayor

**Upper Murray Regional Library**
Cr Anna Speedie

**North East Victorian Waste Management Group**
Cr John Mahony

**Municipal Emergency Planning Committee**
Cr John De Kruiff

**Wodonga Racecourse Recreation Reserve Committee of Management**
Cr Lisa Mahood

**RoadSafe**
Cr John De Kruiff

**Wodonga Chamber of Commerce**
Cr Rodney Wangman (non-voting role)

**Destination Albury Wodonga**
Cr Rodney Wangman (non-voting role)

**Advisory Group Hume to Yarrawonga Waterway Management**
Cr Brian Wicks

**Wodonga Liquor Accord**
Cr Lisa Mahood

**Victorian Local Sustainability Network**
Cr Lisa Mahood

**Bonegilla Migrant Experience Steering Committee**
Cr John De Kruiff

**Friends of Willow Park**
Cr Rodney Wangman
Cr Jenny Hanuska

**Alliance of the Councils and Shires of the Upper Murray**
Cr Brian Wicks

**Albury Wodonga Corporation Land Disposal Committee**
Mayor
Chief Executive Officer

Statutory committees:

**Country Fire Authority - Municipal Fire Prevention Committee** (O50.0136)
Councillor representative Cr John De Kruiff
Municipal Fire Prevention Officer Chairman and Executive Officer. Position is currently held by Mark Verbaken

External committees: Staff

**Municipal Emergency Planning Committee**
Municipal Emergency Resource Officer (Ray Henderson)
Municipal Fire Prevention Officer (Mark Verbaken)
Municipal Recovery Manager (Debbie MacKinlay)

**Regional Emergency Planning Committee**
Municipal Emergency Resource Officer (Ray Henderson)
Municipal Fire Prevention Officer (Mark Verbaken)

**Wodonga Racecourse Recreation Reserve Committee of Management**
Manager Recreation

**Albury Wodonga Regional Immigrant Settlement Committee**
Manager Aged Services
North East Victorian Waste Management Group
Manager Health and Civic Services

Victorian Local Sustainability Network
Director Sustainable Development (substitute representative for councillor nominee)

Councillor Advisory Committees
Place Names’ Advisory Committee
Councillor representative: Cr John Mahony
External representatives: Eileen Andrews, Graham Crapp, John Hillier
Staff representatives: Manager Statutory Planning, GIS Co-Ordnator, Rates Revenue Administrator, Infrastructure Technical Officer, Executive Services Officer

Traffic Liaison and Road Safety Advisory Committee
Councillor representative: Cr John De Kruiff
Staff representative: Manager Infrastructure

Australia Day Committee
Councillor representative: Cr Jenny Hanuska
Staff representatives: Various

Audit Committee
Councillor representative: Cr John Mahony
External representatives: Tony Holt, Business Manager, Catholic College
Staff representative: Services (non-voting) Peter Wallace, Farmer Director Business

Wodonga Livestock Exchange Committee
Councillor representative: Cr Brian Wicks
External representatives: Angela Avery, Ross Coyle, John Watson
Staff representatives: Director, Business Services Manager, Wodonga Livestock Exchange

Heritage Committee
Councillor representative: Cr Lisa Mahood
Staff representatives: Manager Statutory Planning Planner
Councillor profiles:

Rodney Wangman (Mayor)
Office: (02) 6022 9202
Mobile: 0400 965 253
Email: rwangman>wodonga.vic.gov.au
Rod is married with three children and is chief executive of the Continuing Education Centre. Rodney has a background in business, education and community services with a Master of Educational Studies and a Degree in Applied Science. Rod was elected Mayor in November, 2007.

Elected November 26, 2005 — retirement date November, 2008

Brian Wicks (Deputy Mayor)
Office: (02) 6022 9202
Mobile: 0438 698 194
Email: bwicks>wodonga.vic.gov.au
Brian was a small business owner in Wodonga for 20 years and is now semi-retired. His background has been in industrial engineering and business with 17 years with a multinational company in Canada. He has been involved with the Rotary Club of Wodonga West and was the instigator of the Huon Hill Lookout Project in 1996. He is currently chairman of the Wodonga Livestock Exchange Board and the Alliance of Councils and Shires of the Upper Murray (ACSUM). He is Wodonga Council’s representative on the Murray Darling Association and the Hume to Yarrawonga Advisory Group. His involvement with many community groups over the past 20 years has led to his passion and commitment for Wodonga’s future growth and development. He was elected Deputy Mayor in November, 2007.

Elected November 26, 2005 — retirement date November, 2008

John De Kruiff
Office: (02) 6022 9202
Mobile: 0407 850 906
Email: jdekruiff>wodonga.vic.gov.au
John is semi-retired after 24 years with the Victorian Police and has had his own successful business for 14 years. His previous community involvements include president of the Vietnam and Associated Veterans Club, local Navy Cadets and chairman of Citizens Against Forced Amalgamation. Elected November 26, 2005 — retirement date November, 2008

Jenny Hanuska
Office: (02) 6022 9202
Mobile: 0431 223 519
Email: jhanuska>wodonga.vic.gov.au
Jenny grew up in Wodonga. She is married with four children. She has worked in local and state government. In 2007, Jenny with her husband opened The Daily Scoop ice cream shop. She hopes that her own small business will contribute to Wodonga’s character and identity. Jenny’s main goal is to continue her commitment to improve the council’s community consultation processes. Her other focus is to support social programs such as Lounging on High. Jenny is the council representative for the Friends of Willow Park and Chair of the Australia Day Committee. Elected November 26, 2005 — retirement date November, 2008

John Mahony
Office: (02) 6022 9202
Mobile: 0417 662 635
Email: jmahony>wodonga.vic.gov.au
John was born in Wodonga and moved to Melbourne to further academic interests after secondary school. After living overseas and building a successful career with TABCorp, John returned to Wodonga in 1995 and owned and operated a business in Wodonga until 2005. John lives in Wodonga with his wife Diane and their two daughters. John brings to the council his corporate and business experiences balanced by a keen sense of social justice. John is council’s representative and board member of the North East Victoria Waste Management Group, chairman of the North East and Goulburn Valley Caravan Park Resource Management Committee and chairman of council’s Audit Committee and council’s Place Names’ Committees. Elected July 17, 2004 — retirement date November, 2008

Lisa Mahood
Office: (02) 6022 9202
Mobile: 0409 562 903
Fax: (02) 6022 9346
Email: lmahood>wodonga.vic.gov.au
Lisa has lived in the area for more than 20 years. She is a mother of two with a background in nursing, working with disabled people and retail. She believes in the importance of engaging people in the community and is passionate about providing an environment that encourages people to become more involved in the community. She is committed to helping Wodonga to continue to grow as a wonderful place for people to live, work, invest and raise a family. Lisa is also a former Mayor who served in this position from 2000 to December, 2006. Elected March 15, 2003 — retirement date November, 2008

Anna Speedie
Office: (02) 6022 9202
Mobile: 0417 138 938
Email: aspeedie>wodonga.vic.gov.au
A sales and marketing manager, Anna has a degree in commerce and international experience in business and accountancy. Anna’s family all live in the area and she has a young daughter, aged five years. Anna has a full-time management position at Wodonga TAFE. Anna is a former Deputy Mayor of the council. Elected November 26, 2005 — retirement date November, 2008
Directors’ profiles

Gary Arnold: resigned September 14, 2007
David Roff: resigned August 9, 2007
Johan Louw: commenced December 10, 2008
Trevor Ierino: commenced October 15, 2008
Ray Henderson: Acting director from September 17, 2008, appointed as director on April 14, 2008.

Michael Gobel
Director Investment Attraction and acting CEO
B.Sc., M.App.Fin.
Michael joined the council in 2004 as Director of Investment Attraction. Since the resignation of Peter Marshall, he has been acting CEO, a role he will continue in until August, 2008. Prior to coming to Wodonga, Michael had 13 years of experience in merchant banking and corporate finance and has dealt extensively with large companies raising both debt and equity capital. He has worked with numerous state, local government and public investment vehicles, providing asset and liability analysis and borrowing and investment strategies. In his time working with merchant banks, Michael has worked with domestic and international institutional investors in debt, equity and property markets. Michael is responsible for the following areas of the council’s investment attraction business unit:

- Investment attraction;
- Economic development;
- Marketing;
- Skilled migration;
- Events; and,
- Arts and culture.

As acting CEO, his responsibilities have included:

- Executive services’ support;
- Corporate planning;
- Governance; and,
- Public relations and communications.

Patience Harrington
Director Community Development
Patience has been a director with the Wodonga Council since 2003 and has extensive experience in both the management and delivery of community and health-related services at a local and regional level. She has also worked at the commonwealth and state government level in the development and evaluation of service delivery models with a particular focus on community engagement and social policy development. Patience is responsible for the following areas of the council’s community development business unit:

- Community planning;
- Service planning;
- Risk and community safety;
- Health and civic services;
- Learning city;
- Early years;
- Aged services;
- Recreation and youth services; and,
- Healthy communities’ project.

Trevor Ierino
Director Business Services
B.Bus, FCPA, GAICD
Trevor’s career spans 30 years in both public and private sector industries. These include banking, motor vehicle manufacturing, food manufacturing, printing services as well as 10 years as Chief Financial Officer with Australia’s largest rural water authority. He is a Fellow of CPA Australia, and a graduate of the Australian Institute of Company Directors Course. In parallel with his financial background, Trevor has developed a keen and passionate understanding of the equal importance of environmental and social issues for all outcomes to be truly sustainable. He joined the City of Wodonga as Director of Business Services in October 2007. Trevor is responsible for the following areas in council’s business services business unit:

- Finance;
- Information services;
- Organisational development;
- Wodonga Livestock Exchange;
- Customer services;
- Wodonga Sports and Leisure Centre;
- Fleet and motor vehicles.

Ray Henderson
Director City Infrastructure
Ray is a qualified civil engineer with more than 36 years’ local government experience with the city. He has worked with numerous developers, service authorities and government agencies and has had a wide range of local government experience. Ray is responsible for the following areas of council’s infrastructure business unit including:

- Infrastructure design services;
- Subdivision approvals and construction;
- Landscape design and construction;
- Infrastructure project management;
- Asset management; and,
- OSF constructions.

Johan Louw
Director Sustainable Development
BA, GradDip (Civil Engineering), PhD (Urban Studies)
Johan’s local government career has been complemented by experience gained working at state government level and in the private sector. He has a keen interest in sustainable development, ensuring a balance between development and environmental outcomes. Johan is responsible for the following areas of council’s sustainable development business unit:

- Sustainability;
- Strategic planning;
- Statutory planning;
- Building services;
- Health and civic services; and,
- Parks.
Mayor’s message: Cr Rodney Wangman
On behalf of my fellow councillors of Wodonga city, it is with pleasure I present council’s 2007-2008 annual report.

It has been a year when as a council, we have achieved a great deal and set further directions that will see our city grow.

There have been so many good things happen to us as a city, with the stand out being the visit to Wodonga in June 2008 by the Victorian Premier John Brumby announcing the start later this year on the removal of the railway line from Wodonga's central business district. As a community, we have eagerly awaited this decision and the railway line's removal is a significant step in our plans to improve our city’s CBD opening opportunities for new retail, commercial and community facilities which should be expected within a major regional city.

As part of planning and design of these changes to our High St and CBD, we employed David Engwicht as the council’s CBD Placemaker at the beginning of the 2007-2008 financial year and, together with our retailers and through community forums, we are starting to see the many changes which will improve the atmosphere of High St and our CBD area. Now, we have this solid commitment from the Brumby Government, coupled with funding from both the Victorian and federal governments, we are closer to achieving our dream for a vibrant city heart. Once work begins, we can celebrate as a community as this historic event occurs. It puts us in an enviable situation as a community in that we virtually have a clean slate to rebuild our city's heart, and I’m sure many residents are as thrilled as we are that this work will finally begin.

Another highlight of the year has been our progress on the new Aquatics and Leisure Centre at White Box Rise Estate. We received a visit from the Victorian Minister for Sport, James Merlino, in February, to announce the government would be supporting this project with funding. This was a great day for Wodonga and means the project has support at the highest level.

We have placed a strong emphasis on the need for greater community consultation and this will continue into the future. In April, 2008, we held our highly successful ‘Make Wodonga Yours — Shape the Future’ conference, which attracted more than 160 of our community leaders to listen to some of the country’s authorities on the environment, economy, future needs of our country and much more. It was a day from which we began the long process of defining our city’s future and how we can take steps now to ensure that we are on the right path to making it the best place for future generations.

At the same time, we launched our youth leadership program, which is designed to take the talents of young people and empower them with the knowledge to play a significant role in the future of Wodonga. A brains’ trust is overseeing this process and the early indications are that we will see real and tangible results from this very important initiative.

We also announced that we will start on a Neighbourhood Power program in this financial year. This aims to have neighbours working together on various projects, building the links between smaller groups from our community and ensuring that our people are enjoying a sense of ownership and pride in their surrounds. Again, we expect some great results from this program.

Towards the end of the year, we also announced that we will be undergoing an expression of interest process in the sale of our LOGIC industrial hub. By selling LOGIC as a large parcel, we will firstly improve our city's financial status, which in turn will enable us to build infrastructure to meet the growing needs of our population. LOGIC has many attributes and has grown significantly in terms of tenants, many of which are large employers to our region, including the Woolworths distribution hub which now employs more than 420, and Border Express, which is another large employer for our region. The sale of LOGIC is an important step for our council, and we believe this announcement has been widely supported in the community.

I would like to take this opportunity to thank my fellow councillors, council staff and the many people in our community who have taken the time to discuss their ideas and concerns with us over this past year. We all enjoy a great city.
Acting chief executive officer’s message
Michael Gobel
At the time of writing this, I am acting as chief executive officer of Wodonga Council following the resignation of long-standing council chief, Peter Marshall, who left the council in May, 2008.

It has been a privilege to fill this role at the council.

In July, 2008, we announced that Gavin Cator, who was formerly the CEO of Moira Shire Council, had been successful in being appointed the new CEO of Wodonga Council, and we will move into a new era under Gavin’s leadership from August, 2008. In reflecting on the 2007-2008 financial year, there were many great achievements as a council. Many of them have been mentioned in the Mayor’s report, but the one as a workplace, of which we are most proud, is the fact that Wodonga Council took out the gold in the Australian Business Excellence Awards.

The national award is recognition that we are doing things well and the result of many years of hard work. It is testament to the progressive nature of the Wodonga Council in improving engagement and service to the community.

The council has been practising the principles of business excellence for several years now and a panel of judges visited Wodonga during 2007-2008 to interview staff about the practices at the council and how we put our values into everyday use. Business excellence is really simple — it’s about getting better at whom we are and what we do.

Our approach at Wodonga Council is based on the Australian Business Excellence Framework, a document that describes all the things our people need to work at if they want to be part of a high-performing organisation, delivering value to its customers. It encourages us to ask ourselves what we are good at, what our community needs and what we need to do in order to improve.

As a result of its commitment to business excellence, the council has seen the introduction of some great initiatives, process improvements and the development of a great culture throughout the organisation.

Also last financial year, our council undertook a large restructure, including the creation of a new directorship, sustainable development. This was a result of our growing interest in the need to be sustainable in the future in all areas, which we believe will bring results in making Wodonga a greener and cleaner city for all. The staff restructure is about making us a better organisation and delivering even greater results to the community, something we place great importance on.

As we move into a new era, we believe we are well placed as a city to grow with our community and we look forward to joining you on this journey.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordability/</td>
<td>Average rates and charges per assessment</td>
<td>$1361</td>
<td>$1439</td>
<td>$1507</td>
</tr>
<tr>
<td>Cost of governance</td>
<td>Average rates and charges per residential assessment</td>
<td>$1222</td>
<td>$1272</td>
<td>$1310</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Average liabilities per assessment</td>
<td>$2494</td>
<td>$2468</td>
<td>$2654</td>
</tr>
<tr>
<td>Operating result per assessment</td>
<td>Average community satisfaction rating for overall performance generally of councils</td>
<td>69 Index mean</td>
<td>69 Index mean</td>
<td>69 Index mean</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Average operating expenditure per assessment</td>
<td>$2707</td>
<td>$2966</td>
<td>$3108</td>
</tr>
<tr>
<td>Average capital expenditure per assessment</td>
<td>18 per cent renewal and maintenance gap</td>
<td>$553</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>46 per cent renewal gap</td>
<td>$654</td>
<td>$3108</td>
<td>$533</td>
</tr>
<tr>
<td></td>
<td>26 per cent renewal and maintenance gap</td>
<td>$2270</td>
<td>$2966</td>
<td>$3108</td>
</tr>
<tr>
<td>Renewal gap</td>
<td>Average operating expenditure per assessment</td>
<td>$3107</td>
<td>$3108</td>
<td>$3108</td>
</tr>
<tr>
<td>Governance</td>
<td>Community satisfaction rating for council's advocacy and community representation on key local issues</td>
<td>52 Index mean</td>
<td>52 Index mean</td>
<td>52 Index mean</td>
</tr>
<tr>
<td>Community satisfaction rating for council's engagement on decision</td>
<td>69 Index mean</td>
<td>69 Index mean</td>
<td>69 Index mean</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>Average liabilities per assessment</td>
<td>$2494</td>
<td>$2494</td>
<td>$2494</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Average rates and charges per residential assessment</td>
<td>$222</td>
<td>$222</td>
<td>$222</td>
</tr>
<tr>
<td>Average rates and charges per residential assessment</td>
<td>37 per cent renewal and maintenance gap</td>
<td>$1307</td>
<td>$1307</td>
<td>$1307</td>
</tr>
<tr>
<td>Governance</td>
<td>Cost of affordability</td>
<td>$1507</td>
<td>$1507</td>
<td>$1507</td>
</tr>
<tr>
<td>Cost of affordability</td>
<td>Average operating expenditure per assessment</td>
<td>$3107</td>
<td>$3108</td>
<td>$3108</td>
</tr>
</tbody>
</table>
Wodonga — a great place to live, work and invest

One of the many reasons Wodonga has enjoyed unprecedented growth during the past 25 years is its strategic placement between Melbourne and Sydney on the Hume Highway. The city’s residential base is more than 35,000, and Wodonga services a regional population of 160,000.

Wodonga is ideally situated on the Murray River with surrounding hills, rich agricultural valleys, adjacent wineries and historic towns. Wodonga enjoys a beautiful climate — hot dry summers, mild autumns and spring, along with cool winters.

Wodonga has access to capital city standard health and medical facilities with a comprehensive range of services available to the community, meeting the needs of young and old alike. Maternal and child health centres, two first-class hospitals, retirement accommodation options and nursing facilities are available to residents. The city offers specialist and diagnostic services, oncology, family counselling, youth services, meals on wheels and home care.

Wodonga has excellent educational facilities which include a variety of schools, a school for people with special needs, an acrobatic school (Fruit Fly Circus), Continuing Education Centre, three secondary colleges and four denominational colleges. The tertiary facilities at Wodonga Institute of TAFE and the Wodonga campus of La Trobe University offer a broad range of both undergraduate and graduate degree, diploma and certificate courses.

Wodonga offers a huge variety of affordable housing. Houses in a wide price range offer different lifestyle options. Inner city living, city style units, beautifully designed family homes or a few hectares on the outskirts of the city are all available. There are several aged care facilities and one retirement village and several others in the planning process.

Wodonga is a great place for families and the council actively promotes early literacy, encouraging families to work together as a unit and putting the processes and services in place to ensure support is provided to families. Modern innovative residential developments, a thriving commercial area and an expanding industrial base are three major ingredients for ensuring the continued growth of this unique area of North East Victoria.

The city of Wodonga is working to maintain a balanced community through a strategic planning approach aimed at enhancing every aspect of residents’ lives. Both public and private sectors are encouraged to ensure that physical and social infrastructure and service delivery keep pace with residents’ needs, providing an excellent lifestyle for all who live here.

Wodonga’s strategic location has encouraged the establishment of major manufacturing companies resulting in sustained growth which, in turn, has encouraged the development of land and housing. Wodonga is home to a broad range of industries that offer a wide variety of employment opportunities. From pet food to plastics and metal fabrication, education to engineering, manufacturing to medical, transport to tourism, you will find a job to suit your skills. The city has a workforce of more than 18,000 people.

In terms of employment, manufacturing remains the largest industry in the Wodonga region providing 18.6 per cent of local jobs. Other major sectors include retail sales (14.2 per cent), government and defence (12.3 per cent), health and community services (11.4 per cent) and education (11.2 per cent). Construction already plays a significant role in the Wodonga economy including the recently constructed internal freeway. The economy is set to provide an expansion of jobs with the imminent realignment of the rail infrastructure from the CBD.

The new industry hub, LOGIC, located just outside Wodonga, and recently announced technology developments mean the city is expected to experience rapid growth in the telecommunications and transport and warehousing sectors. Major projects are expected to provide more than 4000 new jobs over the next five years.
### Key City Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006-2007</th>
<th>2007-2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated resident population</td>
<td>34,831</td>
<td>34,776</td>
</tr>
<tr>
<td>Total number of rateable properties</td>
<td>15,088</td>
<td>15,499</td>
</tr>
<tr>
<td>Number of building approvals (council and private certification)</td>
<td>771</td>
<td>729</td>
</tr>
<tr>
<td>Value of building approvals (council and private certification)</td>
<td>$93,376,751</td>
<td>$99,873,503</td>
</tr>
<tr>
<td>Km council roads (sealed)</td>
<td>423.1km (includes 71km of roads controlled by VicRoads)</td>
<td>427.8km (includes 71km of roads controlled by VicRoads)</td>
</tr>
<tr>
<td>Km council roads (unsealed)</td>
<td>104km</td>
<td>105.7km</td>
</tr>
<tr>
<td>Number of sealed bike paths</td>
<td>53km</td>
<td>54km</td>
</tr>
<tr>
<td>Number of greenwaste service users</td>
<td>3114</td>
<td>4230</td>
</tr>
<tr>
<td>Area sq km</td>
<td>430</td>
<td>430</td>
</tr>
<tr>
<td>Commercial occupied properties</td>
<td>599 occupied 17 vacant</td>
<td>600 occupied 14 vacant</td>
</tr>
<tr>
<td>Industrial occupied properties</td>
<td>473 occupied 73 vacant</td>
<td>484 occupied 77 vacant</td>
</tr>
<tr>
<td>Boundaries</td>
<td>Shires of Indigo, Towong and the NSW state border (Albury City and Greater Hume councils)</td>
<td></td>
</tr>
</tbody>
</table>
Commitment to service
We are committed to achieving excellent customer service and to providing quality service at the best price. We will add value to the community in everything we do through our vision and commitment to the following seven key themes.

Leadership – ‘Leading the way forward’ Page 25
We will take a lead role in planning strategically for the growth and needs of our community. We will promote Wodonga and market council services and represent our community with strong and effective leadership and advocacy.

Lifestyle – ‘The way we live’ Page 29
We will provide quality, accessible and affordable services responsive to community need to enhance the lifestyle of our city.

Environment – ‘Preserving and enhancing our natural heritage’ Page 37
We will pursue every opportunity to ensure our community enjoys an attractive and healthy environment.

Infrastructure – ‘Building the future for Wodonga’ Page 42
We will build on our natural surroundings and community assets to provide functional infrastructure to enhance the living environment and provide for the sustainable growth of our community.

Economic development – ‘Creating jobs’ Page 47
We will provide for the economic growth of our city by vigorously pursuing development opportunities and creating a dynamic economic environment.

Organisational development – ‘In search of excellence’ Page 63
We will provide benefits to ratepayers by ensuring that our organisation is efficient and competitive by following a path of continuous improvement. We will achieve this by promoting the corporate values of:

• Cultivating consultation and open decision making;
• Being responsive to opportunities and the community’s changing needs;
• Being flexible in our approach to service provision;
• Operating the organisation with integrity and honesty at all times; and,
• Being competitive in everything we do.
### Leadership – ‘Leading the Way Forward’

#### Goals
- To provide effective representation and advocacy on behalf of the community.
- To improve the financial position of the organisation.

#### Strategies
- To provide stable and democratic local government representing the interests of the local community and acting in the best interests of the community through:
  - Effective representation;
  - Democratic processes which are open and accountable;
  - Effective support services to the council and councillors;
  - Comprehensive administrative services to ensure effective council meetings and governance processes; and,
  - Meeting, or exceeding, government reporting requirements and deadlines.

#### Measured by
- Achieve 75% rating in the Statewide Annual Community Survey for advocacy.
  
  **Actual 60%**.

- Achieve 78% rating in the Statewide Annual Community Survey for Overall Council Performance.
  
  **Actual 68%**.

- An increased operating surplus as set each year in council’s budget.
  
  See financial report for more details.

### Key Actions 2007/2008

- Plan ongoing community engagement activities around key council projects and initiatives [CA].

  **Community get-togethers have been held in conjunction with key decision making by the council to enable residents to have their say with greater ease. Also, we have held forums where appropriate so people can come along and talk about their views, including the EOI process on the Wodonga Sports and Leisure Centre. A highly successful Make Wodonga Yours – Shape the Future forum was held in the Wodonga Civic Centre in April, 2007 to enable people to express their views about what was needed in Wodonga over the next 25 years, attracting more than 220 people. Regular workshops have been held with developers and other interested groups about Wodonga.**
  - Hold meetings with community leaders to discuss issues relevant to their roles in the community – eg: faith leaders, school principals, developers, etc. [CEO].

  **Meetings were attended each quarter.**
  - Develop council’s leadership team of councillors and executive staff to ensure that it functions effectively [CEO].

  **Mid year retreat held and a monthly program of strategic speakers.**
  - Develop links between council’s leadership team and community leaders in order to promote a shared vision [CEO].

  **Meetings held with bank managers, CBD traders and street BBQ proponents.**
  - Develop a strategy for the provision of health services in Wodonga through liaison with the Victorian Health Minister, local GP’s and specialists, and the Wodonga Hospital Board [CEO / DCommD].

  **This matter has been pursued at a regional level through the Alliance of Councils and Shires of the Upper Murray (ACSUM) including discussions with health ministers from Victoria and NSW.**
  - Develop a budget which reflects increased funding for capital work from operating [DBS].
  
  **Achieved. Budget delivered which aims to repay borrowings with rate revenue increases which are below CPI.**
## Leadership – ‘Leading the Way Forward’

### Goals

- To work with regional organisations in order to improve services and outcomes for Wodonga.

### Strategies

- Encourage resource sharing and the planning of integrated services between neighbouring councils.
- Pursue and cooperate on major projects and events with neighbouring councils and regional organisations where there is a mutual benefit.
- Continue open dialogue with Albury Council on a regular basis.
- Participate in discussions aimed at aligning state laws when requested by the state government.

### Measured by

- **Meetings were attended each quarter.**
- **Meet with the Mayor and General Manager of Albury City Council on at least four occasions each year.**

### Regional Co-operation

<table>
<thead>
<tr>
<th>Regional Co-operation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td>To work with regional organisations in order to improve services and outcomes for Wodonga.</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
</tr>
<tr>
<td>Encourage resource sharing and the planning of integrated services between neighbouring councils.</td>
</tr>
<tr>
<td>Pursue and cooperate on major projects and events with neighbouring councils and regional organisations where there is a mutual benefit.</td>
</tr>
<tr>
<td>Continue open dialogue with Albury Council on a regular basis.</td>
</tr>
<tr>
<td>Participate in discussions aimed at aligning state laws when requested by the state government.</td>
</tr>
<tr>
<td><strong>Measured by</strong></td>
</tr>
<tr>
<td>Meetings were attended each quarter.</td>
</tr>
<tr>
<td>Meet with the Mayor and General Manager of Albury City Council on at least four occasions each year.</td>
</tr>
<tr>
<td><strong>Key Actions 2007/2008</strong></td>
</tr>
<tr>
<td>Provide leadership and ongoing participation in Primary Care Partnerships (PCP) [MAS].</td>
</tr>
<tr>
<td>Continue to participate in the PCP providing local government perspectives to primary care in Wodonga.</td>
</tr>
<tr>
<td>Continue to work co-operatively on immunisation and environmental health initiatives with neighbouring councils. [MH&amp;CS].</td>
</tr>
<tr>
<td>Council’s immunisation team now fully services four nearby councils due to the technical and remoteness difficulties experience in their areas. Our expertise in the field of immunisation is highly regarded and valued.</td>
</tr>
<tr>
<td>Continue co-operative arrangements with the North East Mayors’ and CEOs’ Group, Regional Cities Victoria, the Alliance of the Councils and Shires of the Upper Murray, and the North East CEOs’ and Regional Managers’ Group [CEO].</td>
</tr>
<tr>
<td>Regular meetings of all these groups were held.</td>
</tr>
</tbody>
</table>
Leadership – ‘Leading the Way Forward’

### Goals

- To plan for up to a 50-year horizon, shaping the future of the city and providing for the growth needs of the community whilst maximising the city’s strategic advantages.

### Strategies

- Engage stakeholders in community strengthening and capacity building exercises.
- Consult with residents to develop and maintain an awareness of their expectations.
- Plan for the development of residential land for all sectors of the market applying new urbanism principles.
- Research social and demographic trend patterns, including generational trends, into the future and develop strategies to address Wodonga’s future growth.

### Measured by

- Increase in performance mean to 3.9 in the Annual Community Satisfaction Survey. **Actual figure achieved was 3.4.**
- The number of appeals to VCAT and the number of successfully mediated outcomes. In all, 0.8% of the total number of applications processed was appealed. Of that, 50% success rate at VCAT.
- Number of residential lots held in available land bank. 580 vacant residential lots (1/7/2008).

### Key Actions 2007/2008

- Undertake the community consultation phase of the 25 year Community Plan [DCommD]. **Consultation phase for visions and strategies to be completed by October 20, 2008.**
- Develop indicators of sustainability linked to the 25 year Community Plan [DCommD]. **Initial research has been undertaken in the development of these indicators.**
  - Complete the first half of Stage Two of the Heritage Study [MSPS]. **Started but behind schedule. Heritage Consultants Frontier Architects have been appointed to commence detailed investigations on the short listed properties under Stage 2 of the Heritage Study. It is still early days. It is intended that the consultant provides a presentation to the new council, together with representatives from Heritage Vic and the Department of Community Development. This will happen post a meeting with the councillor Lisa Mahood, council rep for the committee.**
- Implement on-line lodgment of planning applications through Pathway [MSPS]. **Work in progress in collaboration with IT unit of council.**
- Develop and implement Profile ID demographic profile [MCP and MIA]. **Profile ID has been implemented and is in use and available on the council’s website.**
Leadership – ‘Leading the Way Forward’

Goals

- To have residents aware of, and to provide opportunities for the community to have input and feedback into, all aspects of council’s services, facilities and projects.

Strategies

- Ensure open and responsive communication with the community.
- Provide regular information through all media.
- Develop and maintain a database of community information.
- Continue to promote council’s achievements, projects and plans at a range of venues in the community.
- Provide up to date information for potential and new residents.
- Develop from the spread of community consultation actions within this document, a community engagement and communication strategy.

Measured by

- Ensure the satisfaction level for advocacy as measured by the Annual Statewide Community Satisfaction Survey has an indexed mean of more than 80.
  Actual 68%.
- Ensure the satisfaction level community engagement as measured by the Annual Statewide Community Satisfaction Survey has an indexed mean of more than 70.
  Actual 64%.
- Increase website visitation, as measured by council’s Community Survey. Target 30% of the population.
  Actual 40%.

Key Actions 2007/2008

- Develop and implement a communication strategy to facilitate two way information exchange between the council and the community. Methods to include internet, CityLife newsletter, individual program surveys, media, public forums, community conversations, and council noticeboards. [MSM / CA].

Community noticeboards established at five locations in the city in July, 2007. The information on these is changed every fortnight and is proving a great way to promote council activities and messages. CityLife is now published on a monthly basis, which has received positive feedback from the community. Greater focus has been on regularly updating the internet and analysing feedback which is being given about content and usage. The internet is a highly popular way of communicating our key messages to the community and has been very effective in promoting community consultation activities, such as surveys and forums such as Shape the Future. Our relationship with the media has improved with more positive stories about council activities receiving coverage. The employment of a communication’s officer in August, 2007, has enabled us to do better promotion of council events and happenings.

- Ensure a positive image of council throughout the community through a marketing communications’ program that increases community awareness of council activity, encourages community interaction and builds community pride [MSM / CA].

Council activities are being promoted through the monthly publication of CityLife and our community noticeboards. We have implemented methods enabling two-way conversation between the community and the council through the internet, and this has been well utilised.
- Conduct a review of the current internet structure as an effective communication tool by August 2007 [MSM].

A review of the existing website was completed as scheduled, with a number of minor amendments made to improve information access, based on feedback received and website statistics. Site usage has continued to increase significantly since these improvements were made.
- Foster stronger links with the indigenous community, and seek improved funding and services [DCommD].

Council continues to support Koori First Steps’ program and work with Mungabareena for improved access to maternal and child health services.
**Annual report 2007-2008**

**Lifestyle – ‘The Way We Live’**

**Goals**
- Host and support events that build social capital, economic and community capacity and contribute to the profile of Wodonga as a vibrant city.
- Use cultural festivals and events as a tool for community engagement, community strengthening, attraction of visitors and economic injection into the city.

**Strategies**
- Establish a nationally significant signature event for Wodonga that contributes to a dynamic city profile.
- Support community initiated events hosted in the city.

**Measured by**
- Community satisfaction with the range of community events and festivals as measured by Council’s Community Satisfaction Survey. Target score of 70.

**Key actions 2007/2008**
- Plan, develop and host key council events.

**Events**

**Council hosted over 58 events to an audience of over 63,000 catering to diverse community interests and needs, with rich community engagement opportunities facilitated through the Street BBQ program, Todos Arte, Carnivale Wodonga, Impact, Children’s Fair and many more.**

- Carnivale Wodonga and Todos Arte [MCS].

On Saturday March 8, the City of Wodonga hosted its third annual Carnivale Wodonga street festival; this year encapsulating all that was ‘wild’. With over 20,000 people taking a walk on the wild side, the event was a brilliant success. Carnivale Wodonga Wild featured three music stages, showcasing a diverse line up of music for audiences of all ages and tastes. Todos Arte was hosted in the lead up to the festival and was a resounding success this year with the number of workshop participants increasing from 1,000 to 3,040, and the creation of spectacular and unique creative products for Carnivale Wodonga Wild. Of the people surveyed, over 87% of respondents indicated that they rated the event above average or excellent, with overall satisfaction sitting at 98.4%.

- Harmony Day [MCS].

Harmony Day saw a delightful gathering of around 500 people celebrating the cultural diversity of our community.

- Australia Day [MCS].

Australia Day saw 1800 people celebrate being Australian and the achievement of community members through the Australia Day breakfast and moonlight cinema feature.

- Paws in the Park [MCS].

Paws in the Park came together again to celebrate man’s best friend with a rich program entertaining 3500 people.

- Children’s Fair [MCS].

The Fair was a huge success with over 16,000 people through the gates. This year’s event program focused on interactive activities and creative play for children. Highlights of the day included performances by local artists, school and community groups, an amazing ‘Habitat’ arts’ hall where children could create and explore, an interactive animal farm and a giant nylon zoo.
Impact Festival was again successful this year with over 1250 young people participating throughout the day and over 950 young people joining in the combined FReeZA event at night. A highlight of this year’s event was the inclusion of a street performer and extended arts’ area. The annual activities such as the skate competition and attractions proved successful.

Seniors’ Week [MAS].
The Over 50s festival held in October saw a large number of older families enjoying the many activities scheduled. Activities included mystery bus tours, concert with Marcie Jones, Spring Racing Carnival fashion parade, luncheon and our expo.

Moonlight Cinema program [MCS].
The Moonlight Cinema program proved highly popular once again with sell out crowds during all cinemas hosted in the summer season.

Street BBQ’s program [MCS].
The program was extended to other groups in the community. It made great inroads into different segments of the community, with over 32 BBQ’s hosted throughout Wodonga in the 07/08 season with much appreciation and satisfaction from residents.

Develop a regional event of national significance [MSM].
To each area of the annual review.

Assess and administer council’s support of corporate and community events through the introduction of an Event Contribution Program [MCS].
The year saw development of this program to feature in the 0809 budget, with an accompanying program and guidelines to be launched in September, 2008.

Implement an Event Capacity Building Program for organisations hosting events in Wodonga, including:

- Workshops based on the development and execution of events;
- Distribution of an Events’ Manual and Venue Guide to hosting events in Wodonga; and,
- Identifying mentoring opportunities within the community [MCS].

A workshop program has been designed, along with accompany Event Manual and Venue Guide which will be launched in November, 2008.

Attract significant events to Wodonga, working in conjunction with Tourism Victoria and Destination Albury Wodonga. [MCS].

Chryslers on the Murray featured in March 08, attracting 14,000 people to Wodonga. This event is booked to occur in 2009 again.

Implement approved events, programs and infrastructure and stages of the revised Bicycle and Pathway Strategy [MRYS].

Secured $250,000 state funding to support the creation of the Wodonga to Baranduda cycle path link along the Murray Valley and Kiewa Valley Highways. Established the cycle path link from Whytes Road to Killara. Implemented the Ride to Work and Walk to Work Day activities as part of the annual Business Challenge. Supported the annual Vic Roads school based Bicycle Education Challenge.
Lifestyle – ‘The Way We Live’

**Goals**

- To promote active and healthy lifestyles with increased participation rates in equitable and affordable recreational activities.

**Strategies**

- Provide services and planning in partnership with the community to manage, develop and promote leisure and recreation.
- Promote the implementation of the principles articulated in the Active Community Policy Framework.
- Develop and implement strategies to raise the profile of recreational facilities, programs and initiatives in Wodonga.
- Prepare and implement a redevelopment strategy for the Wodonga Sports and Leisure Centre.
- Develop world class regional facilities.

**Measured by**

- Participation of community organisations in continuous improvement and consultation process. Target 30 participants.
  **Five new participants.**
- Community satisfaction rating with the quality of recreation facilities in council’s Annual Community Satisfaction Survey. Target 78%.
  **Actual 77%.
- Level of community satisfaction with the Wodonga Sports and Leisure Centre as measured by satisfaction rating in Council’s Wodonga Sports and Leisure Centre Community Satisfaction Survey. Target 78%.
  **Actual 59%.
- Number of visits to the WS&LC. Target 250,000 p.a.
  **This target was achieved.**
- Improved financial performance of Wodonga Sports and Leisure Centre when measured against the 2006/07 year.
  **Achieved – 2007/08 subsidy = $584,000 versus 2006/07 $620,000.**
Key actions 2007/2008

- Develop detailed plans and cost plans to facilitate construction of stage one of a new aquatic and leisure facility [MRYS / MPD].
  The detailed design and documentation of the stage one aquatic centre were completed in July 2008 and the construction contract has been put to tender. Commencement of the construction phase is scheduled for late 2008.
  - Participate in the completion of the Racecourse Revitalisation Master Planning Project [MRYS].
  The Racecourse Revitalisation Master Planning process has been undertaken with the report to be part of Racing Victoria Limited’s Blue Print for the future of the racing industry. The Blue Print is anticipated to be released in September 2008 and key actions relating to Wodonga will be disseminated from the report.
  - Commence the implementation of approved key actions from the new Recreation Plan [MRYS].
  The Recreation Plan has been approved and adopted. Highlights in the initial stages of implementation include: commencement of the Baranduda skatepark extension, finalisation of plans for the upgrade of the Silva Drive pavilion, conduct of the Mother’s Day Classic with 500 participants, completion of the Martin Park Tank and Bore project, connection to grey water supply at La Trobe soccer facility, and commencement of cycle path link from Wodonga to Baranduda along the MVH and KVH.
  - Manage the establishment of multi – use community facilities [MRYS / MPD].
  Planning and design for pavilion or facility upgrades or developments have focused on provision for multi use options eg. Baranduda Community Centre, Baranduda Scout Hall, Lawrence St Scout Hall.
  - Expand community participation in, and improve the financial performance of, the Wodonga Sports and Leisure Centre against set targets and 2006/07 results [MLC].
  Turnover increased by 8% and cost to council reduced by $40,000 versus 2006/07.
  - Develop a five year plan for the Asset Maintenance and Replacement program for the Wodonga Sports and Leisure Centre [MLC].
  Completed. Asset Condition Assessment Report used to set five year forecast in 2008/09 Budget.
Lifestyle – ‘The Way We Live’

**Goals**

To foster the development of a holistic community that is inclusive of and encourages a range of diverse art and cultural experiences that are participatory, entertaining, intellectual and educational.

**Strategies**

- Develop programs, resources, services and facilities that support diverse cultural activities within the community and the expression of our local identity by:
  - Integrating creative design into the city planning process, whilst recognising the cultural significance of the built and natural environment;
  - Developing and implementing a master plan for the civic precinct including a Performing Arts Centre and expanded Arts Space and art workshop facilities;
  - Planning for and providing cultural facilities that foster social interaction;
  - Fostering community engagement in a range of artistic and cultural practices;
  - Fostering the development, showcasing and promotion of art and cultural works produced in the region (by both amateur and professional organisations/individuals); and,
  - Promoting Wodonga as a vibrant and diverse cultural and artistic place to live, visit and return to.
- Implement the Arts and Cultural Strategy.
- Implement the Public Art Strategy.

**Measured by**

- Satisfaction with Arts Space Wodonga’s program as measured by council’s Arts Space Wodonga Satisfaction Survey. Target 65% satisfaction.
  **Actual 71%**.
- Satisfaction with the Todos Arte program as measured by council’s events’ satisfaction survey.
  **98% Satisfaction received for Todos Arte and Carnivale Wodonga**.
- Completion on time of key actions outlined in council’s Arts and Cultural Strategy.
  Target 100% completion.
  **90% complete**.
Key actions

- Develop an educational program at Arts Space Wodonga and market to all schools in the region [MCS].
  The education program has continued steadily throughout the year, with funds acquired from Arts Victoria for a part time officer to start in 0809.
- Update security fit out at Arts Space Wodonga to accommodate opening of both entrances [MCS].
  This has been further delayed due to UMRL’s present security system limitations and its position on book security; however, discussions have progressed towards a trial period and the development of a new security strategy that utilises up to date technology.
- Complete the master plan and implement identified stages for the redevelopment of a more functional and contemporary cultural precinct that maximise community benefits [MPD].
  The master plan for the civic precinct was completed in May 2008, incorporating the redevelopment of the Civic Centre to a Performing Arts Centre and integrating with the proposed cinema development immediately adjacent.
- Undertake the redevelopment of the Wodonga Civic Centre as a part of stage one cultural precinct development [MPD].
  Grant funding from RDV is required before commencing the redevelopment of the Civic Centre into a Performing Arts Centre (PAC). A formal application for $4m was made to RDV in May, based on the master plan and concept plans developed by consultant architects.
  - Investigate next stage of development of the Butter Factory Theatre [DIA].
  - Undertake concept research of an arts workspace facility to accommodate community arts groups, Arts Space Wodonga public programs and community art projects by October 2007 [MCS].
    To the enormous excitement of the cultural industry, Gateway Island has been sited as the most suitable location for arts’ organisations and artists to be accommodated, and an expression of interest process has been implemented to facilitate the new focus for the island.
  - Continue to develop and implement a public art program equating to up to two per cent of council’s net capital expenditure for each year. [MCS].
    With significant state support, council was pleased to launch the sculpture Porta at the Gateway to Wodonga and Victoria. The Porta sculpture by local artist Ken Raff was commissioned as a landmark to signify the entrance to our city. ‘Porta’ is Latin for Gateway or entrance. The three spheres chosen for Porta were selected for their aesthetic, strong geometric form and symmetry. Council is pleased to have worked with a local artist and engineering firm to create an iconic artwork with significant resonance.
  - Research and develop a proposal regarding developer contributions toward public art in Wodonga by March 2008 [MCS].
    This program is still being researched as per feasibility and will continue to be assessed in early 0809.
Key actions

- In conjunction with Murray Arts, host a professional development program for local artists [MCS].

Smart about Arts featured at Arts Space Wodonga over the winter months, offering professional development for those working in the arts with great learning by all involved in the areas of business development, grant writing and sponsorship.
### Gateway Island

#### Key Actions 2007/2008

- Continue the development of Gateway Island including:
  - Pursue government funding and private sector sponsorship of facilities identified on the Gateway Island Master Plan [MIA].
  - Funding is continuing to be sought for Gateway Island projects.
  - Complete Stage two works by December 2007 [MPD].
  - Stage 2 of the Gateway Lakes' redevelopment works was completed in September 2007 with the installation of the Porta sculpture on the Lincoln Causeway.
  - Complete and implement risk management plans for Lakes' area by December 2007 [RCSO].
  - Done. Several of the strategies identified in the plan will be ongoing.
  - Finalise the processes for the transfer of Gateway land from AWC by December 2007 [MIA].
  - Anticipated land transfers from the AWC are nearing completion. Remaining parcels expected for transfer by end 2008.
  - Actively pursue tenancies for all Gateway Village buildings [MIA].
  - Council approved the proposal to develop the Gateway Village as an arts and cultural precinct. Expressions of interest for tenancies are expected to be invited in August 2008.
  - Pursue the identification and holding of events that encourage local and visitor participation [MIA / MCS / MSM].
  - Powderchair concert held in September 2007. Chryslers on the Murray scheduled but moved due to ground conditions at Gateway Lakes.
  - Promote private investment on to Gateway Island [DIA].
  - Ongoing discussions have been held with private investors for the Gateway Island. Anticipate one party to lodge a development planning application in July 2008.
**Environment – ‘Preserving and Enhancing our Natural Heritage’**

### Goals

- To provide leadership to the community with a holistic approach to sustainability within the city.

### Strategies

- Provide quality services that satisfy current and future needs of the community.
- Conserve and enhance the natural and built environment and provide opportunities for nature conservation, education and recreation.
- Improve treatment of urban stormwater.
- Require environmentally sustainable development in all new residential and commercial developments.
- Pursue public and private sector funding for the North East Greenhouse Alliance.
- Provide a leadership and education role on environmental sustainability.

### Measured by

- The percentage of new houses that incorporate sustainability features in excess of the 5 star rating. Not measured.
- Additional funding from the private sector supporting sustainability initiatives through the North East Greenhouse Alliance.

Local councils currently contribute 50 per cent of the funding for the North East Greenhouse Executive Officer. It is expected that from 2009-2010 the Executive Officer position will be funded 100 per cent from council and external resources.

### Key Actions 2007/2008

- Commence implementation of the Wodonga Waterways' and Stormwater Management Plan, including a clean up of House Creek [DCityD].

The implementation of the Wodonga Waterways' Plan has been ongoing for a number of years now and the council undertakes works each year. Last financial year, the council did some willow removal along Huon Creek downstream of Yarralumla Drive and also House Creek downstream of Forrest Mars Avenue and Felltimber Creek through the Wodonga Golf Course.

- Work with North East Catchment Management Authority in implementing works on Wodonga's waterways in accordance with the Wodonga Waterways' Plan.

Works on waterways have been completed with willow removal works on Felltimber Creek in the golf course, on Huon Creek downstream from Yarralumla Drive and on House Creek downstream from Forrest Mar Avenue.

- Facilitate the construction of an environmentally sensitive display dwelling [DCityD].

Funding for this action has been made available in the 2008/9 budget. The development of the EOI for this project is currently underway.

- Organise a regional conference or event on environmental management and planning. [DCityD].

Funding for a regional workshop has been included in the 2008/09 budget. Planning of this workshop is being undertaken in conjunction with NEGHA.

- Strengthen the relationship with the International Council for Local Environmental Initiatives (ICLEI) [DCityD].

The council has achieved CCP milestone 4 in 2008.

- Manage appropriate actions to cater for increased levels of water restrictions and their impact on sporting activities [MRY].

Council has implemented two projects this financial year supplying Martin Park with bore water and La Trobe University Soccer Facility with recycled water. In 2008/09, projects include providing bore water at Baranduda Reserve, recycled water to Kelly Park, Wodonga Tennis Centre, Birallee Park and Emerald Oval and stormwater to the Athletics Complex and the Racecourse ovals.

- Investigate carbon trading and other income sources [DCityD].

Pilot project proposal completed for North East Greenhouse Alliance Councils.

- Conduct discussions with key developers to get agreement on where Wodonga is heading with sustainable development [DCityD].

Met with several developers.
**Key Actions 2007/2008**

- Facilitate the development of one community garden [DCommD].
  
  **First community garden identified and strategy for 10 year approach developed.**

- Develop and implement a sustainability model based around the Melbourne Principles [DCityD].
  
  **Currently in the process of developing a draft framework which incorporates Melbourne Principles.**
## Environment – ‘Preserving and Enhancing our Natural Heritage’

### Goals

- To enhance the well being of our community by encouraging increased use of our public parks and bush land reserves.

### Strategies

- Plan, develop and deliver sustainable landscape maintenance and landscape development services and programs, which meet the current and future needs of the community.
- Ensure that attractive, well maintained and functional public open spaces are available to residents.
- Develop a strategy for working in partnership with Parklands Albury Wodonga.
- Develop a plan for the development and maintenance of Wodonga's environmental land.
- Encourage community groups in enhancing and supporting the environment.
- Promote the use of Wodonga's parks, open spaces and pathways, to both local and other target audiences.

### Measured by

- Community Satisfaction Survey.
- High level of satisfaction with parks and gardens (Dec 2007 survey).
- Service Agreement with Parklands Albury Wodonga in place.

### Key Actions 2007/2008

- Pursue funding for the continued implementation of the Huon Hill Master Plan [DCityD].
- Native Vegetation Management Plan for Huon Hill completed.
- Develop an Open Space Strategy [LA].
- Not commenced.
- Secure the transfer of environmental land to council from the Albury Wodonga Corporation, with adequate level of funds for its future maintenance [DCityD].
- Deed of transfer signed. First transfer of land completed.
- Pursue federal and state government and private sector funding for Wodonga's environmental land [CEO].
- Agreement signed with Albury Wodonga Corporation and state government (DSE) regarding funding of land.
## Environment – ‘Preserving and Enhancing our Natural Heritage’

### Waste Management

#### Goals
- To manage the waste generated by the community in an environmentally responsible and cost effective manner.

#### Strategies
- Minimise waste to landfill sites and maximise recycling of materials at the Transfer Station.
- Partner with the North East Victorian Regional Waste Management Group to develop regional solutions to landfill and waste management issues.
- Support Eco-recycle Victoria initiatives in waste management and environmental advocacy.
- Promote residential recycling and greenwaste collection services.
- Minimise the adverse impact of litter.
- Pursue the transfer of responsibility of our septic tank systems to North East Regional Water Authority.

#### Measured by
- Increase the rate of diversion of kerb side recyclables as measured by the annual Sustainability Victoria survey. Target: increase from 38% to 40%.  
  *Sustainability Victoria survey = 34%.*
- Reduced volume of waste collected per household and per capita as measured in the annual Sustainability Victoria survey. Target: 476 down to 450 kg.  
  *Sustainability Victoria survey = 544kg.*
- Increase in the number of privately funded green waste collections, from 3,655 to 4,000.  
  *Residents continue to support this green waste initiative with 4,614 households receiving the fortnightly collection service.*
- The number of requests for private hard waste collection. Target: < 1,000 requests per annum.

Householders are embracing the use of the free tipping vouchers with some 11,000 vouchers being redeemed (this has a monetary value of in excess of $200,000 that the council returns to the community in terms of a benefit). Only 159 householders required a personalised pick-up of waste from their home.

#### Key Actions 2007/2008
- Promote additional recycling methods by introducing new programs and functions by December 2007 [MH&CS].  
  *We are one of the first councils to introduce an electronic waste service at the Waste Transfer Station. All computers, televisions and similar appliances are being recycled rather than disposed to landfill.*
- Promote green alternatives, including an increase in the number of green organic waste bins by October 2007 [MH&CS].  
  *Householders have responded well to the optional green waste service, with an increase of 648 new services being provided now totaling 4682.*
- Increase the levels of compliance and maintenance of septic tank systems by June 2008 [MH&CS].  
  *All premises with a septic tank system have now been inspected over the previous three year period.*
- Build a recycling / recovery shop at the Waste Transfer Station by June 2008 [MH&CS].  
  *The recycling shop was constructed and is due to open in mid August.*
- Reduce the impact of septic tank systems on the environment [MH&CS].  
  *A number of sub-standard septic tank systems were upgraded as necessary.*
**Environment – ‘Preserving and Enhancing our Natural Heritage’**

<table>
<thead>
<tr>
<th><strong>City Landscaping</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td>• To enhance the urban and natural landscape of Wodonga.</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
</tr>
<tr>
<td>• Ensure all projects and works maximise the opportunity to enhance Wodonga’s landscape.</td>
</tr>
<tr>
<td>• Implement the Playgrounds’ Strategy.</td>
</tr>
<tr>
<td>• Implement the City Signage Strategy.</td>
</tr>
<tr>
<td>• Implement the City Landscape Strategy.</td>
</tr>
<tr>
<td><strong>Measured by</strong></td>
</tr>
<tr>
<td>• Community Satisfaction with city signs and entrances as measured by council’s Community Satisfaction Survey. Target score of 75%.</td>
</tr>
<tr>
<td><strong>Actual</strong> 74%.</td>
</tr>
<tr>
<td><strong>Key Actions 2007/2008</strong></td>
</tr>
<tr>
<td>• Continue to maintain signage standards applied in 06/07 [MSM].</td>
</tr>
<tr>
<td><strong>Signage program being rolled out, with completion expected in 2008/09 year.</strong></td>
</tr>
<tr>
<td>• Review and update the City Landscape Strategy [LA].</td>
</tr>
<tr>
<td><strong>Consultants have been engaged to develop the city’s landscape strategy and this work is currently in progress.</strong></td>
</tr>
<tr>
<td>• Review the landscape plan for Sumsion Gardens [LA].</td>
</tr>
<tr>
<td><strong>A landscape master plan has been developed for Sumsion Gardens and is being reviewed with the development of the overall master plan for the park.</strong></td>
</tr>
<tr>
<td>• Create a landscape design for city entrances and the CBD [LA].</td>
</tr>
<tr>
<td><strong>Plans are in concept stage. Further development work is being conducted with the Art Team in relation to sculptures at main entries.</strong></td>
</tr>
</tbody>
</table>
## Infrastructure – ‘Building the Future of Wodonga’

### Goals

- To manage council’s assets in a manner that is sustainable and meets the needs of the community.

### Strategies

- Continue the development of a condition based maintenance program for community facilities, roads, footpaths and cycle paths.
- Prepare a Strategic Asset Management Plan for all asset categories incorporating financial demand forecasts for maintenance, rehabilitation and replacement of assets.
- Manage and maintain council properties to meet council and user requirements.
- Work with building developers to reduce damage to infrastructure assets and implement soil and water conservation strategies.

### Measured by

- Ratio of asset renewal expenditure to depreciation 90% by 2008/09. **Ramping up of renewal funding over the next five years to achieve target after recent revaluation of assets.**
- Number of council plant or vehicles using alternate fuels. Target: minimum of 12 plant or vehicles. **A total of 73 per cent of council’s 123 plant and fleet vehicles are now using diesel, a more efficient fuel with lower greenhouse gas emissions than petrol. Over the past 12 months, eight items were converted to diesel.**
- 80 per cent satisfaction with local roads and footpaths as measured by council’s Community Satisfaction Survey. **The performance of 64 per cent was the highest rating in the local council group. Over the past three years, a slight decline from 69 per cent to 64 per cent has occurred.**

### Key Actions 2007/2008

- Select and implement the Asset Management system by June 2008 [MA]. **Several asset systems reviewed. Evaluation to determine preferred system to be progressing.**
- Complete Asset Management plans for all roads, footpaths and associated infrastructure by June 2008 [MA]. **Stormwater Asset Management Plan being developed. Asset modeling to support asset plans progressing.**
- Implement options for use of alternate fuels where a business case supports it [MA]. **More than five vehicles were changed over from petrol to diesel, a more efficient fuel with lower greenhouse emissions over the last year.**
- Resolve the future direction of the Wodonga Livestock Exchange [DBS]. **Completed. Decision made to seek expressions of interest for the construction and operation of new sale yards. Process currently in progress.**
Infrastructure – ‘Building the Future of Wodonga’

Goals
To develop Wodonga’s CBD to a primary commercial and lifestyle destination status.

Strategies
- Implement the Town Centre Urban Design Framework as an overall design theme for the centre.
- Establish a convention/hotel precinct by 2010.
- Maintain a proactive approach with developers to maximise development outcomes that compliment the Town Centre Plan.
- Attract and secure substantial commercial investment in the CBD on rail land in accordance with the CBD master plan.
- Encourage the establishment of an entertainment precinct incorporating a cinema complex within the CBD.
- Support higher density housing proposals within a two kilometre radius of the CBD which is sympathetic with the neighbourhood character.
- Promote the CBD as a location for mixed uses and residential apartments.

Measured by
- Hotel developed on central CBD site by 2010.
- The council is presently pursuing development of a 4.5 star hotel development on an identified CBD site.
- Hotel developed on central CBD site by 2010.
- A short term apartment development is also being sought on an identified CBD site.
- At least two new restaurants in CBD entertainment precinct by 2009.
- The new Indian Tandoori restaurant and the Deli Bean cafe have opened.
- At least two major entertainment facilities established by 2010.
- Developers have recently lodged a planning application for a cinema complex including Bowling Alley.
- Construction of additional car parks in the CBD by June 2009
- On target.
- Adoption of the CBD Drainage Strategy by June 2008
- In progress, will be completed by June 2009.

Key actions 2007/2008
- Lobby to finalise the disposal process for rail land and commence a strategy to secure commercial investment by December 2007 [CEO / DIA].
  
  Ongoing discussions have occurred with the Department of Transport and VicTrack to finalise the disposal process for rail land. A council project group has been formed to progress this work with VicTrack.
  - Appoint a Placemaker Manager for the CBD [DCommD].
  - Placemaker David Engwich was appointed in July, 2007 and his contract has been extended for the 2008-2009 financial year.
  - Finalise negotiations with the state government for ownership of the former police and courts’ site on Elgin Boulevard [DIA].
  - These discussions have been delayed awaiting final approval and sign off by the environmental auditor.
  - Secure the establishment of a cinema complex/cafes/restaurants as part of a CBD entertainment precinct by June 2008 [DIA].
  
  A planning application has been lodged and is being processed for the development of a cinema including cafes and restaurants.
  - Develop a marketing plan for CBD to key stakeholders in order to give the community a sense of ownership [MSM].
  - Marketing support provided to promote social activities on High St (Lounging on High, Saturdays on High) and regular event activity such as markets, Carnivale, Todos Atre and Summer in the City concerts.
  - Smythe St has been reconstructed to provide additional carparking. Tenders have been awarded for the construction of new carparks in Hume St.
Key actions 2007/2008

- Complete the CBD Drainage Strategy [MIS].

**The CBD has been surveyed and preliminary drainage plans prepared.**
- Develop the CBD so as to maximise the social and recreational opportunities for young people [DCityD, DCommD, and DIA].

**Social programs and events now being held in CBD.**
- Complete planning for revitalisation of High St and commence works [DCityD].

**The redesign of High St is currently being reviewed by councillors. A survey has been completed with preliminary plans developed.**
## Infrastructure – ‘Building the Future of Wodonga’

### Goals

- To provide an efficient and safe transport network that meets the future growth of the city.

### Strategies

- Design and construct the road infrastructure of the city to meet current design standards and best practice.
- Identify and address road safety issues to provide an efficient and safe environment for motorists, cyclists and pedestrians.
- Plan, design and construct an effective and efficient pedestrian and cycle path network for the city.
- Improve lighting to provide a safer environment for the community.

### Measured by

- The number of accidents recorded on the VicRoads crash statistic data base for council’s local road network. Target: reduced accidents.

**Black spot and grey spot programs funding applied for (Melbourne Rd duplication and Moorefield Park Rd roundabout).**

### Key Actions 2007/2008

- Review and update the Wodonga Road Safety Strategy [MIS].
  - Review commenced, to be completed March 2009.
  - Lobby for the upgrade of the McKoy St/Hume Freeway intersection [DCityD].
  - **This intersection has been upgraded to provide an improved left turn lane and acceleration lane.**
    - Lobby the state government for iconic freeway entrance features including sounds barriers and signage to direct visitors into Wodonga [CEO].
  - Lobbying is continuing with state ministers and VicRoads.
  - Lobby for pathways to be inclusive as part of the works along the Bandiana Link including grade separated crossings [CEO].
  - **Letters and funding applications for the cyclepath have been lodged with VicRoads.**
  - **Implement the Signage Strategy (including speed zone signage on roads) [MIS and MSM].**
  - **New signage has been installed and other signs will be installed following VicRoads approval.**
### Infrastructure – ‘Building the Future of Wodonga’

<table>
<thead>
<tr>
<th>Wodonga Rail By-Pass</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td>• To relocate the rail line from the town centre to enable the development of Wodonga’s CBD.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Strategies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Partner with the state and federal governments to relocate the rail line from Wodonga’s CBD.</td>
</tr>
<tr>
<td>• Develop the vacated rail land by 2010.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Measured by</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rail bypass operational by June 2010.</td>
</tr>
<tr>
<td>Works on rail bypass to commence 2008.</td>
</tr>
<tr>
<td>• Stage one commercial development commenced by 2010.</td>
</tr>
<tr>
<td>The CBD project team is working on progressing Stage One by 2010.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Key Actions 2007/2008</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lobby for work on the rail by-pass to commence by December 2007 [CEO].</td>
</tr>
<tr>
<td>Final funding has been approved for the project and it is to commence in 2008.</td>
</tr>
<tr>
<td>• Facilitate commercial investment on rail land freed up by the rail bypass [CEO / DIA]</td>
</tr>
<tr>
<td>Discussion has continued with both VicTrack and investors, to promptly develop key land holdings freed up by the rail removal.</td>
</tr>
<tr>
<td>• Lobby the state government to provide adequate signage and landscaping as a part of the Wodonga Rail By-Pass project [CEO].</td>
</tr>
<tr>
<td>Lobbying on this was held off until after the commencement of works.</td>
</tr>
<tr>
<td>• Incorporate consultation on new railway station into the Public Transport Study [DCommD].</td>
</tr>
<tr>
<td>Now being managed by Director Sustainable Development. Advised and met with DoT Communications’ Manager regarding consultation on new railway station. DoT also presented station design and proposed consultation program to councillors and staff.</td>
</tr>
</tbody>
</table>
Economic Development – ‘Creating Jobs’

**Goals**

- To promote Wodonga as a great place to live, work and invest.

**Strategies**

- Develop an external marketing plan including a comprehensive communication strategy, for Wodonga.
- Develop and promote the city’s image, services and lifestyle.
- Facilitate the creation of a positive and pro-active environment for residents and visitors.
- Ensure the provision of tourism/lifestyle products and facilities.
- Promote Wodonga nationally and internationally.

**Measured by**

- A minimum of 5,000 individuals or businesses on council’s Newcomers New Business Database. Current database has over 12,000 contact details for Melbourne based residents and 5,000 for Adelaide.
- Growth in newcomers to Wodonga as measured by the Australian Bureau of Statistics of 1.5% per annum.

Newcomers for year ending 20 June 2007 were 0.9% (this is prior to the current campaign implementation). Year end statistics for 30 June 2008 will be available in March 2009.

Current five year trend has growth at 1.7% per annum.

- Tracking and reporting of key performance indicators for Destination Albury Wodonga. KPI agreements were in place for 2007/08 financial year. Performance management was required by City of Wodonga for Destination Albury Wodonga performance. DAW failed to achieve most of its agreed key performance indicators for the year end 30 June 2008.

**Key Actions 2007/2008**

- Implement a targeted marketing campaign, promoting Wodonga, in core target markets, including Melbourne [MSM].

Campaign launched to target segments November 2007.
- Implement and refine the external metro marketing plan [MSM].

Campaign refined for February 2008. Combined results over 8,000 specific website hits, with additional 15,000 website hits in each calendar month of campaign activity. Positive awareness of Wodonga lifted from 0% in 2004 to 7.6% in 2008 in Melbourne, as well as significant exposure in media in Adelaide.
- Implement branding guidelines for council material to ensure a consistent image for all marketing and communication activities [MSM].

Standards approved and implemented for council and individual business units.
- Develop marketing plans for all appropriate council services, in accordance with the guidelines adopted [MSM].

All business unit requests supported with 72% internal satisfaction rating.
- Identify business / sporting relationships that will assist Wodonga to attract and sustain a national sporting event [MSM / MYRS].

Numerous informal discussions held with a variety of organisations, with limited success at this stage.
### Economic Development – ‘Creating Jobs’

#### Goals

- To develop and promote the business and lifestyle opportunities of Wodonga to attract people, new business and new employment opportunities.

#### Strategies

- Pursue new industry and commerce by promoting the competitive advantages of doing business in Wodonga.
- Encourage the development of commercial and industrial land and infrastructure to facilitate new business expansion.
- Encourage cooperation between industry and education including attraction of investment that links with La Trobe University and Wodonga TAFE.
- Develop relationships with key government and industry stakeholders.
- Strengthen the University/TAFE education precinct.

#### Measured by

- Satisfaction with Economic Development in the state government’s Community Satisfaction Survey. Target 82%.
  - Actual 69%.
- Future industrial land strategy completed and a minimum of 20 lots available to the market by 30th June, 2007
- Industrial lots are available at LOGIC and Baranduda Enterprise Park. Future lots have been identified in Wodonga West and Kiewa Valley Highway areas.
  - Completed strategies in key actions by June 2008.
  - See below.

#### Key Actions 2007/2008

- Market and pursue investment in newly developed lots at Baranduda Enterprise Park [DIA / MIA].
  - Complete a strategy for future industrial land development and identify and commence implementation [MIA].
- Department of Sustainability and Environment have commenced work as a prerequisite to identifying suitable land.
  - Create a priority list of grants to pursue economic development objectives by October 2007 [MIA].
- List of priority grants identified and pursued with some success.
  - Liaise with and promote Wodonga to key government agencies in order to attract support, funding, and raise awareness [DIA].
- Ongoing liaison has resulted in the financial and political support for a number of projects in particular relocation of the rail from the CBD and funding for a new early years’ hub.
  - Participate in the development and implementation of a Marketing and Economic Development Strategy by December 2007 [MSM / MIA].
- Strategy to be developed by end 2008.
  - Contact major industry bodies to attract investment [DIA].
  - This work has been ongoing.
Economic Development – ‘Creating Jobs’

**Goals**

- To facilitate population growth that contributes to the cultural and economic development of the Wodonga community.

**Strategies**

- Pursue the attraction and retention of people to Wodonga and facilitate the supply of a skilled workforce.
- Promote local and regional assets and organisations that contribute to the success of Wodonga’s corporate and community culture.
- Lobby governments for population policies that address:
  - Skills, diversity and balance;
  - Both migrants and relocations from capital cities;
  - Increase of university placements in regional cities;
  - Tax incentives for regional cities;
  - Stronger regionalisation policies which will result in a redistribution of population;
  - Secure adequate government funding to support population growth policies; and,
  - Ongoing development of Latchford Barracks and Bandiana.

**Measured by**

- Encourage the provision of short term accommodation in Wodonga [MIA].
  - **Short term apartments are proposed as part of the new cinema development and potentially as part of the Stanley St Pool redevelopment site.**
  - **Develop and conduct programs to attract new residents [MSM / MIA].**
  - **Refer to marketing activity previously mentioned.**
  - **Implement skilled migration programs and develop future sustainability strategy [MIA].**
  - **The Skilled Migration Program funding has been renewed for an additional three years. Numerous attraction strategies have consequently been developed.**
  - **Pursue partnerships with educational and training institutions to promote skills development for business, including student retention [MIA].**
  - **The council has worked with employers, Chamber of Commerce, TAFE, university, education and training providers on a number of training and employment initiatives.**
  - **Pursue partnerships / grants with Destination Albury Wodonga (DAW) to attract people to Wodonga [MSM / MIA].**
  - **DAW activity has focused on targeting KPI measures and funding modelling.**
  - **Implement a strategy to lobby governments for population growth policies eg: tax incentive schemes and GP attraction strategies [CEO / MIA].**
  - **Implemented through Regional Cities Victoria and meetings were held with the Premier. Attracted 3 GP’s via skilled migration and working with Border GP’s Group.**
  - **Include people attraction programs in the Marketing and Economic Development Strategy [MIA / MSM].**
  - **Deferred to September 2008.**
Key actions 2007/2008

- Encourage the provision of short term accommodation in Wodonga [MIA].
  Work has commenced on identifying and developing a suitable site for a quality hotel. Others sites to be made available in the near future for serviced apartments.
- Develop and conduct programs to attract new residents [MSM / MIA].

Refer to marketing activity previously mentioned.

- Implement skilled migration programs and develop future sustainability strategy[MIA]
  The Skilled Migration Program funding has been renewed for an additional three years. Numerous attraction strategies have consequently been developed. The Skilled Migration Program has continued to progress achieving all required targets by the end of 2007. A new program has now commenced to continue this success.
- Pursue partnerships with educational and training institutions to promote skills development for business, including student retention [MIA].

Funding for training and employment programs has been secured to support local businesses to attract and retain suitable personnel.

- Pursue partnerships / grants with Destination Albury Wodonga (DAW) to attract people to Wodonga [MSM / MIA].
- Council has worked with employers, Chamber of Commerce, TAFE, university, education and training providers on a number of training and employment initiatives.
  - Implement a strategy to lobby governments for population growth policies eg: tax incentive schemes, and GP Attraction strategies [CEO / MIA].

Lobbying has resulted in the continuation of the Skilled Migration Program for a further 2.5 years. Joint commonwealth/council funded GP attraction strategies have resulted in an additional six GPs and other medical professionals being recruited to the region.

- Include people attraction programs in the Marketing and Economic Development Strategy [MIA / MSM].
  Strategy to be completed by end 2008.
## Economic Development – ‘Creating Jobs’

### Goals
- To encourage, promote, develop and support existing business.

### Strategies
- Identify and develop programs that encourage business development and networking.
- Actively support Wodonga Chamber of Commerce.

### Measured by
- Satisfaction with economic development in the state government’s Community Satisfaction Survey. Target 75%.
  - Actual 69%.
  - Achievement of key performance indicators (KPIs) for Wodonga Chamber of Commerce and Destination Albury Wodonga.
  - All KPIs for Wodonga Chamber of Commerce have been achieved.

### Key Actions 2007/2008
- Promote participation of businesses in training and development programs that assist business knowledge and development [MIA].
  - A number of business training and development programs were conducted in partnership with the Chamber of Commerce. Further programs are also currently in preparation.
- Advocate for high speed data and telecommunications [MIA / MIS].
  - Discussions have been held with significant broadband providers, to attract high speed services to Wodonga including the potential for free wireless internet in the immediate CBD.
- Provide advice and referral services to assist local businesses [MIA].
  - Advice and referrals have been made directly, and via, the Chamber of Commerce to many local businesses.
- Source grant programs that assist the development of business and the operations of Wodonga Chamber of Commerce [MIA].
  - Council has supported the Chamber to attract funding for a number of key projects include drought workshops and business employment and retention programs.
- Provide statistical data that contributes to the expansion and promotion of Wodonga business [MIA].
  - Data has been provided to numerous businesses and agencies. ABS data is also provided on council’s website via Profile ID.
  - Work in conjunction with Wodonga Chamber of Commerce and monitor KPIs [MIA].
- The Chamber has met all significant KPIs under the current funding agreement.
  - Achieve strong business participation in promotion and strengthening programs [MIA].
  - A number of programs were carried out, most in conjunction with the Chamber of Commerce.
  - Conduct industry based workshops to encourage further growth and investment in industry sectors within Wodonga [MIA].
- Industry workshops have been conducted in some sectors. Other sector workshops are planned for 08/09.
## Economic Development – ‘Creating Jobs’

### Goals
- LOGIC Wodonga to become Australia’s leading inland industry and logistics hub.

### Strategies
- Achieve best practice in the development of LOGIC Wodonga, particularly in regard to transport logistics, environmental and building standards, and estate infrastructure.
- Establish development and operational partnerships.
- Promote and develop investment in LOGIC Wodonga as an import, export and manufacturing hub.
- Maximise opportunities from LOGIC including potential for generating financial surplus to fund council projects.

### Measured by
- Rail terminal fully operational by December 2009.
- Work is continuing on funding and facilitating the development of a rail terminal at LOGIC.
- Service station operational by 2010.
- Work is continuing on funding and facilitating the development of a service centre at LOGIC.
- The council has determined to sell all remaining lots at LOGIC on an englobo basis.
- Sale of an additional 20ha totaling 80ha by 2010.
- The council has determined to sell all remaining lots at LOGIC on an englobo basis.
- Generate a financial surplus for other council projects.
- To date, LOGIC has achieved an almost break-even position. With the proposed englobo sale, a significant return is expected to be provided to the council.

### Key Actions 2007/2008
- Complete additional infrastructure stages in line with lots sold by June 2008 [DCityD / DIA].
- Stage 1 and 2 infrastructure works have been completed in line with the requirements of lot sales.
- Pursue the promotion of LOGIC Wodonga and the sale of lots and attraction of industry [DIA / MIA].
- LOGIC has been promoted via trade shows, exhibitions and marketing channels. Council has determined to sell the remaining lots at LOGIC as an englobo sale.
- Finalise arrangements to enable commencement of rail terminal construction by December 2007 [DIA].
- Ongoing staff and ministerial discussions have occurred to secure funding and progress the development of a rail terminal.
- Conduct an expression of interest for a service centre at LOGIC [DIA / MIA].
- No expression of interest process has been conducted as council has determined to sell all remaining LOGIC lots as an englobo sale.
- Work with Wodonga TAFE to establish the National Skills Training Centre at LOGIC [DIA].
- Discussions have been held with Wodonga TAFE to progress the establishment of a National Skills Training and/or Driving Centre at LOGIC. Negotiations are continuing.
## Community Development – ‘Our People, Our City, Our Future’

### Goals
- To provide leadership, planning and advocacy in community capacity and the development of social capital.

### Strategies
- Provide accessible community centres that offer a broad range of programs and facilities.
- Maximise opportunities for community engagement and development through community conversations, consultation, audits and planning for the provision of services and facilities.
- Develop approaches to and actions to address key social issues in the community.
- Continue to build the capacity of service systems to be responsive to community needs.
- Plan for future integrated community infrastructure that supports community health and wellbeing.

### Measured by
- Health and wellbeing indicators trend measures.
- Finalising draft health and wellbeing trend measures.
- Identified policies, strategies and projects detailed in the annual key actions completed.

### Key Actions 2007/2008

<table>
<thead>
<tr>
<th>Community Capacity Building</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td><strong>Strategies</strong></td>
<td><strong>Measured by</strong></td>
</tr>
<tr>
<td>To provide leadership, planning and advocacy in community capacity and the development of social capital.</td>
<td>Provide accessible community centres that offer a broad range of programs and facilities.</td>
<td>Health and wellbeing indicators trend measures.</td>
</tr>
<tr>
<td></td>
<td>Maximise opportunities for community engagement and development through community conversations, consultation, audits and planning for the provision of services and facilities.</td>
<td>Finalising draft health and wellbeing trend measures.</td>
</tr>
<tr>
<td></td>
<td>Develop approaches to and actions to address key social issues in the community.</td>
<td>Identified policies, strategies and projects detailed in the annual key actions completed.</td>
</tr>
<tr>
<td></td>
<td>Continue to build the capacity of service systems to be responsive to community needs.</td>
<td>Planning has commenced with initial research being undertaken.</td>
</tr>
<tr>
<td></td>
<td>Plan for future integrated community infrastructure that supports community health and wellbeing.</td>
<td></td>
</tr>
</tbody>
</table>

### Key Actions 2007/2008

<table>
<thead>
<tr>
<th>Completed the Felltimber Precinct Redevelopment Plan by July 2007 [MCP].</th>
<th>Complete the update of the wellbeing indicators by July 2007 [DCommD].</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concept plans for the redevelopment of the Felltimber precinct have been completed. Options for funding the redevelopment are being explored.</td>
<td>Completed July 2008.</td>
</tr>
<tr>
<td>Housing Affordability Strategy commenced and option for trailer villages explored.</td>
<td>The first year of the three year action plan has been completed. Major initiatives have been the skate bowl redevelopment, planning for the community centre redevelopment and regular discussions with the three schools at Baranduda.</td>
</tr>
<tr>
<td>Not completed</td>
<td></td>
</tr>
<tr>
<td>Complete the Community Infrastructure Policy and Plan by December 2007 [MCP].</td>
<td></td>
</tr>
</tbody>
</table>

---

**Page 53**
Community Development – ‘Our People, Our City, Our Future’

Goals

- To strengthen the city by creating opportunities for community participation in programs, activities and events that promote lifelong learning principles.

Strategies

- Develop partnerships between various sectors such as the arts, community, education and business that promote participation and learning.
- Implement Flagship Learning City projects.
- To deliver a library service that meets the current and future needs of the community.

Measured by

- Participation numbers in bus tours.
  There were 208 people who took part in five trips/tours.
- Participation in Learning City programs.
  Participation rates in Story Time Anytime programs have averaged 50 families attending key events delivered through this program.
- Literacy levels of Wodonga children entering primary school.
- Numbers of volunteers and their areas of involvement.
  Volunteers are crucial to the delivery of excellent services in Wodonga. We currently have the following number of volunteers assisting us.
  PAG - 50
  MOW - 128
  Preschools - 32
  Early Years - 14
  Community Centres - ?
  Felltimber - 9
  Baranduda - 24
  Arts Space - 4
  High St - 7
  Youth Services - 24
  Walking School Bus - 9
  Wodonga Sports and Leisure Centre - Sports Hall - 4
Key Actions 2007/2008

- Implement immediate and short term recommendations from the Library Strategy [MEY].

  The immediate and short term recommendations from the Library Strategy have been completed in June 2008.

- Develop and adopt a library strategic plan by November 2007 [MEY].

  The Library Strategic Plan was adopted by council at the August council meeting in 2007.

- Conduct community bus tours [CEO].

  Bus tours were held every two months.

- Dialogue with schools to identify opportunities to promote learning city activities [MRYS].

  Youth services has developed their Educational Alliance Strategy. This resulted in the delivery of each member of staff in the youth services' team being involved in a combined project with each of the larger schools.

- Seek funding and implement a youth leadership program [MRYS].

  Council was successful in its funding application to Regional Development Victoria to the tune of $15,000, over two years. Youth services launched the city’s Leadership Program with nine young people attending the opening retreat and consecutive weekly meetings to discuss and hear about local issues within the community. Participants are currently planning their projects to be presented to the reference group and then implemented.

- Implement 2nd stage literacy program [MEY].

  The 2nd stage of the literacy project has been completed and the data is currently being collated and the report written.
### Community Development – ‘Our People, Our City, Our Future’

#### Goals
- To assist all children in the City of Wodonga to achieve their optimal health and wellbeing.

#### Strategies
- To continue a process of consultation and participation of families and key stakeholders.
- Facilitate the development of a child and family friendly city.
- Strong and sustainable links and co-ordination between relevant disciplines/services and tiers of government in both planning and delivery.
- Develop and implement the Walking School Bus program.

#### Measured by
- One per cent increase across five key result area of the young children’s health and well-being indicators ie: 18 months, 2 years, 3.5 years key age stage health assessment, preschool participation, literacy outcomes
  - 18 month: ↑ 11%
  - 2 years: ↑ 5%
  - 3.5 years: ↓ 1%
- Preschool participation: 88% of eligible children participated in full time preschool during 2007
- Literacy outcomes: Research to be completed by January 2009
  - Delivery of three key events for young children and families.
  - The three events were:
    - Children’s Fair;
    - Early Year’s activities represented at ‘Todos Arte’; and,
    - Children’s Art Exhibition.
  - The development of measures of literacy awareness and outcomes for young children.

**Monitor number of Let’s Read Packs distributed to Wodonga children at 4 months, 12 months, 18 months and 3.5 years key ages and stages consultations at maternal and child health. Monitor number of Young Readers’ Program books distributed at 2 years key ages and stages consultations at maternal and child health. Monitor number of people attending ‘Story Time Anytime’ activities in the city. Monitor number of referrals to speech therapy from maternal and child health service. Monitor number of speech referrals from preschool program. Monitor reading assessment of Wodonga children in Prep, Year 1, and Year 2.**
  - Number of children participating in Walking School Bus program. Target 40 (27).
  - Number attended was 27.
Key actions 2007/2008

• Target retention of Victorian Government award for Child and Family Friendly City awarded to Wodonga in 2006 [MEY]. Wodonga received the a highly commended for the Story Time Anytime program in the Early Years’ award for Improving parents’ confidence and enjoyment of family life category in 2007.

• Review and update the Municipal Early Years’ Plan by December 2007 [MEY]. The updated Municipal Early Years’ Plan was adopted by council at the July council meeting in 2008.

• Plan and deliver Children’s Fair, Kids’ Fest and Children’s Art Exhibition [MEY]. These events were held in 2007 with great success. The Children’s Fair had well over 16,000 attendees.

• Undertake early years’ literacy research [MEY]. The research is now complete with the final report due in Jan 09.

• Implement recommendations and works’ program of the playground strategy by December 2007 [MEY]. Work has commenced on the recommendations that were adopted in 2008.

• Implement immediate and short term recommendations from the library strategy [MEY]. The immediate and short term recommendations from the library strategy have been completed in June 2008 resulting in a number of changes to the library service.

• Undertake consultations for stage two of the Hub Strategy by December 2007 [MEY]. These consultations were completed in 2007 and resulted in the Early Years’ Facilities and Services information kit. The results of these consultations formed part of the success that led to council being one of the five councils that received $1,000,000 Municipal Infrastructure Plan funding from the state government.

• Develop innovative variations of the Walking School Bus model to increase participation levels [MRYS]. Walking Wednesdays, lunchtime walking clubs, scooter routes and Walking School Bus excursion models have been trialled.
## Community Development – ‘Our People, Our City, Our Future’

<table>
<thead>
<tr>
<th>Young People’s Linkages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td>- To promote young people as valuable members of the community.</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
</tr>
<tr>
<td>- To include young people in participatory consultation process to inform the development of services, programs and activities which enhance the lives of young people.</td>
</tr>
<tr>
<td>- To promote council’s active involvement in the support of young people within the community.</td>
</tr>
<tr>
<td>- Implement a policy framework for future planning and delivery of services for young people.</td>
</tr>
<tr>
<td>- Be inclusive of young people’s needs in all major city social, community and infrastructure developments.</td>
</tr>
<tr>
<td>- Support the community, artistic, cultural and other diverse participation opportunities of young people.</td>
</tr>
<tr>
<td><strong>Measured by</strong></td>
</tr>
<tr>
<td>- Participation by young people in events and activities. Target 5000 young people. <strong>Actual participation rate was 5500.</strong></td>
</tr>
<tr>
<td>- Participation by young people in a range of consultative activities. Target 1000 young people. <strong>Not measured across council.</strong></td>
</tr>
<tr>
<td>- Satisfaction in youth services as determined through youth services’ annual survey process. Target satisfaction rating = 70%. <strong>Not measured.</strong></td>
</tr>
</tbody>
</table>
Secure a partnership with the Department of Victorian Communities to conduct a consultation and research project to understand the needs of young people and the service system which supports young people in the community May 2008 [MRYS].

Initial discussions occurred with the Department of Victorian Communities and no initial opportunities presented. This key action will be further pursued in 2008/2009.

- Develop and implement a Young Persons’ Leadership Project as part of the Learning City program by April 2008 [DCommD].

Youth services launched the city’s Leadership Program with nine young people attending the opening retreat and consecutive weekly meetings to discuss and hear about local issues within the community. Participants are currently planning their projects to be presented to the reference group and then implemented.

- Develop and implement a strategy to secure, equip and operate a multi-purpose mobile bus facility to support young people and broader community events and activities [MRYS].

The Mobile Bus Project has progressed with much community and business support. Over $108,000 has been donated by the community for fit out and an additional $38,000 for operational staff and the development of a strategic plan. The bus will be launched late 2008.

- Review, plan and implement the Youth Impact Festival by May 2008 [MRYS].

Impact Festival was again successful this year with over 1250 young people participating throughout the day and over 950 young people joining in the combined FReeZA event at night. A highlight of this year’s event was the inclusion of a street performer and extended arts’ area. The annual activities such as the skate competition and attractions proved successful once again.

- Implement approved events and activities as part of the Youth Strategy by June 2008 [MRYS].

Youth services has implemented a range of activities and events as listed in the Youth Strategy. The highlights included the regeneration of Open Mic –Feedback, Kool Skool’s launch at Baranduda, school holiday program, stronger alliance with schools and art workshops.

- Conduct a program of monthly meetings between individual councillors and small groups of young people as a part of council’s community conversations’ program [DCommD].

As a part of the Education Alliance, youth services has developed capacity for the inclusion of councillors in discussions with small groups of young people. Other opportunities have been facilitated such as the city tours with groups of students.
Community Development – ‘Our People, Our City, Our Future’

Goals
- To ensure that Wodonga is a safe place to live and work.

Strategies
- Work with the local safety committee to consolidate its role and strengthen key relationships.
- Implement the council’s strategies in the Community Safety Plan.
- Ensure business operators and council meet their relevant statutory requirements.
- Strengthen relationships with Neighbourhood Watch and other key community groups.
- Increase communication and promotion of the council’s role in community safety.
- Continue to address the Community Emergency Management Plan.

Measured by

| Number of council strategies in Community Safety Plan commenced or completed. Target 90%. |
| Actual: 90 per cent. |
| Attendance at Neighbourhood Watch area meetings. Target four. |
| Actual: Three area meetings held and attended. |
| • Number of published articles /broadcasts about community safety. Target 12. |
| Actual: Eight in Border Mail, eight in Neighbourhood Watch Newsletters, five in Walking School Bus newsletters. |
| • Community satisfaction levels about safety in council’s 2007 Community Satisfaction Survey. Target average result: 5.5. |
| Actual 5.1. |
| • All premises meeting their legal obligations without the need for legal action. Target 98%. |
| The council met its target of 98 per cent, with the need for only one prosecution, resulting in costs and fines totaling $47,000 after an appeal to the County Court. |
| • Rates of immunisation increased. Target: 95 per cent. |
| Our rates of childhood immunisation averaged 95 per cent for the cohorts of 12 months, 24 months and 72 months. |
Community safety

- Ensure all premises requiring council registration are inspected annually by June 2008 [MH&CS].

All premises were inspected as required.
- Produce and release at least three brochures on topical issues for public dissemination by March 2008 [MH&CS].

New brochures are now available to provide easy to read information on the keeping of poultry, caravan occupation and conservative water usage.
- Increase the rates of immunisation across the three different age cohorts by June 2008 [MH&CS].

All three cohorts have reported an increase in immunisation levels, with our 12 month children attaining a vaccination rate of 96.32%.
- Develop a food services' management plan detailing operators' requirements and council's reactive/proactive policy stance by June 2008 [MH&CS].

With the pending changes to the Food Act, the new plan was not adopted. However, a food policy was developed for the operation of food stalls in the High St/Stanley S precinct.
- Develop an Animal Management Plan by June 2008 [MH&CS].

Council adopted the Animal Management Plan in March with the major issues relating to mandatory micro-chipping of pets, compulsory de-sexing of cats, and enhanced levels of training for animal control staff.
- Attend a community safety national conference in order to develop innovative community safety programs [DCommD].

To attend conference in December 2008.
### Community Development – ‘Our People, Our City, Our Future’

#### Ageing Well

<table>
<thead>
<tr>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>To ensure that Wodonga seniors achieve optimal health and wellbeing through active ageing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategically plan for required services, infrastructure and facilities for older people.</td>
</tr>
<tr>
<td>Adopt a continuous process of consultation to understand the needs of older people.</td>
</tr>
<tr>
<td>Provide leadership, support and service development in partnership with key stakeholders and the community.</td>
</tr>
<tr>
<td>Advocate at commonwealth and state government level for an improved older person’s services’ system.</td>
</tr>
<tr>
<td>Deliver high quality services that meet client needs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% implementation of Home Care Review recommendations.</td>
</tr>
<tr>
<td><strong>100% of the Home Care recommendations completed.</strong></td>
</tr>
<tr>
<td>100% implementation of Planned Activity Group Review recommendations.</td>
</tr>
<tr>
<td><strong>100% of the Planned Activity Group Review recommendations completed.</strong></td>
</tr>
<tr>
<td>Completion of Health Promotion Strategy for Older People.</td>
</tr>
<tr>
<td><strong>The Health Promotion Strategy for Older People was completed and is part of Wodonga, Living Longer, Loving Life.</strong></td>
</tr>
<tr>
<td>Adoption of the Ageing Well in Wodonga Strategy.</td>
</tr>
<tr>
<td><strong>The Ageing Well in Wodonga Strategy was completed and adopted. It is part of Wodonga, Living Longer, Loving Life.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Actions 2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare council’s Ageing Well in Wodonga Positive Ageing Strategy by December 2007 [MCP].</td>
</tr>
<tr>
<td>Completed in June 2008.</td>
</tr>
<tr>
<td>Implement the Health Promotion Strategy for Older People [MAS].</td>
</tr>
<tr>
<td><strong>The Health Promotion Strategy was combined with the Ageing Well in Wodonga Strategy. The combined strategy has been completed and will commence implementation after the launch of the strategy.</strong></td>
</tr>
<tr>
<td>Implement the Seniors’ Housing Best Practice Guide for Senior Housing Developments [MSPS].</td>
</tr>
<tr>
<td>Implemented. Documents require review.</td>
</tr>
</tbody>
</table>
## Organisational Development – ‘In Search of Excellence’

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To lead by example, focusing on sustainable achievement of goals.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop leaders at all levels in the organisation who can live the principles of business excellence and personally lead the program.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trend in Mood Meter Survey data. Target: positive trend.</td>
</tr>
<tr>
<td>Actual: negative trend.</td>
</tr>
</tbody>
</table>

### Key Actions 2007/2008

- Conduct Mood Meter Survey in conjunction with organisational timeline of events four times by June 2008 [MBE].
  **The survey has been conducted on a quarterly basis and has proven to be a valuable lead indicator of staff satisfaction.**
- Develop an organisation wide conference that incorporates development of innovative ideas for council consideration and opportunities for relationship building with leadership team by January 2008 [MBE].
  **The conference did not proceed.**
### Organisational Development – ‘In Search of Excellence’

<table>
<thead>
<tr>
<th><strong>Goals</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>To maximise integration of business excellence approaches and principles, and engagement of staff into all organisational planning activities; to achieve better planning outcomes for our community.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Strategies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage with all teams to help them integrate business excellence principles into all major organisational planning activities.</td>
</tr>
<tr>
<td>Develop methods of engaging staff in major organisation planning activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Measured by</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased participation in conducting a systems’ thinking exercise as measured in the annual Business Excellence internal survey. Target &gt; 60%.</td>
</tr>
<tr>
<td>Number of systems’ thinking exercises conducted as part of integrated planning agenda items. Target &gt; 5 exercises completed.</td>
</tr>
</tbody>
</table>

**Not measured in survey.**

<table>
<thead>
<tr>
<th><strong>Key Actions 2007/2008</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a new outcomes focused Council Plan format by February 2008 [MBE].</td>
</tr>
<tr>
<td>New Council Plan format implemented.</td>
</tr>
<tr>
<td>Conduct a leadership training program in environmental analysis, scenario planning and planning theory by June 2008 [MBE].</td>
</tr>
<tr>
<td>The scope of this program was extended to incorporate personal development of the leadership team. A program has been chosen which includes mentoring, coaching and workshops that will be delivered from July 2008 to November 2010.</td>
</tr>
</tbody>
</table>
## Organisational Development – ‘In Search of Excellence’

<table>
<thead>
<tr>
<th>Data, Information and Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td>• To work with customers to deliver information that will serve the organisation's current needs, including improved decision making, while maintaining flexibility to adapt to a changing environment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Strategies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure annual planning of information services is an integral part of the council planning process.</td>
</tr>
<tr>
<td>• Collect data that enables effective decision making and efficient use of resources.</td>
</tr>
<tr>
<td>• Develop and promote the Performance Measurement System as the key organisational indicator set.</td>
</tr>
<tr>
<td>• Embed statistical thinking at all levels of the organisation to enable determination of stability of processes.</td>
</tr>
<tr>
<td>• Improve the quality of financial information through new technology and enhancement of existing systems.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Measured by</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Maintain internal customer satisfaction at a minimum of 90% as measured by the Information Service Unit customer survey.</td>
</tr>
<tr>
<td>A revised annual survey process and redefined measures provided a positive 87.80% result.</td>
</tr>
<tr>
<td>• Adherence to annual budget.</td>
</tr>
<tr>
<td><strong>Achieved.</strong></td>
</tr>
<tr>
<td>• Project milestones achieved.</td>
</tr>
<tr>
<td><strong>Achieved; however, a new Asset Management System will be reviewed by council’s Manager for Assets in 08/09.</strong></td>
</tr>
<tr>
<td>• Critical Success Measure of IT Systems availability to be maintained at 99% uptime.</td>
</tr>
<tr>
<td><strong>Achieved.</strong></td>
</tr>
</tbody>
</table>
Review and update council’s telephony system for cost, scalability, integration and systems’ administration [MInfoS].

Migration of 140 mobiles to the Optus network saving an average of $2000 per month. Increased demand for Optus mobile services has resulted in plans for new mobile towers in Albury and Wodonga to be accelerated, and Optus has installed their new HSDPA/HSUPA high speed 3G network also.

Implement a new Geographic Information System (GIS) for council which also includes internet access for the community [MInfoS].

Successful implementation of MapInfo Exponare to 111 users across council with better integration of core systems and richer functionality. Project to allow web access to council’s GIS to commence in January 2009.

Update council’s aerial photography [MInfoS].

Completed with new aerial imagery over the Wodonga area.

Implement a new networking equipment for better systems’ management of security, network traffic and remote access [MInfoS].

Successful installation of Cisco intrusion prevention system (IPS), Argent server monitoring system, dual firewalls, upgrade to Optus Business Broadband for remote access and upgrades to email filtering and spam, spyware and virus detection.

Finalise the delivery of ePathway online services for the community [MInfoS].

Successful installation of Secure Sockets Layer (SSL) security, Verisign certificates to allow secure transactions over the internet and configuration of ePathway to allow for online request of land information certificates and prelodgement of building and planning development applications. To launch November 2009.
## Goals

- To develop and value people's capability and release their skills, resourcefulness and creativity to change and improve the organisation.

## Strategies

- Develop, implement and monitor the Performance Management and Development Framework, including training and development and career path program.
- Improve physical work environment and promotion of long term health and wellbeing.
- Continue to encourage innovation.
- Implement, monitor and review a comprehensive organisational plan to ensure the organisation possesses the optimal structure, succession and skill base to meet future needs.
- Develop a planned approach and deployment of business excellence training and development activities across all areas of the organisation.
- Develop and enhance an organisational culture that promotes safe work practices and continually monitors Occupational Health and Safety performance.

## Measured by

<table>
<thead>
<tr>
<th>People</th>
</tr>
</thead>
</table>
| - Business Excellence Internal Survey result for the question '[s]atisfaction with the availability of information/help regarding Business Excellence'. Target >60%.  
Actual 54.6%.  
| - Business Excellence Internal Survey result for the question '[s]atisfaction with the training/induction I have had to help me understand what it’s all about in general'. Target > 60%.  
Actual 54%.  
| - Providing me with the opportunity to develop new technical/job skills and developing personally /professionally scores in council’s 2007 Staff Climate Survey. Target > 6.5.  
Actual 5.22.  
| - Having an individual work plan; regular reviews of individual work plans; and work plan processes are valuable scores in council’s 2007 Staff Climate Survey. Target > 5.6.  
Actual 5.13.  
| - Providing a safe working environment score in council’s 2007 Staff Climate Survey. Target > 6.5.  
Actual 5.57.  
| - Balancing work and life demands score in council’s 2007 Staff Climate Survey. Target > 6.6.  
Actual 5.07.  
| - Encouraging innovation score in council’s 2007 Staff Climate Survey. Target > 6.3.  
Actual 4.90.  
| - % of completed work plans and annual reviews as per performance management system at end of November 2007. Target 100%.  
Not measured. |
- Develop an internal communication strategy [CA].

The internal communications’ strategy was released in December, 2007. It includes a communications’ policy document for staff and another for councillors.

- Ensure completion of work plans and annual reviews in new performance management and development system by end of November 2007 [MER].

An automated reminder system ensures completion of work plans and annual reviews.

- Investigate Timekeeper Module options for off-site payroll processing [MER].

An investigation found that the investment in additional computer hardware, as well as training in the systems, would not provide a matching increase in productivity, so it was decided not to proceed with implementation.

- Implement Contractor Management System for construction/maintenance projects and other contracts with safety risks to demonstrate consistent supervision of safety issues [MER].

This system has been implemented and a register of preferred suppliers who have risk management systems in place is now in operation.

- Review and update the organisation planning process and implement/educate revisions [MER].

The human resource planning process has been improved through the use of a new template which requires staff requesting resources to submit a detailed business case.

- Explore options for a holistic Health and Wellbeing Strategy [MER].

This strategy has been delayed due to absence of key staff.
### Customer and Market Focus

#### Goals
- To understand the needs and expectations of our community, both now and in the future, to ensure that the strategies, products and services provided are continuously adapted and improved to meet these requirements.

#### Strategies
- Enhance existing consultation methods to promote community understanding and involvement in council decision making to determine the appropriate means of sustainable service delivery by taking into account, quality, cost, social and environmental implications.
- Review and update council’s approach to surveys and intelligence gathering to ensure community expectations are identified and satisfaction levels measured, in an efficient and unobtrusive manner.
- Integrate the collection and analysis of customer feedback and market research into our planning and improvement processes at all levels.
- Implement the Customer Service Strategy to ensure continuous improvement in council service standards and customer/community satisfaction.
- Communicate to customers the value of the services being provided together with benchmark data for comparable services.
- Provide a range of service options that allow customers to conduct routine transactions with council on a convenient 24 hour, seven day a week basis.
- Investigate use of mobile and web based technologies to enable customers and field staff to have remote access Customer Request and other data, to improve service levels.

#### Measured by

<table>
<thead>
<tr>
<th>Customer and Market Focus</th>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85% of customer enquiries resolved first time by Customer Service Unit. 82% - down 3% from previous year.</td>
</tr>
<tr>
<td></td>
<td>75% of customer requests to be responded to within allocated timeframe. 83% - up 15% from previous year.</td>
</tr>
<tr>
<td></td>
<td>80% of phone calls to be answered by call centre within 20 seconds. 84% - up 4% from previous year.</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with council’s interaction with and responsiveness in dealing with the public as measured by council’s Customer Satisfaction Survey. Target 80%. 78% - up 1% from previous year.</td>
</tr>
<tr>
<td></td>
<td>Performance means across all service responsibility areas as measured by the council’s Community Satisfaction Survey. Target 75%. 70% - no change from previous year.</td>
</tr>
</tbody>
</table>
Customer and Market Focus

- Develop a system of disseminating feedback from all major consultations including surveys to the leadership team by June 2008 [MBE].
  Council’s new intranet will facilitate this; however, its development was not completed until late June 2008.
- Develop a suite of customer information to inform the councillors’ annual planning day by June 2008 [MBE].
  New reporting software, that will allow detailed analysis of the customer request system, has been installed but further staff training must take place before a suite of useful reports can be developed.

- Review and update the Customer Service Strategy [MC&CS].
  A preliminary review of the existing Customer Service Strategy has commenced. Results from the 2008, 2007 and 2006 local government Customer Satisfaction Surveys for Customer Contact are to be examined and assist in highlighting the direction council’s Customer Service Strategy will take in the coming years.
- Finalise implementation of the ePathway (web based) Customer Request System and Bookings’ Modules [MC&CS].
  The ePathway Customer Request System is due for implementation following the launch in November 2009 of online requests for land information certificates and prelodgement of building and planning development applications. The Bookings’ Module is now in place and used for a variety of bookings including parks and reserves, banner displays and Felltimber Community Centre room hire.
## Organisational Development – ‘In Search of Excellence’

### Goals
- To continue to simplify and improve all processes supplying services to the community and internal customers, by building stronger partnerships with suppliers based on mutual understanding of quality principles.
- To engage people in business excellence, focusing on improving business systems and associated processes.

### Strategies
- Improve processes in order to improve service quality and better use of resources.
- Support Process Improvement Teams (PITs) in order to maximise their benefit to the organisation.
- Rationalise contractor numbers to a preferred group of prequalified providers and strengthen relationships with these firms.
- Enhance the range of eProcurement tools to simplify procurement processes for Council/suppliers and improve efficiencies.
- Market the benefits of business excellence to the organisation.

### Measured by
- Business Excellence Internal Survey result for the question ‘does business excellence make a difference by helping you find a better way to do your work?’ Target > 60%.
  - Actual 62.3%.
- Business Excellence Internal Survey result for the question ‘does business excellence make a difference by helping you develop relationships with other staff members?’ Target >60%.
  - Actual 56.6%.
- Finalisation of initial prequalified contractors’ list.
  - Completed.

### Key Actions 2007/2008
- Develop an internal marketing plan for Business Excellence with a continuous improvement focus by June 2008 [MBE].
  - Senior management will undertake Business Excellence training specifically designed for leaders in early July 2008. This will enable a fresh approach to be developed, along with appropriate marketing.
## Organisational Development – ‘In Search of Excellence’

### Goals

- To develop the organisation so that it is recognised at state and national level as a successful and sustainable organisation with a focus on value and outcomes.

### Strategies

- Revitalise organisational measurement system and engage with people to develop outcome measures that will help us evaluate progress toward council’s vision.
- Build accountability for sustainable outcomes through the performance management framework.

### Measured by

- Completion of organisational measurement system at CEO and director levels by December 2007.
  - Done.
- Completion of specification for an outcomes’ measurement system.
  - Not complete.

### Key Actions 2007/2008

- Develop a specification for a strategic outcome measurement system by March 2008 [MBE].
  - One system was demonstrated to senior management in March 2008 and was very well received. The design of the system is dependent on the results of the Vision 2025 project so the specification will need to wait until that project has progressed further.
- Develop methods of disseminating and analysing the trends in the Community Wellbeing Indicators within the organisation by June 2008 [MBE].
  - The Victorian Government conducted a state wide community indicators’ project during the year, and the results of this need to be compared to our own indicator set once a new Manager Community Planning is appointed.
### Organisational Development – ‘In Search of Excellence’

<table>
<thead>
<tr>
<th>Table</th>
<th>Risk Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals</strong></td>
<td>To establish a strong culture of risk and opportunity management at all levels of the organisation.</td>
</tr>
<tr>
<td><strong>Strategies</strong></td>
<td>Implement Risk and Opportunity Management Strategy’s improvements identified in risk management audits.</td>
</tr>
<tr>
<td></td>
<td>Review and update internal risk and opportunity management policies and procedures.</td>
</tr>
<tr>
<td></td>
<td>Provide regular risk management reports to senior management and councillors.</td>
</tr>
<tr>
<td><strong>Measured by</strong></td>
<td>Implementation of the measures in the Risk and Opportunity Management Strategy are commenced or completed. Target 100%. Audit recommendations implemented. Target 100%. Completed.</td>
</tr>
<tr>
<td></td>
<td>Strategic activities are used to trial risk and opportunity matrices. Target 2 activities by March 2008. Quarterly risk management reports are provided to senior management and councillors. Target 4. Completed.</td>
</tr>
<tr>
<td></td>
<td>Implement audit recommendations by February 2008 [RCSO]. Completed.</td>
</tr>
<tr>
<td></td>
<td>Trial risk and opportunity matrices by March 2008 [RCSO]. Completed.</td>
</tr>
<tr>
<td></td>
<td>Report quarterly to senior management and councillors [RCSO] Completed.</td>
</tr>
</tbody>
</table>
Organisational Development – ‘In Search of Excellence’

<table>
<thead>
<tr>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To review all council services to ensure value for money is delivered to the community, in compliance with the Local Government Act (Best Value principles).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review of all council services in accordance with the adopted Best Value program.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Adoption of a Best Value Review program by June 2008.</td>
</tr>
<tr>
<td><strong>Best Value review program was developed and implemented.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Actions 2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop and implement a revised approach to Best Value service reviews, incorporating the Business Excellence Framework [MC&amp;CS].</td>
</tr>
<tr>
<td><strong>Best Value review program was developed and implemented.</strong></td>
</tr>
</tbody>
</table>
Organisational Development – ‘In Search of Excellence’

<table>
<thead>
<tr>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To provide quality civil construction and maintenance services to council and the wider community through being an efficient provider capable of operating in a competitive market.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continuously improve quality of services and client/staff satisfaction.</td>
</tr>
<tr>
<td>• Actively pursue work external to council’s maintenance contracts.</td>
</tr>
<tr>
<td>• Continue to build on existing relationships with adjoining municipalities, government bodies, local contractors, suppliers and private developers etc. to increase capacity to sustain business growth.</td>
</tr>
<tr>
<td>• Reduce council’s risk exposure through best practice maintenance and construction procedures.</td>
</tr>
<tr>
<td>• Budget for resources necessary to maintain new high profile sites.</td>
</tr>
<tr>
<td>• Continuously review plant and equipment needs.</td>
</tr>
<tr>
<td>• Review and update key processes in civil construction and maintenance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Improved risk management performance rating for trees in CMP survey.</td>
</tr>
</tbody>
</table>

Tree audits that form the basis of our risk management process have been listed for funding under the new initiative budget 2008-09. $30K has been allocated during 2008-09 with a total of $180K over the next 10 years. This funding will improve our risk management performance rating for trees from 2008-09 and beyond.

• Minimum return of 8 per cent on external works after all costs.

Not achieved.
• Assist City Development in the finalisation of plans and documentation for the physical construction of the new Council Depot at the rear of the Wodonga Transfer Station [MOO].
  Ongoing. Anticipated staged development as budget and funding resources permit.
  Preliminary layout plans prepared and presented to councillors.
• Implement new Contractor Management System for construction works [MOO].
  Completed.
• Inspect trees within high use streets, parks and reserves, record on database and continue implementation of remedial work as per inspection report [MOO].
  Completed.

Street Tree Programs: The street tree pruning and inspection process is based on a system of dividing Wodonga into zones (east, central and west) with one zone being inspected and pruned yearly. Central Wodonga was serviced this year. This program therefore requires three years for the cycle to be completed. Wire clearance is an annual tree pruning program that requires inspection and pruning of trees that are growing under power lines. Customer service requests generate tree inspections. This reactive program identifies trees that require service additional to the street tree and wire clearance pruning programs.

Parks and Reserves’ Tree Program: The trees within parks and reserves are being inspected and pruned reactively. This is undertaken prior to organised events at our parks and reserves. Inspections and pruning are completed to ensure the area is safe.

The new initiative budget allocation will fund a program that will systematically ensure all trees within parks and reserves are inspected during the next 10 years.
Public Information

Whistleblowers Protection Act 2001
The aim of the Act is to encourage and facilitate disclosure of improper conduct by public officers and public bodies, to protect the persons making disclosures from reprisals and to provide for matters to be properly investigated and dealt with. Under the Act, where a person believes on reasonable grounds that a councillor or council officer is either engaged in improper conduct or taking detrimental action, that person may disclose that conduct or action. The Ombudsman has the role of investigation disclosures. Council is required to develop a process under which any claims under the Whistleblowers Protection Act will be handled.

Reporting Requirements
In accordance with Sections 104 and 105 of the Whistleblowers Act 2001, the following information is hereby provided.

a) The current procedures established by the council under Part 6. Procedures for the Whistleblowers Protection Act 2001 were prepared in accordance with the Ombudsman’s guidelines, copies of which are available to the public on request.

b) The number and types of disclosures made to the public body during the year.
Nil

c) The number of disclosures referred during the year by the public body to the Ombudsman for determination as to whether they are public interest disclosures.
Nil

d) The number and types of disclosed matters referred to the public body during the year by the Ombudsman.
Nil

e) The number and types of disclosed matters referred during the year by the public body to the Ombudsman to investigate.
Nil

f) The number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year.
Nil

g) The number of requests made under section 74 during the year to the Ombudsman to investigate disclosed matters.
Nil

h) The number and types of disclosed matters that the public body has declined to investigate during the year.
Nil

i) The number and types of disclosed matters that were substantiated on investigation and the action taken on completion of the investigation.
Nil

j) Any recommendations of the Ombudsman under this Act that relate to the public body.
Nil

Information Privacy Act 2000 (Vic)
The Victorian Information Privacy Act covers personal information, other than health related personal information, held by Victorian public sector organisations. It established the Office of the Victorian Privacy Commissioner which is an independent statutory office along the lines of the Ombudsman or Auditor General. The Privacy Commissioner can receive complaints about perceived breaches of privacy by public sector organisations.

At the heart of Victoria’s Information Privacy Act are ten Information Privacy Principles (IPPs). The IPPs guide how public sector organisations should handle personal information, and cover the whole life cycle of information from collection to storage and disposal. A council policy has been developed combining the IPPs from the Information Privacy Act 2000 with the requirements of the Health Records Act 2001, and is available to members of the public on request.

Health Records Act 2001 (Vic)
The Health Records Act 2001 creates a scheme to regulate the collection and handling of health information in Victoria. Individuals have an enforceable right of access to their health information under the Act, and a right to make a complaint about or interference with their privacy. The enforced regime, including the handling of complaints by the Health Services Commissioner, applies to situations where health information is collected, used, disclosed or held by
an organisation after July 1, 2002. A council policy has been developed combining the IPPs from the Information Privacy Act 2000 with the requirements of the Health Records Act 2001, and is available to members of the public on request. A complete copy of the guidelines can be obtained from the City of Wodonga.

National Competition Policy update
In accordance with National Competition Policy and the Competition Principles’ agreement with the Victorian Government, the council has:

- Been assessed as complying with the Competition Principles’ Agreement;
- Continued development and implementation of procedures to ensure all inhouse bids and significant business activities are compliant with the Competition Principles’ Agreement; and,
- Continued awareness programs for employees in National Competition Policy requirements including Competition Code compliance.

Council has not received any substantiated allegations of noncompliance with the Competition Code or Competitive Neutrality Policy during 2007/2008.

Contracts valued at greater than $100,000
Wodonga Council did not enter into any contracts greater than $100,000 without first going through a competitive process.

Best Value Policy and Program Approach
In 1999, the state government introduced the local government (Best Value Principles) Act. Rather than defining ‘Best Value’, the Act outlines a set of six Best Value Principles which councils are required to address.

Victorian councils were required to review their services against the Best Value Principles in order to ensure their services are providing best value to their communities. Service reviews were to be completed by December, 2005. Wodonga Council was slightly delayed in finishing the program, with 30 service reviews being completed and a final one nearing completion. The Best Value Principles are summarised as follows.

a) Each service MUST meet Cost and Quality Standards.
b) All services MUST be responsive to the needs of its community.
c) Each service MUST be accessible to those members of the community for whom the service is intended.
d) A council MUST achieve continuous improvement in the provision of services for its community.
e) A council MUST develop a program of regular consultation.
f) A council MUST report to its community on its achievements in relation to the principles set out in a, b), c), d), and e); above.

In applying the Best Value Principles, the council may also take into account, among other factors:

- The need to review services against the best on offer in both the public and private sectors;
- An assessment of value for money in service delivery;
- Community values and expectations;
- The balance of affordability and accessibility of services to the community;
- Opportunities for local employment growth or retention;
- The value of potential partnerships with other councils and state and the Commonwealth governments; and,
- Potential environmental advantages for the council’s municipal district.

As a result of extensive lobbying by council and the industry as a whole, amendments have been made to the Best Value service review guidelines. The revised guidelines allow council to better incorporate our use of the Australian Business Excellence Framework (ABEF) in the next round of service reviews. Further use of the ABEF in service reviews will enhance council’s ability to improve continuously our services and ensure we meet our community’s changing needs, whilst bearing in mind existing resource constraints.

Best Value and the council plan
Best Value has reinforced Wodonga Council’s commitment to community engagement,
continuous improvement and quality service provision. The outcomes of each review are aligned with council's goals as outlined in the council plan.

**How service reviews are carried out at Wodonga**
The council is using its experience from the first round of the process to review the way in which the next round of service reviews will be conducted. This review will be completed during 2007-2008 and a new program or service reviews adopted.

**Reporting back to the community**
Service review reports are available at no charge to the public. Copies of these reports can be requested by contacting the council’s Manager Customer and Competitive Services on (02) 6022 9300 or can be viewed under the ‘Council Services’ section of the council’s website: www.wodonga.vic.gov.au.

**Reviews commenced but not yet completed**
Only one service review remains to be completed, that being Infrastructure Services (formerly known as Design and Construction). This review is 95 per cent complete and will be finalised shortly.

**Accounts and other documents**
The following documents are available for public inspection at the Wodonga Council offices, 104 Hovell St, Wodonga. They include:

- An Operating Statement;
- A statement of financial position;
- Notes to the financial statements;
- Details of current allowances fixed for the Mayor and councillors under section 74 or 74A of the Act;
- Details of senior officers’ total salary packages for the current financial year and the two previous years including the gross salary, the amount of the council or employer contribution to superannuation, the value of any motor vehicle provided by council and the total value of any other benefits and allowances provided by council;
- Details of overseas or interstate travel, with the exception of interstate travel to a neighbouring municipality, undertaken in an official capacity by councillors or any member of council staff in the previous 12 months, including the names of the councillors or members of council staff and the date, destination, purpose and total cost of the overseas or interstate travel;
- Names of council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted;
- Names of councillors who submitted returns of interest during the financial year and the dates the returns were submitted;
- Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except where such minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- A list of special committees established by the council and the purpose for which each committee was established;
- A list of special committees established by the council which were abolished or ceased to function during the financial year;
- Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except where such minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- Register of delegations kept under sections 87, 88, and 98 of the Act, including the date on which the last review under section 98(6) of the Act took place;
- Submissions received under section 223 of the Act during the previous 12 months;
- Agreements to establish regional libraries under section 196 of the Act;
- A register of all property, finance and operating leases involving land, buildings, plant, computer equipment and vehicles entered into by the council as lessor or lessee that includes details of the name of the lessor or lessee and the term and the value of the lease; and,
- Register of authorised officers appointed under section 224 of the Act.
## Community grants

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albury Wodonga Arts Society</td>
<td>$1,700.00</td>
</tr>
<tr>
<td>Albury Wodonga Eisteddford</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Albury Wodonga Parents and Babies Unit</td>
<td>$960.00</td>
</tr>
<tr>
<td>Albury Wodonga Table Tennis Association</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Albury Wodonga Theatre Company</td>
<td>$9,090.91</td>
</tr>
<tr>
<td>Albury Wodonga Woodcrafters Inc</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Alpin Shire Council</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Appin Park Primary School</td>
<td>$1,950.00</td>
</tr>
<tr>
<td>Arts Wodonga</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Athletics Wodonga</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Australian Country Junior Basketball Cup</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Belvoir Special School</td>
<td>$100.00</td>
</tr>
<tr>
<td>Birrallee Park Neighbourhood House</td>
<td>$4,545.46</td>
</tr>
<tr>
<td>Brave Hearts Dragons Abreast</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Creators Artspace</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Creative Learning for Over 50's</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Destination Albury Wodonga</td>
<td>$185,000.00</td>
</tr>
<tr>
<td>Filipino Community of Albury Wodonga</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Hothouse Theatre</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Hothouse Theatre - Butter Factory Theatre</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Jazz Albury Wodonga</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>LaTrobe University</td>
<td>$500.00</td>
</tr>
<tr>
<td>Livid Productions</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Multiple Birth Association</td>
<td>$998.00</td>
</tr>
<tr>
<td>Murray Arts - Regional Cultural Development Activities</td>
<td>$24,000.00</td>
</tr>
<tr>
<td>Murray Chamber Choir</td>
<td>$4,500.00</td>
</tr>
<tr>
<td>Murray Conservatorium</td>
<td>$17,000.00</td>
</tr>
<tr>
<td>Neighbourhood Watch</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Parklands Albury Wodonga - Service Agreement</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Rotary Club of Wodonga</td>
<td>$600.00</td>
</tr>
<tr>
<td>SITE Inc</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>State Emergency Service Victoria - Wodonga Unit</td>
<td>$34,903.00</td>
</tr>
<tr>
<td>St Mary’s Catholic School Rutherglen</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>The Flying Fruit Fly Circus</td>
<td>$100.00</td>
</tr>
<tr>
<td>Trinity Anglican College</td>
<td>$100.00</td>
</tr>
<tr>
<td>Trudewind Road Neighbourhood House</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Uniting Care Wodonga</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>University of the Third Age</td>
<td>$299.00</td>
</tr>
<tr>
<td>Upper Hume Community Health Service</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Upper Murray Family Care</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Upper Murray Regional Library</td>
<td>$517,084.00</td>
</tr>
<tr>
<td>Westmont Aged Care Services</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Wodonga Brass Band</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Wangaratta Choristers Inc</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Wodonga Badminton</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Wodonga Catholic Parishes</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Wodonga Chamber of Commerce</td>
<td>$135,000.00</td>
</tr>
<tr>
<td>Wodonga Historical Society</td>
<td>$6,760.00</td>
</tr>
<tr>
<td>Wodonga Little Athletics</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Wodonga Senior Secondary College</td>
<td>$100.00</td>
</tr>
<tr>
<td>Wodonga West Primary</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Young Achiever Support Scheme</td>
<td>$9,432.32</td>
</tr>
</tbody>
</table>
### Sponsorships

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albury Wodonga Arts Society</td>
<td>$1,700.00</td>
</tr>
<tr>
<td>Albury Wodonga Eisteddford</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Albury Wodonga Parents and Babies Unit</td>
<td>$960.00</td>
</tr>
<tr>
<td>Albury Wodonga Table Tennis Association</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Albury Wodonga Theatre Company</td>
<td>$9,090.91</td>
</tr>
<tr>
<td>Albury Wodonga Woodcrafters Inc</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Alpin Shire Council</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Appin Park Primary School</td>
<td>$1,950.00</td>
</tr>
<tr>
<td>Arts Wodonga</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Athletics Wodonga</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Australian Country Junior Basketball Cup</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Belvoir Special School</td>
<td>$100.00</td>
</tr>
<tr>
<td>Biralle Park Neighbourhood House</td>
<td>$4,545.46</td>
</tr>
<tr>
<td>Brave Hearts Dragons Abreast</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Creators Artspace</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Creative Learning for Over 50's</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Destination Albury Wodonga</td>
<td>$185,000.00</td>
</tr>
<tr>
<td>Filipino Community of Albury Wodonga</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Hothouse Theatre</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Hothouse Theatre - Butter Factory Theatre</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Jazz Albury Wodonga</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>LaTrobe University</td>
<td>$500.00</td>
</tr>
<tr>
<td>Livid Productions</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Multiple Birth Association</td>
<td>$998.00</td>
</tr>
<tr>
<td>Murray Arts - Regional Cultural Development Activities</td>
<td>$24,000.00</td>
</tr>
<tr>
<td>Murray Chamber Choir</td>
<td>$4,500.00</td>
</tr>
<tr>
<td>Murray Conservatorium</td>
<td>$17,000.00</td>
</tr>
<tr>
<td>Neighbourhood Watch</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Parklands Albury Wodonga - Service Agreement</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Rotary Club of Wodonga</td>
<td>$600.00</td>
</tr>
<tr>
<td>SITE Inc</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>State Emergency Service Victoria - Wodonga Unit</td>
<td>$34,903.00</td>
</tr>
<tr>
<td>St Mary’s Catholic School Rutherglen</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>The Flying Fruit Fly Circus</td>
<td>$100.00</td>
</tr>
<tr>
<td>Trinity Anglican College</td>
<td>$100.00</td>
</tr>
<tr>
<td>Trudewind Road Neighbourhood House</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Uniting Care Wodonga</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>University of the Third Age</td>
<td>$299.00</td>
</tr>
<tr>
<td>Upper Hume Community Health Service</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Upper Murray Family Care</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Upper Murray Regional Library</td>
<td>$517,084.00</td>
</tr>
<tr>
<td>Westmont Aged Care Services</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Wodonga Brass Band</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Wangaratta Choriesters Inc</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Wodonga Badminton</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Wodonga Catholic Parishes</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Wodonga Chamber of Commerce</td>
<td>$135,000.00</td>
</tr>
<tr>
<td>Wodonga Historical Society</td>
<td>$6,760.00</td>
</tr>
<tr>
<td>Wodonga Little Athletics</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Wodonga Senior Secondary College</td>
<td>$100.00</td>
</tr>
<tr>
<td>Wodonga West Primary</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Young Achiever Support Scheme</td>
<td>$9,432.32</td>
</tr>
</tbody>
</table>