

2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING										
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue	
Principal Activity 1 – Community & Education										
C&R 2	Library Services	Library Resource Purchases 2011/2012	526,709	335,000					191,709	
C&R 3	Library Services	Local History/Family History section refurbishment	17,000						17,000	
C&R 4	Library Services	Lake Haven Library Replacement Air Conditioning	8,000						8,000	
C&R 5	Community Facilities	Cultural Centre - Warnervale Town Centre Knowledge Centre Design	150,000				150,000		-	
C&R 6	Library Services	Radio Frequency Identification (RFID) technology for each library branch that allows self service for customers	300,000	35,000					265,000	
C&R 7	Library Services	Electronic PC Booking service	21,000						21,000	
C&R 8	Community Engagement	Engagement Database, Web-based application to manage, analyse, report and evaluate engagement activities and stakeholder feedback	75,000						75,000	
C&R 9	Customer Contact	Contact Centre Call Recording Solution for IPPX, software to enable full time recording of inbound and outbound calls	52,000						52,000	
C&R 10	Community Facilities	Cemeteries - Design/concept plans & tenders for a future/improved crematorium (including chapel and cemetery)	100,000						100,000	
C&R 11	Community Facilities	Cemeteries - Jiliby - Landscaping works along boundary	15,000		15,000				-	
C&R 12	Community Facilities	Cemeteries - Jiliby Entry Statement	15,000		15,000				-	
C&R 13	Community Facilities	Cemeteries - Norville - Avenue Planting and Landscaping	8,000		8,000				-	

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C&R 14	Community Facilities	Cemeteries - Noraville - Boundary Planting	20,000		20,000				-
C&R 43.2	Community Facilities	Community Facilities - Community building maintenance and upgrades	455,000	-	-				455,000
Principal Activity 2 - Community Recreation									
C&R 40	Sport Leisure & Recreation- Operations	Beach Services - Stage 2 Landscape Shelly Beach Foreshore reserve	245,000					245,000	-
C&R 41	Sport Leisure & Recreation- Operations	Beach Services - The Entrance Surf Club refurbishment/upgrades. (Works dependant on other funding that may be received by the surf club).	108,500					108,500	-
C&R 42	Sport Leisure & Recreation- Operations	Boat Ramps & Jetties - Norah Head Boat Ramp - Upgrade; Investigation and preliminary design and scoping documents	200,000	200,000					-
C&R 43	Sport Leisure & Recreation- Operations	Boat Ramps & Jetties - Sunshine Reserve, Ourimbah Ck, Chittaway, Boat Ramp	240,000	120,000	120,000				-
C&R 43.3	Sport Leisure & Recreation- Operations	Ovals - EDSACC Drainage - Sub-soil drainage works at the EDSACC South Oval him as	160,000	-	-			80,000	80,000
Principal Activity 3 – Economic & Property Development									
E&P 1	Place Management	Toukley Town Centre Footpath Rehabilitation Stage 1 - The western side of Canton Beach Road from the corner of Hargraves Street (430m2).	170,000						170,000
E&P 2	Place Management	Toukley Town Centre Footpath Rehabilitation Stage 2 - Council owned arcade connecting Canton Beach Road and Toukley carpark (160m2).	66,000						66,000
CS 9	Property	Property Development – Survey and design and DA for residential at Warnervale	70,000		70,000				

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CS9.1	Property	Property Investments – Opportunities to be identified and reported to Council for approval	1,000,000		1,000,000					
CS 9	Property	Property Development - Survey, design and DA for residential development at Warnervale	70,000						70,000	
Principal Activity 4 – Council Enterprises										
C&R 1	Care & Education	Childcare Services - Building & Playground upgrades; Outdoor playgrounds Tom Stone and Treelands \$40,000; Floor coverings Spotted Gum \$5,000; Shade sail Treelands \$8,000; Veranda Tom Stone \$6,000	59,000						59,000	
C&R 15	Holiday Parks	Budgewoi – 2 new cabins	237,000			237,000			-	
	Holiday Parks	Canton Beach – Camp Kitchen	170,000			170,000				
	Holiday Parks	Norah Head – landscaping costs	27,000			27,000				
	Holiday Parks	Toowoomba bay – Landscaping/BBQ Shelters/Studio accommodation	146,000		129,000	17,000				
C&R 16	Holiday Parks	Budgewoi - Amenities Refurbishment - (Stingray Dr + Lobster Lane)	50,000		50,000				-	
C&R 17	Holiday Parks	Budgewoi - Replace Guttering	30,000		30,000				-	
C&R 18	Holiday Parks	Budgewoi - Upgrade Defects (P1 & P2), as identified in Council's asset maintenance register	33,000		33,000				-	
C&R 19	Holiday Parks	Budgewoi - Boundary Landscaping (Weemala Street)	45,000		45,000				-	
C&R 20	Holiday Parks	Budgewoi - Security Upgrade - CCTV cameras including monitors in reception area	50,000		50,000				-	
C&R 21	Holiday Parks	Canton Beach - Design works for infants playground	10,000		10,000				-	

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C&R 22	Holiday Parks	Canton Beach - Amenities Refurbishment - (First Ave + Brisbane Boul)	50,000		50,000				-
C&R 23	Holiday Parks	Canton Beach - Replace Guttering	30,000		30,000				-
C&R 24	Holiday Parks	Canton Beach - Upgrade Defects (P1 & P2) as identified in Council's asset maintenance register	33,000		33,000				-
C&R 25	Holiday Parks	Canton Beach - Security Upgrade - CCTV cameras including monitors in reception area	50,000		50,000				-
C&R 26	Holiday Parks	Canton Beach - Installation infants playground	30,000		30,000				-
C&R 27	Holiday Parks	Canton Beach - Outdoor furniture & gazebo's (foreshore BBQ)	20,000		20,000				-
C&R 28	Holiday Parks	Canton Beach - Camp kitchen furniture	3,000		3,000				-
C&R 29	Holiday Parks	Canton Beach - Pathway next to Assistant Manager's residence to improved safety / appearance	15,000		15,000				-
C&R 30	Holiday Parks	Norah Head - Tender & design work for pool heating	10,000		10,000				-
C&R 31	Holiday Parks	Norah Head - Amenities Refurbishment - (Wattle St + Emu Ave)	50,000		50,000				-
C&R 32	Holiday Parks	Norah Head - Replace Guttering	30,000		30,000				-
C&R 33	Holiday Parks	Norah Head - Upgrade Defects (P1 & P2) as identified in Council's asset maintenance register	33,000		33,000				-
C&R 34	Holiday Parks	Norah Head - Install Pool heating	40,000		40,000				-
C&R 35	Holiday Parks	Toowoomba Bay - Replace Powerheads	140,000		140,000				-
C&R 36	Holiday Parks	Toowoomba Bay - Amenities Refurbishment - (10th + 16th Ave)	50,000		50,000				-
C&R 37	Holiday Parks	Toowoomba Bay - Replace Guttering	30,000		30,000				-

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C&R 38	Holiday Parks	Toowoan Bay - Upgrade Defects (P1 & P2) as identified in Council's asset maintenance register	42,000		42,000				-	
C&R 39	Holiday Parks	Toowoan Bay - Studies / concept designs foreshore walking / viewing platform	50,000		50,000				-	
C&R 43.1	Holiday Parks	Electricity-Green Power initiatives	32,217	-	-				32,217	
Principal Activity 5 – Regulatory										
E&P 3	Ranger Services	Electronic infringement issuing - Replace labour intensive, paper based system with hand held automated system (12 devices), software and 12 months maintenance	100,000						100,000	
E&P 4	Ranger Services	Parking infringement sensors (in ground) at The Entrance	50,000						50,000	
Principal Activity 6 – Environment & Land Use										
E&P 5	Estuary Management Plan	Lions Park Chittaway Bay, Lakedge Avenue Berkley Vale. Upgrade foreshore facilities. (Cluster plan funded subject to LPMA approval)	115,000					115,000	-	
E&P 6	Estuary Management Plan	Wallarrah Point Park Peace Park, Wallarah Road Gorokan. Regional recreational facilities - upgrade to all access facility (Cluster plan funded subject to LPMA approval)	105,000					105,000	-	
E&P 7	Estuary Management Plan	Wyongah Foreshore Reserve, Tuggerawong Road Tuggerawong Extension of cycleway and construction of recreational facilities and upgrade boat ramp. (Cluster plan funded subject to LPMA approval)	247,000					247,000	-	
E&P 8	Estuary Management Plan	Tuggerawong Foreshore reserve, Tuggerawong Road Tuggerawong. Foreshore beautification. (Cluster plan funded subject to LPMA approval)	58,000					58,000	-	

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Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
E&P 9	Estuary Management Plan	Budgewoi Channel Foreshore Reserve, Budgewoi Road West & Weemala Street Budgewoi. Improve access on foreshore & upgrade facilities for regional centre.(Cluster plan funded subject to LPMA approval)	78,000					78,000	-
E&P 10	Estuary Management Plan	Budgewoi foreshore (Budgewoi to Halekulani), Reclaimed Land Sunrise Avenue Budgewoi. Extension of cycleway.(Cluster plan funded subject to LPMA approval)	286,000					286,000	-
E&P 11	Estuary Management Plan	Budgewoi foreshore (Budgewoi to Halekulani). Reclaimed Land Sunrise Avenue Budgewoi. Upgrade boat ramp and facilities.(Cluster plan funded subject to LPMA approval)	58,000					58,000	-
E&P 12	Estuary Management Plan	McCulloch Reserve, Kamilaroo Avenue Lake Munmorah. Upgrade boat ramp and facilities - Elizabeth Bay.(Cluster plan funded subject to LPMA approval)	58,000					58,000	-
E&P 13	Estuary Management Plan	Wallarah Creek Park, Emu Drive San Remo. Upgrade boat ramp and facilities. (Cluster plan funded subject to LPMA approval)	158,000					158,000	-
E&P 14	Estuary Management Plan	Lake Haven oval Gross Pollutant Trap (GPT) as identified in EMP	400,000					400,000	-
E&P 15	Estuary Management Plan	Watanobbi Wetland Project as identified in EMP	550,000					550,000	-
E&P 16	Estuary Management Plan	Tumbi Creek Channel Stabilisation works (adjacent to Reach 16) as identified in EMP	50,000					50,000	-
E&P 17	Estuary Management Plan	Heritage Drive New GPT design as identified in EMP	40,000					40,000	-
E&P 18	Estuary Management Plan	Maintenance - Saltwater Creek as identified in EMP	150,000					150,000	-
E&P 19	Estuary Management Plan	Maintenance - Tumbi Ck (+GPT) as identified in EMP	77,000					77,000	-

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E&P 20	Estuary Management Plan	Maintenance - Wendi Close Project identified in EMP	10,000					10,000	-
E&P 21	Estuary Management Plan	Maintenance - Morgan Ave Project identified in EMP	6,000					6,000	-
E&P 22	Estuary Management Plan	Maintenance - Loxley Close Project identified in EMP	10,000					10,000	-
E&P 23	Estuary Management Plan	Administration as identified in EMP	210,000					210,000	-
E&P 23.1	EPS Major Project Mgt	Sustainability within council - Electricity-Green Power initiatives	154,419						154,419
Principal Activity 7 – Waste									
IM 105	Waste-Processing & Disposal	Construct Perimeter Fencing Buttoderry Waste Management Facility (BWMF)	150,000		150,000				-
IM 106	Waste-Processing & Disposal	Design of cell 4.3 at BWMF	130,000		130,000				-
IM 107	Waste-Processing & Disposal	Commence construction of Cell 4.3 at BWMF	100,000		100,000				-
IM 108	Waste-Processing & Disposal	Roof for Recycling Bays at BWMF	200,000		200,000				-
IM 109	Waste-Processing & Disposal	Commence construction of bridge at BWMF	150,000		150,000				-
IM 110	Waste-Processing & Disposal	Lining of Leachate Ponds at BWMF	40,000		40,000				-
IM 111	Waste-Processing & Disposal	Sealing Access Road at BWMF	50,000		50,000				-
IM 112	Waste-Processing & Disposal	Closed landfills rehabilitation program	4,305,000		4,305,000				-
IM 113	Waste-Processing & Disposal	Soil Processing Facility at BWMF	500,000		500,000				-

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IM 114	Waste-Processing & Disposal	Purchase Water Tank at BWMF	20,000		20,000				-
IM 115	Waste-Processing & Disposal	Feasibility Study Toukley Soil Processing facility	100,000		100,000				-
IM 116	Waste-Processing & Disposal	Site Development Area 5 at BWMF	100,000		100,000				-
IM 1.16.1	Waste-Processing & Disposal	Stormwater Works Bateau Bay Closed Landfill	100,000		100,000				-
Principal Activity 8 – Roads									
IM 20	Roads	Footpaths - DENISON ROAD	71,000						71,000
IM 21	Roads	Footpaths - TWIN LAKES DRIVE	40,000						40,000
IM 22	Roads	Footpaths - WALLARAH ROAD (BERYL/THE CORSO)	48,000						48,000
IM 23	Roads	Footpaths - YAKALLA STREET	18,000						18,000
IM 24	Roads	Footpaths - CRESTHAVEN RD	25,000						25,000
IM 25	Roads	Footpaths - OAKLAND AVE	30,000						30,000
IM 26	Roads	Footpaths - FRAVENT ST	40,000						40,000
IM 27	Roads	Footpaths - WALLARAH ROAD (LAKEHAVEN DR)	40,000						40,000
IM 28	Roads	Kerb & Gutter - PANORAMA AVE	13,000						13,000
IM 29	Roads	Kerb & Gutter - STH TACOMA RD	9,000						9,000
IM 30	Roads	Kerb & Gutter - Various K&G works	73,000						73,000
IM 31	Roads	Local Roads - STREET TREES	50,000						50,000
IM 32	Roads	Local Roads - BERKELEY RD UPGRADE (+ DRAINAGE)	1,000,000						1,000,000

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IM 33	Roads	Local Roads - GOORAMA AVE Stage 1 (+ Drainage)	650,000						650,000
IM 34	Roads	Local Roads - LINDSAY ST STAGE 3 (+ DRAINAGE) - KOORINDA TO LIDDELL RD	500,000						500,000
IM 35	Roads	Local Roads - DOG TRAP RD	500,000						500,000
IM 36	Roads	Local Roads - NON ROLLING WORKS	500,000						500,000
IM 37	Roads	Local Roads - ASTLEY STREET	15,000						15,000
IM 38	Roads	Local Roads - THE RIDGEWAY @ TUMBI RD	10,000						10,000
IM 39	Roads	Local Roads - ARLINGTON ST	14,000						14,000
IM 40	Roads	Local Roads - EVANS ROAD @ OLEANDER RD	50,000						50,000
IM 41	Roads	Local Roads - MINNESOTA (BETWEEN WARNERVALE Rd & sparks)	50,000						50,000
IM 42	Roads	Local Roads - BURNS RD INTERSECTION	35,000						35,000
IM 43	Roads	Local Roads - BUMBLE HILL - GUARD RAIL	50,000						50,000
IM 44	Roads	Local Roads - ALISON RD	1,000,000						1,000,000
IM 45	Roads	Local Roads - BUCKINGHAM RD	500,000						500,000
IM 46	Roads	Local Roads - DOORALONG RD	200,000						200,000
IM 47	Roads	Local Roads - ELDEN ST	110,000						110,000
IM 48	Roads	Local Roads - CEDAR CLOSE	25,000						25,000
IM 49	Roads	Local Roads - BOYCE AVE	70,000						70,000
IM 50	Roads	Local Roads - OURIMBAH CREEK RD	240,000						240,000
IM 51	Roads	Local Roads - BAY RD	470,000						470,000
IM 52	Roads	Local Roads - HUME BLVD	185,000						185,000

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IM 53	Roads	Local Roads - CLARE-MACE CR	320,000	320,000					-
IM 54	Roads	Local Roads - ALBATROSS RD	500,000	500,000					-
IM 55	Roads	Local Roads - YARALLA RD	210,000	210,000					-
IM 56	Roads	Local Roads - RESEALS	4,900,000	2,000,000					2,900,000
IM 57	Roads	Local Roads - FLOWCON	50,000						50,000
IM 58	Roads	Local Roads - Preparation of designs & estimates (all plans) roads s94 funded	50,000				50,000		-
IM 59	Roads	Local Roads - Minnesota Road Construction - s94 funded	2,500,000				2,500,000		-
IM 60	Roads	Local Roads - WTC Access Rd TC2/3 - s94 funded	1,000,000				1,000,000		-
IM 61	Roads	Road & Foot Bridges - WALSMLEY	370,000						370,000
IM 62	Roads	Road & Foot Bridges - SIDE TRACK	305,000						305,000
IM 63	Roads	Road & Foot Bridges - LITTLE JILLIBY	30,000						30,000
IM 64	Roads	Road & Foot Bridges - BERRYS LANE	240,000						240,000
IM 65	Roads	Road & Foot Bridges - PALMDALE 2	290,000						290,000
IM 66	Roads	Road & Foot Bridges - MANDALONG	30,000						30,000
IM 67	Roads	Road & Foot Bridges - KIDMANS	405,000						405,000
IM 69	Roads	Road & Foot Bridges - PALMDALE 4	300,000						300,000
IM 70	Roads	Road & Foot Bridges - POCOCKS	420,000						420,000
IM 71	Roads	Road & Foot Bridges - SOHIER PARK	660,000						660,000
IM 72	Roads	Road & Foot Bridges - STINSONS LANE	30,000						30,000

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IM 73	Roads	Road & Foot Bridges - TERALBA STREET BRIDGE (Boundary Road agreement)	175,000						175,000
IM 74	Roads	Road & Foot Bridges - Saltwater Ck, Long Jetty, foot bridge	600,000						600,000
IM 75	Roads	Road & Foot Bridges - Peninsular Point, Killarney Vale shared pathway foot bridge	1,000,000	500,000					500,000
IM 76	Roads	RTA Roads - ELIZABETH BAY DRIVE - 1.410km to 1.649km (to be confirmed)	75,715	75,715					-
IM 77	Roads	RTA Roads - ENTERPRISE DR - 3.23km to 3.9km (to be confirmed)	342,000	342,000					-
IM 78	Roads	RTA Roads - REGIONAL 3X3 COMPONENT	151,000	151,000					-
IM 79	Roads	Shared Pathways - Shared Pathways To be advised	250,000	125,000					125,000
IM 80	Roads	Shared Pathways - Shared Pathways To be advised	1,000,000	500,000				500,000
IM 81	Roads	Street Furnishings; Bus shelters & Landscaping - Various - Street Furnishings, Bus shelters & Landscaping	35,000						35,000
Principal Activity 9 – Drainage									
IM 82	Stormwater	Stormwater - NETWORK REHABILITATION	750,000						750,000
IM 83	Stormwater	Stormwater - NETWORK CLEANING AND INSPECTION	100,000						100,000
IM 84	Stormwater	Stormwater - QUINALUP ST STAGE 2A & 2B	800,000						800,000
IM 85	Stormwater	Stormwater - GOORAMA AVE Stage 1(WITH ROADWORKS)	480,000						480,000
IM 86	Stormwater	Stormwater - BERKELEY RD WITH ROADWORKS	100,000						100,000
IM 88	Stormwater	Stormwater - LINDSAY ST STAGE 3 WITH ROADWORKS	200,000						200,000

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IM 90	Stormwater	Stormwater - ROSEMOUNT ST	300,000						300,000
IM 93	Stormwater	Stormwater - MOALA RD (Cat 2) TLL	200,000						200,000
IM 94	Stormwater	Stormwater - HUTTON RD STAGE 2 WITH ROADWORKS	100,000						100,000
IM 95	Stormwater	Stormwater - MALVINA PDE STAGE 1 WITH ROADWORKS	150,000						150,000
IM 96	Stormwater	Stormwater - 24 WENTWORTH AVE	20,000						20,000
IM 97	Stormwater	Stormwater - GUIDES CLOSE	50,000						50,000
IM 98	Stormwater	Stormwater - LAKESHORE AVE	100,000						100,000
IM 99	Stormwater	Stormwater - Hansens and Tumbi	30,000						30,000
IM100. 1	Stormwater	Stormwater - Wyong CBD Works	1,400,000						1,400,000
IM 101	Stormwater	Stormwater - ACQUISITION OF LAND FOR DRAINAGE	100,000						100,000
IM 102	Stormwater	Stormwater - F3 Pipeline - stormwater harvesting scheme - s94 funded	100,000				100,000		-
IM 103	Stormwater	Stormwater - Preparation of designs & estimates (all plans) drainage - s94 funded	50,000				50,000		-
IM 104	Stormwater	Stormwater - Minnesota Road Culverts - s94 funded	674,000				674,000		-
Principal Activity 10 – Sewer Services									
IM 145	Sewerage Service	Sewer Mains - Gravity Sewer Main refurbishment	750,000			750,000			-
IM 146	Sewerage Service	Sewer Mains - Manhole program	100,000			100,000			-
IM 147	Sewerage Service	Sewer Mains - Odour control	100,000			100,000			-
IM 148	Sewerage Service	Sewer Mains - T19 rising main	300,000			300,000			-

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IM 149	Sewerage Service	Sewer Pump Stations - Mechanical refurbishment	100,000			100,000			-
IM 150	Sewerage Service	Sewer Pump Stations - Electrical refurbishment	100,000			100,000			-
IM 151	Sewerage Service	Sewer Pump Stations - Sewer pump station ladder and platform replacement program	100,000			100,000			-
IM 152	Sewerage Service	Sewer Mains - Prepaid Services (Sewer)	50,000			50,000			-
IM 153	Sewerage Service	Sewer Pump Stations - Diesel generators	70,000			70,000			-
IM 154	Sewerage Service	Sewer Pump Stations - Replace heavy lids	100,000			100,000			-
IM 155	Sewerage Service	Sewer Pump Stations - SPS C3 & C6 upgrades preconstruction activities	15,000			15,000			-
IM 156	Sewerage Service	Sewer Pump Stations - SPS T8 preconstruction activities	15,000			15,000			-
IM 157	Sewerage Service	Sewer Treatment Plants - Civil/mechanical/electrical refurbishment	200,000			200,000			-
IM 158	Sewerage Service	Sewer Treatment Plants - Refurbish dewatering equipment	20,000			20,000			-
IM 159	Sewerage Service	Sewer Treatment Plants - Flow meter refurbishment	130,000			130,000			-
IM 160	Sewerage Service	Sewer Treatment Plants - STP Fencing Program	130,000			130,000			-
IM 161	Sewerage Service	Sewer Treatment Plants - Bateau Bay Effluent Disposal Main soft starters	30,000			30,000			-
IM 162	Sewerage Service	Sewerage Services-General - Information Technology for customer response management, early warning system, telemetry and infield technology.	250,000			250,000			-
IM 163	Sewerage Service	Sewer Pump Stations - SPS C16 capacity upgrade	2,000,000				2,000,000		-
IM 164	Sewerage Service	Sewer Pump Stations - SPS T22	2,200,000			2,200,000			-

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IM 165	Sewerage Service	Sewer Pump Stations - SPS MP7	140,000			140,000			-
IM 166	Sewerage Service	Sewer Treatment Plants - Wyong South STP upgrade design	450,000			450,000			-
IM 167	Sewerage Service	Sewer Mains - Warnervale Town Centre Sewer	1,000,000				1,000,000		-
IM 168	Sewerage Service	Sewer Mains - Wyong Employment Zone Sewer	1,400,000				1,400,000		-
IM 169	Sewerage Service	Sewer Mains - B9 Rising Main Extension	4,500,000			2,250,000	2,250,000		-
IM 170	Sewerage Service	Sewer Pump Stations - SPS WS11 Wet Well refurbishment and valve replacement	50,000			50,000			-
IM 171	Sewerage Service	Sewer Treatment Plants - B.B STP RCW Tank Railing and Access Ladder	25,000			25,000			-
IM 172	Sewerage Service	Sewer Treatment Plants - Gwandalan Aeration Tank Refurbishment	100,000			100,000			-
IM 173	Sewerage Service	Sewerage Services-General - Contributions to Tip Rehabilitation	90,000			90,000			-
IM 174	Sewerage Service	Sewer Treatment Plants - Toukley Gas Bell	250,000			250,000			-
IM 175	Sewerage Service	Sewer Treatment Plants - Bateau Bay Inlet Works	1,500,000			1,500,000			-
IM 176	Sewerage Service	Sewer Pump Stations - SPS Level Detection	60,000			60,000			-
IM 177	Sewerage Service	Sewer Treatment Plants - Replacement of PLCs at various STPs	200,000			200,000			-
IM 178	Sewerage Service	Sewer Pump Stations - SPS Civil Refurbishment Unallocated	100,000			100,000			-
IM 180.1	Sewerage Service	Sewer - Electricity-Green Power initiatives	60,850						60,850
Principal Activity 11 – Water									
IM 117	Water	Drought Management - Desalination plant (Joint Water Authority)	240,000			240,000			-

2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING

Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 119	Water	Drought Management - Water Savings Fund stormwater harvesting projects	950,000	605,000		345,000			-
IM 121	Water	Joint Water Supply Admin - WPS17 & Western Trunk Main (Joint Water Authority)	350,000			350,000			-
IM 122	Water	Joint Water Supply Admin - JWA minor capital works (Joint Water Authority)	100,000			100,000			-
IM 123	Water	Water Mains - Provide 2nd source of supply to Tonkiss St. Tuggerah	100,000			100,000			-
IM 124	Water	Water Mains - Water main refurbishment	200,000			200,000			-
IM 125	Water	Water Mains - Mains adjustments (roads & drainage)	500,000			500,000			-
IM 126	Water	Water Mains - Mardi to Mangrove Transfer System	3,700,000	3,700,000		-		-	-
IM 127	Water	Water Mains - Valve bypasses	150,000			150,000			-
IM 128	Water	Water Mains - Fitting & tapping band replacement	500,000			500,000			-
IM 129	Water	Water Mains - Wyong Employment Zone Water	50,000			50,000			-
IM 130	Water	Water Mains - Prepaid Services	200,000			-		200,000	-
IM 131	Water	Water Mains - Water meter refurbishment	100,000			100,000			-
IM 132	Water	Water Mains - Dismantling Pits for water main fittings	150,000			-			150,000
IM 133	Water	Water Pump Stations - Electrical refurbishment	100,000			100,000			-
IM 134	Water	Water Mains - Water Main Wyong Dist. DSP1	340,000			170,000	170,000		-
IM 135	Water	Water Pump Stations - Mardi High Lift PS (Joint Water Authority)	5,000			5,000			-
IM 136	Water	Water Mains - Warnervale Town Centre Water	150,000				150,000		-

2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING

Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 137	Water	Water Pump Stations - Mechanical refurbishment	100,000			100,000			-
IM 138	Water	Water Reservoirs - The Entrance reservoir repainting	80,000			80,000			-
IM 139	Water	Water Reservoirs - Valve replacements	50,000			50,000			-
IM 140	Water	Water Reservoirs - Scaddens Ridge Tower	290,000			290,000			-
IM 141	Water	Water Treatment Plants - Equipment refurbishment	100,000			100,000			-
IM 142	Water	Water Treatment Plants - Water Treatment Plant Fencing	75,000			75,000			-
IM 143	Water	Water Treatment Plants - Mardi Dam Pre-treatment Facilities (Joint Water Authority)	225,000			225,000			-
IM 143.1	Water	Water Treatment Plants - Mardi Water Quality Works - Curtain (Joint Water Authority)	255,000			255,000			-
IM 144	Water	Water Treatment Plants - Mardi Dam Contingency works (Joint Water Authority)	700,000			700,000			-
IM 179.1	Water	Water - Electricity-Green Power initiatives	34,745						34,745
Principal Activity 12 - Administration									
CS 1	Civic Centre Management	Civic Centre Management - Floor Coverings (carpet tiles) yr1	40,000						40,000
CS 2	Civic Centre Management	Civic Centre Management - Air Conditioning Units yr1	334,000	75,000					259,000
CS 3	Civic Centre Management	Civic Centre Management - Automatic Fire Alarm Upgrade yr1	200,000						200,000
CS 4	Civic Centre Management	Civic Centre Management - Lift Upgrade	350,000						350,000
CS 5	Finance	Accounts Payable - Procurement system / Invoice Scanning	150,000						150,000

2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING

Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
CS 6	Finance	Payroll - Infield (electronic) time recording	100,000						100,000
CS 7	Information Management	Architecture - Middleware Architecture - Replace current point to point integration with middleware	500,000						500,000
CS 8	Measures & Reporting	Measures & Reporting - Integrated reporting & measurement - Replace labour intensive manual system with automated system	300,000						300,000
CS 10	Staff Learning and Development	Learning and Development - Upgrade training rooms	100,000						100,000
CS 11	Staff Learning and Development	Work Force Capability Development - Performance Management Appraisal online tool, including consultant advice	225,000						225,000
IM 1	Contract & Project Management	Procurement - Contract Management system	120,000						120,000
IM 2	Depot & Sites	Replace failed tarmac outside Charmhaven Depot Stores receiving area	200,000						200,000
IM 3	Depot & Sites	Recover Mobile Plant workshop space - Charmhaven Depot	100,000						100,000
IM 4	Emergency Services	Other Emergency Services - Allowance for replacement plant & machinery	50,000						50,000
IM 5	Emergency Services	Rural Fire Service - Replacement of 2 of category 7 fire fighting appliances	378,000	378,000					-
IM 6	Emergency Services	Rural Fire Service - Replacement of 2 of category 9 "striker" fire fighting mop-up appliances	220,500	220,500					-
IM 7	Emergency Services	Rural Fire Service - Catering vehicle Charmhaven	250,000	250,000					-
IM 8	Emergency Services	Rural Fire Service - Group vehicle Charmhaven	37,000	37,000					-
IM 9	Emergency Services	Rural Fire Service - Station security upgrade	30,000	30,000					-

2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING

Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 10	Emergency Services	Rural Fire Service - Station upgrade - Mannering Park	200,000	200,000					-
IM 11	Emergency Services	Rural Fire Service - Provision of amenities, Berkeley Vale station	48,000	48,000					-
IM 12	Emergency Services	Rural Fire Service - Brigade station ADSL	12,000	12,000					-
IM 13	Emergency Services	Rural Fire Service - Funds to complete Ourimbah fire station replacement	200,000	200,000					-
IM 14	Plant-Mobile Equip & Vehicles	Purchase of Trucks	1,315,000		1,315,000				-
IM 15	Plant-Mobile Equip & Vehicles	Purchase of Heavy Plant	421,000		421,000				-
IM 16	Plant-Mobile Equip & Vehicles	Purchase of Small Plant	450,000		450,000				-
IM 17	Plant-Mobile Equip & Vehicles	Purchase of Passenger cars	1,620,000		1,620,000				-
IM 18	Plant-Mobile Equip & Vehicles	Purchase of Light Commercial	1,320,000		1,320,000				-
IM 19	Plant-Mobile Equip & Vehicles	Purchase of Workshop equipment	50,000		50,000				-
Total Capital Works (Expenditure)			78,907,655	11,169,215	13,422,000	15,211,000	11,494,000	3,299,500	24,311,940

Key Performance Indicators & Service Performance Indicators

Council has a number performance measure that they are legally required to be reported plus additional measure which are good business practice in ensuring that the business is meeting the needs of the community.

Key Performance Indicators		2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
	Actual	Target	Target %	Target %	Target %	Target %	Target %
Unrestricted current ratio	1.45	Not provided	>1.5	>1.5	>1.5	>1.5	>1.5
Debt service ratio	10.32	10.7	<15	<15	<15	<15	<15
Rate coverage ratio	48.84	46.06	0.50	0.50	0.50	0.50	0.50
Rates outstanding percentage	6.78	6.5	<5.00	<5.00	<5.00	<5.00	<5.00
Building & infrastructure renewals ratio	0.61	Not provided	>1.0	>1.0	>1.0	>1.0	>1.0

Environmental Service Performance Indicators

Kilometres Stream Bank Rehabilitation			
Kilometres of stream bank rehabilitated (Future reporting will be under the Global Reporting Initiative) Subject to alignment with the Estuary Management Plan reporting requirements			
2009/2010	2010/2011	2011/2012	2012/2013
Actual	Target	Target	Target
1km	5km	0.85km	1.2km
			TBA
			TBA
			TBA

Number of Stream Bank Rehabilitated			
Number of stream bank rehabilitated sites (Future reporting will be under the Global Reporting Initiative) Subject to alignment with the Estuary Management Plan reporting requirements			
2009/2010	2010/2011	2011/2012	2012/2013
Actual	Target	Target	Target
21	5	18	9
			TBA
			TBA
			TBA

Administration Service Performance Indicators

Construction Certificate Applications					
Percentage of the total market share for Construction Certificate applications					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
75.3%	70%	70%	70%	70%	70%
Local Environmental Plan 2012					
Prepare the Comprehensive Local Environmental Plan 2012					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
N/A	10%	100%	N/A	N/A	N/A
Permanent Staff Turnover					
Permanent staff turnover <i>(Future reporting will be under the Global Reporting Initiative)</i>					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
4.6%	<10%	<10%	<10%	<10%	<10%
Lost Time Injury Duration					
Lost time injury duration <i>(Future reporting will be under the Global Reporting Initiative)</i>					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
16.3 days	15 days	15 days	15 days	15 days	15 days
Lost Time Injury Frequency					
Lost time injury frequency rate per million hours worked <i>(Future reporting will be under the Global Reporting Initiative)</i>					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
30.4	28	25	22	22	22

Service Requests					
85% of service requests being assessed within timeframes					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
N/A	N/A	85%	85%	85%	85%

Regulatory requirements for Care and Education Centres					
Each care and education centre meets all its regulatory requirements and remains accredited					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
accreditation	accreditation	accreditation	accreditation	accreditation	accreditation

Processing time of employment generating applications					
Employment generating development applications are those that will result in at least ten permanent full-time equivalent positions (net median).					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
20 working days	30 working days	<40 working days	<40 working days	<40 working days	<40 working days

Infrastructure Service Performance Indicators

Pavement Condition						
Average pavement condition index as a measure of the road quality						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	
4.85	4.2	5	5.5	5.5		6
Drainage System						
Proportion of drainage system inspected & returned to original design capacity per annum						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	
10%	10%	10%	10%	10%		10%
Australian Drinking Water Guidelines						
Compliance with Australian drinking water guidelines (Future reporting will be under the Global Reporting Initiative)						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	
100%	100%	100%	100%	100%		100%
Water Supply Satisfaction						
Customer satisfaction with water supply service						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	
96%	95%	95%	95%	95%		95%
Effluent Discharge						
Compliance with Department of Environment Climate Change & Water licence for effluent discharge to the ocean						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	
100%	100%	100%	100%	100%		100%

Sewage Service Satisfaction					
Customer satisfaction with sewage service					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
100%	100%	100%	100%	100%	100%

Domestic Waste					
Proportion of domestic waste diverted from landfill					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
49%	50%	50%	50%	50%	50%

Waste Service Satisfaction					
Customer satisfaction with waste services					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
95%	95%	95%	95%	95%	95%

Kilometres of shared pathways constructed per annum					
This measures the annual growth in the Shire shared pathway system. The length of cycleway constructed in any one year is influenced by the terrain, grant funding and council funds allocated to this program					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
3km	1km	0.5km	0.5km	0.5km	0.5km

Community Service Performance Indicators

Community Facilities Utilisation						
10% increase in utilisation of 10/11 of community facilities						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	TBA
N/A	N/A	10%	TBA	TBA	TBA	TBA
Community Education Programs						
Attitudinal and behaviour change of 25% (pre and post survey) via community education programs						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	TBA
N/A	N/A	25%	TBA	TBA	TBA	TBA
Number of community programs conducted						
20 community and cultural programs conducted each year						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	TBA
N/A	N/A	20	TBA	TBA	TBA	TBA
Condition of Community Building						
Condition of all community buildings / infrastructure meets statutory requirements						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	TBA
N/A	N/A	Compliance met	TBA	TBA	TBA	TBA
Engagement Satisfaction						
80% level of satisfaction with engagement advice and guidance provided						
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target	TBA
N/A	N/A	80%	TBA	TBA	TBA	TBA

Information of Council services and activities					
75% of residents satisfied with information on Council services and activities					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
N/A	N/A	75%	TBA	TBA	TBA

Community Satisfaction for Parks, Reserves & Sportfields					
Community satisfaction for parks, reserves and sportfields is 7.5					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
N/A	N/A	7.5	TBA	TBA	TBA

Community Participation					
5% increase in community participation across all sports and recreation facilities					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
N/A	N/A	5%	TBA	TBA	TBA

Care and Education Centre Utilisation					
Each care and education centre meets its targeted utilisation rate					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
N/A	N/A	various	TBA	TBA	TBA

Number of new asset based community development programmes projects					
The number of new local community development projects commenced each year					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
8	6	6	6	6	6

Sports participation					
This measure is the number of participants in the sports that are the main hires of Council's facilities					
2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015

Actual	Target	Target	Target	Target	Target
26,960 1.3% growth	27,499 2.0% growth	28,048 2.0% growth	28,609 2.0% growth	29,182 2.0% growth	29,765 2.0% growth
Library loans per capita per annum					
The average annual number of library loans for each Shire resident					
2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
7.37	7	7.2	7.4	7.5	7.5

Scenario Analysis – Impact of the Central Coast Water Corporation on Council's Strategic Plan

Impact of the new Central Coast Water Corporation

A Central Coast Water Corporation is to be formed from the existing water authorities of Gosford City Council and Wyong Shire Council. The new Corporation will come into being in July 2011. The transition of staff and assets is planned to occur on 1 July, 2013

There will be a significant impact on each of the two councils during the transition period 2011-2013. At this stage insufficient detail exists to include estimates in this plan and the associated budgets.

However, it is important to outline the project for the community and staff to understand the impact of the creation of the Central Coast Water Corporation will have on Wyong Shire Council. In essence it means that Council will have to re-shape its activities to accommodate a big loss of resources which currently allow economies of scale. This has been estimated as being worth approximately \$8 million per year. The converse is that the changes present an opportunity to take a fresh, new look at the way Council provides all services.

The Scenario presented here is based on the best knowledge available and is presented as "unlikely" on that basis; however given the steps that must be taken to form and operate Central Coast Water Corporation the picture shown here must be taken as estimates at best.

Definitions

Givens – Agreements and commitments that have already been obtained on the issue or item

Assumptions – Likely situation based on current information and professional judgement, yet to be confirmed by the parties and/or the Central Coast Water Corporation

Parties –Wyong Shire Council, Gosford City Council and the Central Coast Water Corporation

Phases – The Memorandum Of Understanding outlines 5 phases for creation of the Central Coast Water Corporation. In short these phases require:

1. Strategic Planning
2. Strategic Asset Management
3. Water headworks, assets and people start to move over to the Corporation
4. Sewerage treatment and major water and sewer transfer of assets and associated staff move to the Corporation
5. All remaining water and sewerage staff/assets and drainage assets move to Water Corporation

The Memorandum of Understanding should be consulted concerning details and conditions that can impact the timing of each phase.

Table 2: Scenario for the Water Corporation

First Year (2011/12)		Second Year (2012/13)	
Givens	Assumptions	Givens	Assumptions
<ul style="list-style-type: none"> Phase 1 to start on 1 July, 2011 All parties to benefit from each phase (e.g. no major disadvantages to any of the parties) The Central Coast Water Corporation Board of Directors will commence operations and there will be expenses applicable (budget required) The annual Tax Equivalent Return will be the minimum return to each council The councils will continue to bill, budget, employ staff, own assets and retain the functions as water supply authorities until 1/7/2013 There will be continued payments to councils for specific services 	<ul style="list-style-type: none"> Detailed implementation planning will take place for Phases 2-5 Some external specialist skills will be needed as part of this planning Programmed Council works may be affected through resources being allocated to assist with the accelerated transition to the Corporation A budget for the implementation program will be required 	<ul style="list-style-type: none"> A significant number of staff will be transferred to the Central Coast Water Corporation on 1/7/2013 Assets will be transferred at an agreed value Each council will retain a 50% share in the Central Coast Water Corporation The annual Tax Equivalent Return will be the minimum return for each council There will be opportunities for cost sharing, resource sharing and asset rationalisation between the 2 councils 	<ul style="list-style-type: none"> Phases 3, 4 and 5 will all be in place by 1 July 2013 Programmed Council works may be affected through resources being allocated to assist with the accelerated transition to the Corporation (budget required) There will be some saving to councils as a result of accelerated transition May be cash flow issues for councils as a result of accelerated transition All current Water and Sewerage operational staff will be transferred to the Corporation Most asset and liabilities transfers will occur on 1 July 2013 The Central Coast Water Corp. will pay for specific services supplied by councils during this period Right-sizing of staff and other resources may occur by all parties There will be impacts on current office and depot space to meet the new requirements of all parties The Corporation will require Information Technology systems that can meet their needs. Current systems may not meet the needs Fixed costs for Council services which the new Water Corporation does not require to be continued (e.g. Occupation Health & Safety self-insurance) need to be minimised by the councils

Two Principal Activities currently undertaken by Council will be handed over to the Water Corporation (Water Supply and Sewer Services).

While every Unit in Council will be impacted to a degree, the extent of impact will frequently depend on the service delivery model chosen by the new Water Corporation in negotiation with councils. In addition, the proposed Implementation Plan is needed to clarify the staff and financial requirements to achieve the accelerated implementation by 1 July 2013. An initial assessment of how Units might be impacted is shown in the following table.

During the 2011/2010, 2012/13 financial years Units will be required to reprioritise programs, allocate staff and adjust activities to achieve the Water Corporation Implementation Plan. The Plan must also identify specific financial commitments required to achieve the accelerated implementation.

Creation of the Water Corporation will also have a significant impact on the Asset Management Strategy, Workforce Management Strategy and the Long Term Financial Strategy as follows:

Table 3: Central Coast Water Corporation Probable Impact on Units

Units Totally Transferred to CCWC or Highly Impacted by Service/Staff Reallocation	Units Impacted With Possible Partial Staff Transfers to CCWC, but Extent Depends on Service Model	Units Impacted by Change of Practices
Water & Sewerage Plant, Fleet & Depots	Community Engagement Contract & Project Management Asset Management Finance Human Resources Information Management Building Certification & Health	Roads & Stormwater Community Buildings Sport, Leisure & Recreation Open Space Development Assessment Building Certification & Health Environment & Natural Resources Land Use Planning & Policy Development Place Management Waste Economic & Property Development

Asset Management Strategy

The scenario will impact current work programs, as staff will need to be diverted to work on the issues associated with the formation of the Corporation. These are matters that will consume substantial staff time and require careful consideration during formulation of the Implementation Plan. The accelerated timeframe will shorten the period in which these matters need to be considered and resolved and will have a greater impact on the work programs of staff.

Amongst specific actions during 2011/12 and 2012/13:

- The Asset Management Improvement Plan will need to be redrawn to allow staff to ensure that the Water, Sewerage and Drainage asset registers are accurate and up to date and that the fair value of the assets to be transferred is accurate.
- It will be necessary to review the Information and Communications Technology asset systems that both councils use and consider the merits of moving to either a common system or linked system for Water & Sewer assets. That decision will raise the matter of moving to a common or linked system for the remaining assets. The integration/dependency of the Information & Communications Technology systems other than the specific infrastructure asset systems also needs to be considered. This issue is also complicated by the expiry date for the current "Council on Line" contract of June 2012. It also puts into question any plans to further invest in the development of staff skills and utilising more of the capacity of the Asset Lifecycle Management current specific asset software.
- The Water & Sewerage Unit has a degree of skill in the Asset Lifecycle Management suite of software and skills are in Project Management. It has one of the few Council trained "experts" in Council's Strategic Asset Management system. This skill set will need to be transferred to Council and the matter of having the sunk cost of the intellectual property that Council has invested into Strategic Asset Management paid for will need to be considered, if Council continues to use the Asset Lifecycle Management software.
- Clarity will be needed around what drainage functions and charge raising capacity are transferred to the Corporation. Currently, almost all of Council's Capital Expenditure for stormwater drainage work is obtained via charges regulated by the Independent Pricing and Regulatory Tribunal. The Water & Sewerage Unit manages the Tribunal submission process on behalf of Council. Water & Sewerage also fund a significant proportion of the flood plain management work of Council. If this funding source is removed and the work is expected to continue the General Fund will be under significant pressure. Further, the asset register for drainage is not well developed. It is not maintained by the Water & Sewerage Unit, but by the Roads & Stormwater Unit. Work will be needed to update the current register and to clarify the boundary at which those assets move from being a Water & Sewerage asset to a Road asset.
- The Water & Sewerage Unit also has a degree of expertise in sustainability issues and that gap will need to be considered if those staff move to the Corporation.
- The matter of interface issues between Water & Sewerage assets and Wyong Shire Council's other works needs to be considered. At the moment there is a high level of coordination when these issues arise. They arise during planning matters, consideration of Development Applications, during field operations and when designing capital works. The issues involve coordination of work, the costs of the work needing to be paid by the various units, preparation of Section 64 plans

Asset Management Strategy

and Development Servicing Plans and working together in emergencies. These matters are all considered and resolved in house at present, using a cooperative approach. With a separate body, theoretically we still should be able to communicate well, but there will be an inevitable challenge in maintaining a high degree of shared knowledge and mutual support.

Workforce Management Strategy

The impacts of the scenario analysis for Wyong Shire Council, is significant for Council's Workforce Management Strategy. Priority for task allocation will need to be given to formation of the Water Corporation but the timelines of other objectives detailed in the resourcing strategy will likely be impacted.

The following activities would be required to be reviewed and adjusted to fit within the accelerated timeframe.

- Determination of Water Corporation Strategy
- Wyong Shire Council's remaining structure
- Impact on Council's workforce arising from possible new partnerships arising (e.g. provision of payroll, purchasing or contract services)
- Resourcing of Units, service and products provided by Council
- Recruitment of new resources or skills where required
- Temporary water and sewer project roles currently filled by Council
- The current use of trainees/ apprenticeships within the Water & Sewerage services and any other impacted Units
- Contract Staff
- Review of the current remuneration for remaining staff
- Current workforce policies and procedures
- Workforce locations such as the depots and Council Chambers
- Industrial relations
- The management of "change" throughout the remainder of the organisation

Long Term Financial Strategy

The Long Term Financial Strategy outlines a framework for all of Council's operations including Principal Activities undertaken by Council's Water Authority (i.e. Water Supply, Drainage and Sewerage Services). Council's Water Authority is, therefore already identified as a separate "Fund" in Council's financial system and is already subject to regulation by the Independent Pricing and Regulatory Tribunal. As such, the Wyong Shire Water Authority has separate financial strategies and

targets which reflect this regulatory framework.

The new Central Coast Water Corporation will be regulated by the Central Coast Water Corporation Act 2006. Its constitution outlines the principal objectives of the Corporation which includes being a successful business and to this end “operates at least as efficiently as any comparable business” and “to maximise the net worth of the Constituent Council’s investment in the Corporation”.

Formation of Central Coast Water Corporation will; however have significant financial impacts on both the remaining Council operations and the newly structured Central Coast Water Corporation. Council’s initial assessment in 2005 of the net cost to Council was that \$6 million of “fixed” overheads would not be able to be absorbed. This is approximately \$7-8 million in today’s dollars. Council is currently working closely with Gosford City Council to develop detailed implementation plans for the transition to a fully operational Central Coast Water Corporation effective 1 July 2013 and to minimise any negative financial impacts on Council and for the community.

From a financial perspective there are a number of issues that need to be addressed as part of the implementation prior to 1 July 2013:

- Identification of differences and development of strategies for aligning accounting policies between Wyong and Gosford Water Authorities.
- Independent valuations of Council’s water and sewerage liabilities and assets including:
 - Transfer arrangements on existing loans and refinancing of Central Coast Water Corporation to achieve intergenerational pricing objectives
 - Valuation of employee leave entitlements
 - Identification of contingent liabilities and assets which may lead to future liabilities that will potentially be recognised after Central Coast Water Corporation formation
 - Valuation of investments, especially the share in remaining managed funds including Blackrock Care and Maintenance Fund
 - Identification and valuation of Wyong Water Authority’s assets, and review of asset impairment
 - Definition of “drainage” and which activities under this definition are to be transferred and future funding arrangements between Central Coast Water Corporation and Council
 - Identification of property and treatment of easements relating to assets.
 - Review and transfer of contracts and agreements.
- Review pricing structures and develop strategy for the 2014 Independent Pricing and Regulatory Tribunal Pricing Determination and engage with the Tribunal to ensure a smooth transition.
- Review meter reading, billing systems and credit management to align with Gosford Water Authority.
- Review operations, plant and fleet requirements, depots, and impacts on roads and drainage operations.

- Assess corporate overhead impacts (i.e. costs Council is committed to, but will no longer be part of the separate Central Coast Water Corporation).
- Determine any cost sharing between entities in an equitable and fair manner.
- Determine a best value service delivery model for the Central Coast Water Corporation and Council's operations.
- Develop accounting systems, policies and procedures for the new Central Coast Water Corporation.
- Develop a communication and engagement strategy to inform the community about the financial impacts on both the Central Coast Water Corporation and Council



Building for our current and future community needs

Part 3 - Resourcing Strategies

Long Term Financial Strategy

Introduction

The Community Strategic Plan presents a 20 year vision of the community's aspirations; however the reality is that Council's resources will only be able to physically provide a portion of this, and there are other community and government stakeholders which will also be partners in the delivery. Council's Annual Plan and 4 Year Delivery Plan deal with the short and medium term services which Council will resource and provide, whilst this Long Term Financial Strategy looks at the longer term (10 year) financing options.

Council is both a Local Government Authority and a Water Authority and is therefore regulated by the Local Government Act (1993) and the Water Management Act (2000). This means that Council's general operations are regulated by the Division of Local Government which has used a rate capping system to limit Council's ability to increase revenues for Property Rates – it is this revenue stream which funds Council's general operations. While the Water and Sewer Pricing is regulated by the Independent Pricing and Regulatory Tribunal. Wyong Council's current Water and Sewer Pricing Determination runs from 1 July 2009 to 30 June 2013.

The past

Wyong Shire Council has increased its rating in accordance with the allowable rate increases and introduced three special rates to fund services in the business centres of Wyong (2005), Toukley (1997), and The Entrance (1997).

Over this time many things have changed both internally and externally to Council including:

- **Increases in the number of services and the community (consumer expectations of levels of service)**
What the community wanted and was prepared to fund in 1950-1980 is very different today. Many services are delivered more efficiently, but being a service provider Council's cost structure is highly dependent on labour to provide. Employee costs \$76.5 million (source: audited Annual Financial Statements 2009/10) represent 33% of Council's operating costs.
- **Increases in Council's cost base over and above the Consumer Price Index**
In most years the allowable rate pegging increase was less than the increase in the cost of providing services. At the same time, Council has had to maintain many more assets and older assets and there has been increased legislative responsibilities.
- **Shifting of responsibilities from other levels of government (cost shifting)**
Over a number of years, other levels of government have added to the roles of Council in providing services without fully funding the additional cost. In 2009/10 the cost to Wyong Council's residents of cost shifting was \$22.2 million.

- **Waste management legacy issues**

Council has significant legal obligations regarding past waste activities on community owned lands. In recent years Council has commenced rehabilitation of closed landfills and has estimated it will cost \$49.6m (2011/12 Budget estimate) to complete the remediation of these sites including Gwandalan, Mardi, Toukley, Halekulani, Tumbi, Shelley Beach and Bateau Bay (almost complete). These works have been provided for up to the end of 30 June 2010 (estimate of remediation costs \$35m), but have to be funded in future years. Additionally, in 2009/10 council was required to pay \$1.6m over three years for state tipping levies relating to past activities and is still facing possible legal penalties.

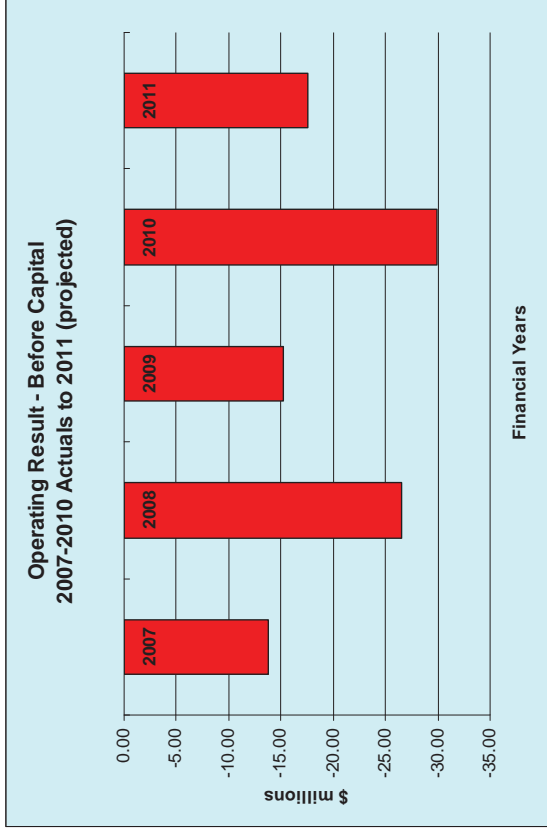
- **The drought and water supply**

The drought from 2001-2007 placed significant pressure on Council's water supply which at it's lowest reached 12% of total capacity. As a result Wyong Shire Council has had water restrictions at Level 3 since

2004. This has had a two-fold effect on Council's financial position with water usage decreasing dramatically and increased costs for alternative supplies (e.g. purchasing water from the Hunter Water Authority). Establishing water security has included building a larger pipeline link between the Hunter Water Authority and Wyong and Gosford Water Authorities and the building of the Mardi-Mangrove Pipeline.

For Council this has meant a deteriorating financial position over time with the last five years showing Council's current level of income is unable to fund daily operations.

The following table shows the last 5 Operating Short-falls, and how the Operating Revenue (excluding any capital grants) has not cover the required Operating Expenditure to maintain the existing services and levels of service. Additionally, Council has reported that they cannot fund the required maintenance and renewals of the existing assets (refer Special Schedule 7)



This means that over the last 5 years it has cost Council \$103m more than it raised in income. During this time Council has been unable to fully finance required asset maintenance, so this means we have delivered the services for the community at the expense of the Council's assets. This financial position is not sustainable in the long term as eventually assets will start to critically fail – this can be seen in Council's Annual Plan and 4 Year Delivery Plan priorities where there are timber bridges (2011/2012 \$3.4m plus 2012-2019 \$3.4m) and pedestrian bridges (2011/12 \$1.6m) that are in need of urgent repair.

Special Schedule 7	Est. Cost to bring to Satisfactory (2 Good)		Est. Cost to bring to Satisfactory (3 Average)		Required Annual Maintenance Expense		Current Annual Maintenance Expense		Annual Maintenance Over / (Under) spend	
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
Public Buildings	5.7	4.3	3.2	1.7	(1.5)					
Public Roads	349.5	139.3	7.6	4.7	(2.9)					
Water	25.1	7.9	11.9	4.6	(7.3)					
Sewer	55.4	17.4	10.3	5.5	(4.8)					
Drainage	17.6	15.1	2.3	1.3	(1.0)					
Total	453.3	184.0	35.3	17.8	(17.5)					

This can also be seen in Council's Financial Ratios which are generally unfavourable against industry benchmarks and have trended poorly over the five years.

The current situation

Council's must ensure the long term financial viability of the organisation to continue to meet the community's needs. To do this Council is establishing a Long Term Financial Framework in order to;

- Meet strategic financial objectives
- Ensure that essential services are provided
- Achieve legislative requirements and
- Adequately maintain the \$2b assets under Council's control

In addition to this, Council faces a number of immediate (short-medium term) challenges which also need to be managed and resourced, including;

- Ensuring an equitable rating structure
- Balancing service delivery and service levels with ability to pay
- Funding the current asset renewal and maintenance gaps
- Increasing requirement for waste management and compliance
- Rate pegging and review of rating structure and rating income
- Regulating development and the managing the funding and timing of required new infrastructure
- Formation of the Central Coast Water Corporation

The current 4 Year Delivery Plan assumes that the full transition to the Central Coast Water Corporation occurs in 2 years, however pending the establishment of the Board and the finalisation of the new organisations structure and the transition plan the financial impacts cannot be fully modelled. For Council's base 10 Year Financial Plan it is assumed the continuation of the existing structure, but this will be updated in 2011/12 once these issues are resolved and a brief summary of the possible financial impacts.

The future challenges

Council's Long Term Financial Strategy deals with the 5-10 year horizon. Council's mix of challenges is driven by being a designated centre of growth and also facing many issues such as;

- Population growth in the Shire
- Mix of young and aging populations
- Climate change and rising sea levels
- Responsible management of natural resources
- Economic development and jobs in the community
- Development of the Warrervale Town Centre
- Waste management and increasing environmental regulation
- Ensuring long term water supply to meet increasing population demands
- Working towards the aspirations of the community

Long Term Financial Strategy Framework

The Department of Local Government has established the requirements for Long Term Financial Strategy which states "A long term financial plan provides a framework in which council can assess its revenue building capacity to meet the activities of and level of services outlined in the Community Strategic Plan" (page 4 of the IP&R Long-Term Financial Plan December 2010).

The framework developed for WSC encompasses the DLG requirements and will enable:

- Transparency
- Accountability to the community
- Identification of financial issues
- Identification of the longer term impacts of decisions

- Equitable rating structure
 - Intergenerational equity
 - Solutions to financial problems as a whole
 - Performance measurement
 - Integration of Council's strategies and decisions from a financial perspective
 - Ensuring the long term financial sustainability of Council
- The Long Term Financial Strategy will be used to inform the Community Strategic Plan and the development of the 4 Year Delivery Plan, and should reflect in the decisions by Council for financing the Annual Plan.
- Council's Long Term Financial Strategy Framework provides a set of strategies, policy, key performance targets which will guide the setting of organisational strategies and plans to ensure Council has the capability to deliver into the future. It will be based around the 12 Principal Activities and definitions of services and service levels, underpinned by products.
- The Long Term Financial Strategy will become a decision making tool that allows various assumptions and scenarios to be modelled, and for risk and sensitivity analysis to be carried out within the framework of financial sustainability. The Long Term Financial Strategy will therefore allow Council and the community to:
- Meet legislative requirements
 - Undertake responsible management of Council's resources
 - Address community need
 - Work towards addressing community wants
 - Determine who should provide the service / and who should fund it. For example:
 - Are there other providers?
- Is it another tier of government's responsibility?
 - Can the community do it?
- Understand the costs of services. For example understanding:
 - Full absorption cost
 - Variable costs, fixed costs and marginal cost
 - Full whole of life costs
 - Future recurrent costs –operating, management, maintenance, depreciation, financing, and renewal
 - Best value service delivery
 - Determine who should pay and how much. Options include:
 - Free goods
 - Merit goods
 - User pays
 - Determine how Council will finance operations. Such as:
 - Raise Income through rates, special rates changes or fee
 - User pays
 - Contributions
 - Grants (lobbying)
 - Loans and financing (internal vs external)

To assist in determining responsibilities and priorities Council has adopted a set of Project Assessment Criteria which will come into effect on 1 July 2011, these criteria have been used to assess the 2011-2012 Annual Plan capital requests.

Project Assessment Criteria - Rating Scale -2 to 2:

- 2 Significant Negative Impact / Alignment
- 1 Minor Negative Impact / Alignment
- 0 Neutral
- 1 Minor Improvement / Alignment
- 2 Significant Improvement / Alignment

PROJECT ASSESSMENT CRITERIA		<i>Description</i>
Community Need		<i>Address a Community Need Improve Lifestyle & Amenity</i>
Identity		<i>Build Local Identity of Town / Suburb Contribute to sense of Regional Identity</i>
Availability		<i>Address identified deficiency / unequal distribution of Facilities & complementary placement</i>
Self Sufficiency		<i>Of town or suburb / enhance useability of existing assets Whole of Life Costs – sustainability? Best Practice Principles</i>
Connectivity		<i>Enhance connectivity between towns / suburbs Links between Retail & Employment Centres Enhance Major Connections to employment zones Enhance Pedestrian & Bicycle transport modes to destinations</i>
Future Options		<i>Address changing demographics trends & land use Address limitations of existing infrastructure for future demand & changing needs</i>
Unlock future Options		<i>Catalyst for further development / investment in the Shire Will failure to proceed result in a lost opportunity forever?</i>
Other Criteria:		
Legislative Requirements		<i>Unavoidable and legislative compliance / requirements</i>
Risk		<i>People, assets, financial</i>
Positive return on investment		<i>Commercial / economic return Positive cost / benefit</i>
Future impacts on Expenditure & Income (Whole of Life Cost)		<i>Financially sustainable – able to be afforded in the future without reduction in other services</i>

Financial Sustainability Strategies & Targets

- Continuous improvement in financial position and performance
 - Achieve and maintain operating surpluses
 - Maintain a fair and equitable rating structure
 - Establish “best value” service delivery to maintain or improve service level standards
 - Achieve full cost recovery for the provision of services
- Increase funding for asset maintenance and renewal
 - Rationalise assets and maximise value of assets to the community
 - Manage Council’s investments and resources in a prudent manner
 - Manage debt to maximise community value
 - Manage Council’s financial risks

Financial Sustainability		Targets	Comments
Operating Surplus	2011/12 Deficit (\$15) million 2012/13 Deficit (\$10) million 2013/14 Deficit (\$5) million 2014/15 Break-even million	Strategic targets recognising Council’s past operating trends and the gap in asset maintenance and renewals that needs to be addressed. In 2011/12 Council will review Services and assets employed, to maximise service delivery and economic outcomes to the community. Long term financial sustainability is dependent on Council being able to meet daily operations (recurrent) expenditure within the Operating Income sources. In accordance with principles of the Global Reporting Index	
Performance against budget	% and \$ Variation – Consolidated Result % and \$ Variation – Consolidated Result Number of Budget Revotes and Value <ul style="list-style-type: none"> o Internal factors o External factors Risks with financial costs reported to Council monthly Equal to 3% of Operating Cash Expenses	Adopted by the Strategic Finance Committee (23 March 2011)	
Working Capital	Unrestricted current ratio > 1.5	Adopted by the Strategic Finance Committee (23 March 2011)	
Debt service ratio	< 15% (growth Council)	Adopted by the Strategic Finance Committee (23 March 2011)	
General Fund Indebtedness Ratio	Maximum 80%	Adopted by the Strategic Finance Committee (23 March 2011)	
Rates coverage ratio	50.0%	Division of Local Government benchmark	
Rates outstanding percentage	< 5.00	Division of Local Government benchmark	
Building & infrastructure renewals ratio	> 1.0	The long term average of investment in renewals of existing assets should be no less than 1, which will equate to the deterioration of assets over time. Note: the asset management system determines the timing of the best value renewal points.	
Asset sustainability ratio	Greater than 0.50 per year	In any particular year the investment in renewals should not be less than 50% of the estimated depreciation of the asset base	

Financial Planning Assumptions

Base Scenario assumes:

- Current services and service levels are maintained
- Significant continuous improvement projects and impacts are included
- Future projections are based on the 2011/12 Annual Budget and Four Year Delivery Plan
- Rate income is estimated based on forecast rate pegging assumed in-line with the Consumer Price Index
- Future income and expenditure is based on anticipated future Consumer Price Index and allowances for growth
- Employee numbers will remain constant and employee costs are based on estimated award increases
- Development of new community assets and commitment to their “whole of life costs” is based on Section 94 Plans.
- Carbon tax has not been allowed for on the basis that costs will be passed on to consumer including any administration costs (refer to Long Term Financial Risks for details)
- Future loan borrowings are based on forecast financing requirements and are in accordance with Council’s Strategic Finance Committee resolution (March 2011)
- Future investment earnings have been estimated based on the investments allowed under the Minister’s Order and Council’s Investment Policy
- Council’s Major Projects have been incorporated

Long Term Financial Assumptions		Year +2	Year +3	Year +4	Year +5	Year +6	Year +7	Year +8	Year +9	Year +10
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2019/20	2020/21	2022/23
Growth	Wyong Shire Council Population Forecast and Household Growth	0.80%	1.90%	1.90%	1.90%	1.90%	1.75%	1.75%	1.75%	1.75%
Rate Pegging	Estimated	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
CPI	Estimated	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Wages Indexation	Includes estimated award increases and progression	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Salaries Indexation	Includes estimated award increases and progression	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Workers Compensation	Estimate 10%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Training	CPI plus 2% Yr+2 & Yr+3 due to impacts of Water Supply demerger, then CPI	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Electricity	Based on rising costs forecasts	10.00%	10.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Fuel index	Estimated in-line with CPI increase	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	Insurance Index - CPI +2.5%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%
Activity Based Budget	Manual Entry	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Water Service	Independent Pricing & Regulatory Tribunal 2009 - 2013, remainder estimate*	14.48%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Water Usage	Independent Pricing & Regulatory Tribunal 2009 - 2013, remainder estimate*	4.06%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%

The Financial Strategy has identified funding gaps for recurrent operations. This has led to proposed funding options that include:

- Special rate increases in 2013 to fund asset maintenance and renewals gaps
- Special rate increase in 2017 to match anticipated future recurrent levels of expenditure

Key Financial Policy Statements

Strategy	Target	Policy
Investments	UBSW Index > 20 basis points	Manage 11am Accounts to for daily cash flows < 3 weeks operating unless favourable interest rate
Debt Management	Debt Service Ratios < 15% General Fund Indebtedness ratio of less than 80%	Updated Investment Strategy has been drafted to be forwarded. Allows for debt to be used to finance long term intergenerational assets or where the return on investment inclusive of financing costs is positive. Complies with directives of IPART in the case of water and sewer. Adopts a target for the Consolidated Debt Service Ratio of below 15% and a General Fund Indebtedness Ratio less than 80%. Adopts a strategy to use Internal Borrowings over External Borrowings in order to capture the financial benefit between investment returns and financing costs where available funds are available.

Risk and Sensitivity Analysis

The risk and sensitivity analysis identifies;

- Council's reliance on different income types,
- What the cost of services is and
- Where there are external factors.

It also models what types of variability may result in unexpected or volatile impacts on Council's long term financial sustainability.

All financial modelling makes assumptions, which may or may not become true. For example the Long Term Financial Strategy has to predict future Consumer Price Index increases and what the Independent Pricing and Regulatory Tribunal will determine as the rate pegging. Indeed assumptions need to be made about the long term continuation of the rate pegging model. The Long Term Financial Strategy has also had assumptions built in that costs will move in a particular way (e.g. wage and salary indexation and the Federal government's superannuation rates).

Significant income and expenditures have been modelled in the following graphs to show the level of sensitivity and the types of financial impacts arising – ie what impact does a 1% variation have

REVENUE SENSITIVITY

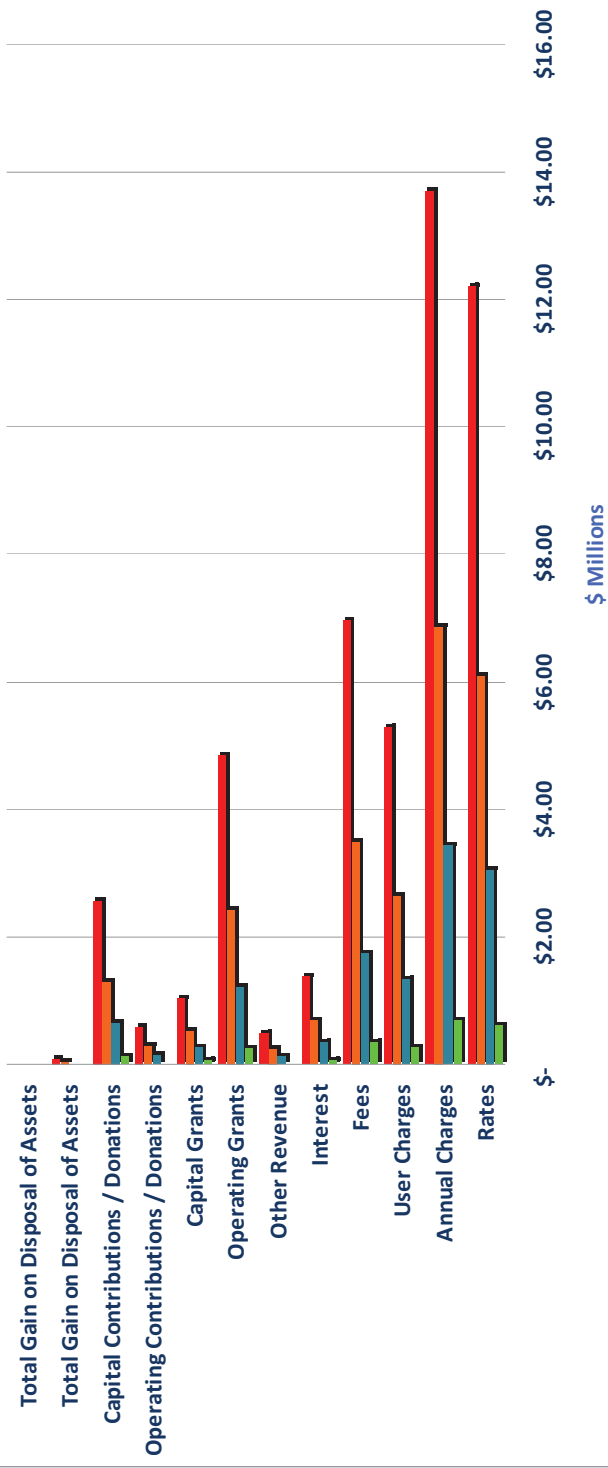
- ✓ Council's two biggest operating income sources are Rates 25% and Annual Charges 28% but they are also the most stable being and are secured as debts.
- ✓ This is reflected in Council's target sustainability Rates Coverage Ratio which aims to be at 50%. The 2011/12 Budget is 53%.
- ✗ Water, Sewer and User Charges are secured over the property, however Council's biggest operational income risk is in User Charges for Water where user consumption has continued to be restricted due to the drought and continuation of water restrictions, a 1% reduction in usage causes a \$0.3m reduction in income, a 5% reduction causes a \$1.3m reduction in income. As the majority of the Water Supply costs are fixed any reduction or increase in water usage impacts on Council's financial position and results in under or over funding of operations.
- ✗ Fees are also a budget risk being activity driven – a 1% reduction resulting in plus or minus income of \$0.4 million and 5% \$1.74m. Areas that experience volatility in levels of activity and income are Regulatory and Statutory certificates, Holiday Park utilisations, Childcare utilisations, and levels of tipping (excluding domestic waste collection service and tipping). These revenues are impacted by the economy and when there is an economic downturn the incomes trend downward. The bottom-line impact is difficult to manage in the short-term as these business units have a relatively fixed cost structure (including staff time).
- ✗ Operating grant income is generally non-recurring, however is essential to the provision of Council's services, representing approximately 10% of operating expenditure. Council's reliance can result in a reduction of service levels and activity, if the funding sources are not available from State and Federal governments.
- ✓ Investment earnings also experience external volatility, as was observed during the global financial crisis, however with the current conservative restrictions on investments the likelihood of capital losses are reduced. Council has in place hold to maturity strategies on remaining managed funds which will see full recovery of capital. Interest earnings are driven by levels of cash and investments and are relatively stable for unrestricted funds.

2011/12 Budget - Sensitivity Analysis

Revenue

% Variation - Impact \$ Millions

■ 1% Variation ■ 5% Variation ■ 10% Variation ■ 20% Variation



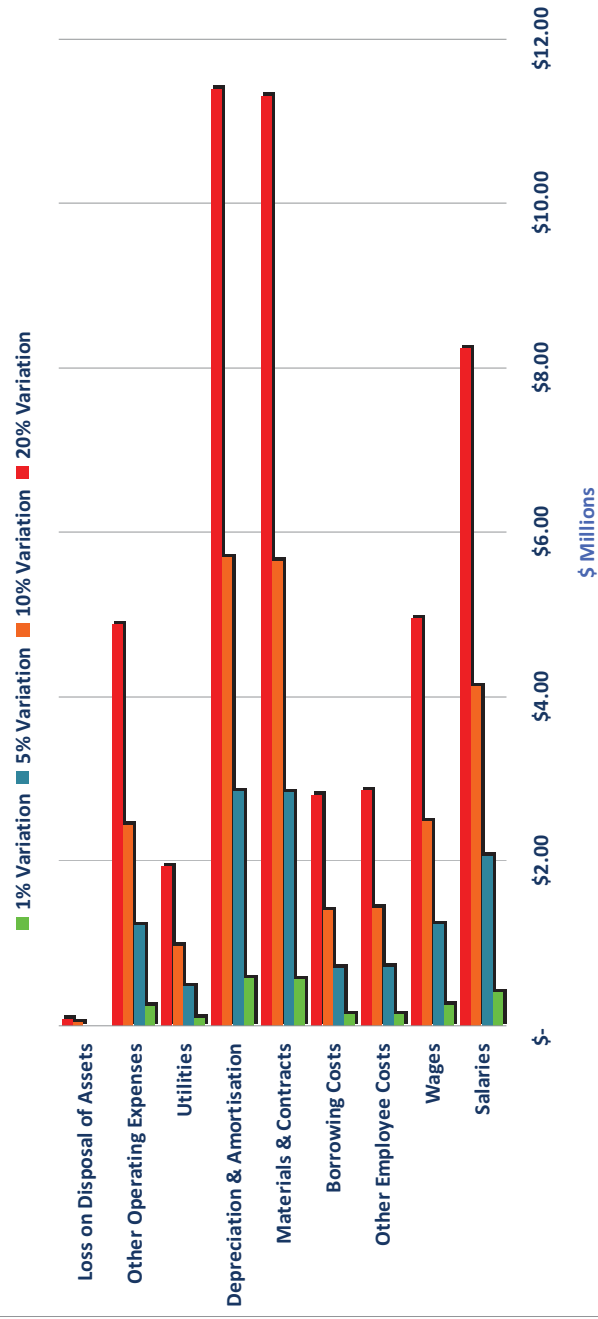
EXPENDITURE SENSITIVITY

- ✓ Employee Costs represent 33% of total expenditure and are a relatively fixed cost, in that permanent employees of Council have an on-going relationship and therefore need to be paid on an ongoing basis. Additionally, \$9.0m are included in capital works. The risk is not in the employee costs, however is in the manner in which labour resources are effectively managed to ensure that such a significant cost is not exceeded. In 2010/11 and for 2011/12 Council has been implementing improved reporting on employee costs and entitlements.
- ✗ Materials and Contracts represent 23% of Council's operations and \$52.6m is also included in Council's \$78.9m capital program. This cost can be impacted by interest rates and economic conditions, scarcity, exchange rates, and fuel and energy costs.
- ✗ Utilities represent 4% of Council's operations however with energy costs rising quickly and the proposed introduction of carbon taxes this cost could become more significant. A 5% increase represents a \$0.1m movement, a 15% increase and additional \$1.0m in costs.
- ✓ Borrowing costs are fixed given that Council's loans are currently all fixed rate and fixed term. However, if Council used a different variable loan structure then this cost would be more sensitive to interest rate markets.
- ✓ Depreciation is a significant cost to Council reflecting the \$2.0b in community assets employed in delivering services. Due to the age and nature of the infrastructure (eg drains and pipes under the ground) having an accurate assessment of the condition of these assets is difficult, which can result in volatility in depreciation expenses when asset conditions are written down quickly – this effectively results in a "write-off" because the asset has been under charged. This can apply in reverse if condition and useful life are revised upward.

2011/12 Budget - Sensitivity Analysis

Operating Expenses

% Variation - Impact \$ Millions



Financial Performance Monitoring and Reporting

Council's Long Term Financial Framework enables Council's Annual and 4 Year Delivery Plans to be developed in line with sound financial management principles to achieve long term financial sustainability.

By setting financial strategy, policy and performance Council can then manage the operations to achieve these targets.

Council's Long Term Financial Strategy has a target of achieving an operating surplus before capital grants over four years.

The DLG also requires certain ratios to be reported as part of the Annual Financial Statements in Note 13 – Statement of Performance Measures which include:

- Current ratio
- Unrestricted current ratio
- Debt service ratio
- Rate coverage ratio
- Rates and annual charges outstanding percentage
- Asset renewals ratio

In addition to these, Council has adopted the asset sustainability ratio, and the Strategic Finance Committee has recommended working capital targets.

Council will also review the Long Term Financial Strategy each year during development of our the Annual Plan and evaluate all proposed changes to the Annual and 4 Year Development Plan in light of what the estimated impacts will be.

Key assumptions of the Long Term Financial Strategy will also be monitored and updated in Council's Financial Risk Register as required and reported in the Quarterly Budget Reviews in order to effectively manage financial risk.

Council will maintain the Long Term Financial Strategy on an ongoing basis and complete a full review of the Strategy every 4 years, in line with the review of the Community Strategic Plan.

Ratios Explained:

The “target” figures for the indicators reported represent the DLG’s benchmarks. In evaluating performance against these targets we should consider Wyong’s situation as a multi-purpose authority with continuing, significant, green field development.

Unrestricted Current Ratio - demonstrates that enough unrestricted current assets are available on hand to meet unrestricted current liabilities. A ratio of less than 1:1.5 is unsatisfactory; A ratio above 1:5 shows Council has sufficient liquid assets on hand to meet its short term liabilities. “Unrestricted” means money not earmarked for a special purpose like developer contributions, special purpose grants, and domestic waste management charges.

Unrestricted Current Ratio Target > 1.5

Debt Service Ratio - assesses the degree to which revenues from Continuing Operations are committed to the repayment of debt. It is generally higher for Councils in growth areas where loans have been required to fund infrastructure.

Debt Service Ratio Target < 15% (Consolidated - for growth Council’s)

Council’s water and sewerage charges are regulated by the Independent Pricing and Regulatory Tribunal and are set in such a way that capital costs for assets which have a long service life, such as new pipelines have to be funded from loans. The use of loans is used to achieve intergenerational equity.

Rate Coverage Ratio – to assess Council’s degree of dependence on rate and annual charges revenue against other non-property related income. This ratio provides an assessment of the security of Council’s income.

A higher ratio indicates a higher dependence on rate revenue and the greater the certainty of total revenue.

Some factors affecting this indicator are:

- Levels of Council’s entrepreneurial and investment activity,
- Socioeconomic characteristics of the area,
- Relative level of Federal/State funding and the rate of new development.

Rate Coverage Ratio Target 50%

Rates and Annual Charges Outstanding (Arrears) Percentage Ratio -

assesses the effectiveness of Council’s revenue collection. The lower the percentage, the less income is tied up in receivables and the more cash is available for working purposes.

Rates and Annual Charges Outstanding Percentage Target < = 5%

Buildings and Infrastructure Renewal Ratio – indicates how well Council is looking after its working assets. A ratio of 1 or more is desirable, that is, Council needs to be renewing its assets at a level higher than the estimated yearly loss through wear and tear, as reflected in the Depreciation charge.

Buildings and Infrastructure Renewal Ratio Target > 1.0

Risk and Contingent Liabilities

Service / Liability	Comment	Potential Financial Cost / Liability
Asset Renewals Gap	Council's Asset condition gap to satisfactory was estimated to be \$184m at 30 June 2010. At this stage the issues in assets other than Roads and Bridges have not been funded. The program to renew Roads & Bridges is a long term program and has been provided for in the Annual Plan, 4YDP and LTFP.	
Coastal Zone Management Plan	At this stage the Coastal Zone Management Plan is still being finalised A budget of \$0.1m is included in 2011/12 to fund legislative compliance works.	\$2.4m
Water Corporation Establishment	In accordance with the Memorandum of Understanding, the accelerated timeframe will be modelled and reported to Council It is also assumed that WSC will minimise unrecoverable losses and the impact of increased overhead cost burden.	\$6 - \$8m
Closed Landfill Rehabilitation	Estimates for rehabilitation of closed landfill have been estimated at c.\$50m. This cost is up \$15m from 30 June 2010 estimates, but there is further risk that future sites / or future costs may be identified which exceed this. Additionally, Council's past waste management practices have resulted in legal action from DECCW which may result in fines.	\$5-\$25m Unable to be estimated
DLG investigation into Body Hire arrangements	Investigation by Division of Local Government into procurement for body hire agreements prior to 2010.	Unable to be estimated
Climate Change Carbon Tax	No costs have been allowed for Climate Change The Federal Govt has announced a proposed Carbon Tax effective 1 July 2012. The full details of this tax are yet to be determined and as such cannot yet be budgeted for. Additionally, the administration of this tax would create a potential administrative burden (ie 33,000 T x \$10-\$20 per tonne	Unable to be estimated \$3.6m
Cabbage Tree Harbour Toe-wall drainage	The design life of the drainage structure is 10-15 years, however is not being built to withstand major storm damage.	\$0.4 - \$0.7m \$0-\$10m

Service / Liability	Comment	Potential Financial Cost / Liability
The Entrance – foreshore walk	No reconstruction budget has been provided for	Unable to be estimated pending investigation of options
Disaster Management Plan	Council is yet to develop a funded disaster management strategy	Unable to be estimated
Estuary Management Plan	Annual recurrent and ongoing maintenance and monitoring in accordance with the grant requirements	Estimate increasing from \$0.2 million to \$2m – yet to be fully costed and funded
Community Buildings	Currently information on Community Buildings and facilities is poor, and the level of budget maintenance allocated may / or may not be sufficient. This is complicated by the organisational restructure & changes in asset owners – further review of the budget is required. SS&7 identified an annual underfunding of maintenance of \$1.5m and a \$4.4m cost to bring to a satisfactory condition (2009/10 Annual Financial Statements)	\$0.5m
Wyong Shire Art House	No Funding for capital or recurrent	\$8.0m \$1-\$2m per annum
Asset Management Systems & Data	Other than Roads & Bridges Asset information is still being determined.	Unable to be estimated

10 Year Long Term Financial Plan Reports

Operational Summary (Consolidated)

Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Operations												
Rates & Annual Charges	129,538	135,482	142,544	149,985	157,828	164,510	171,344	178,529	186,084	194,030		
User Charges & Fees	61,305	65,196	69,016	73,084	77,417	82,032	86,025	90,279	94,814	99,650		
Interest & Investment Revenue	6,911	6,918	6,926	6,935	6,943	6,952	6,961	6,970	6,979	6,988		
Other Revenue	2,445	2,512	2,581	2,652	2,725	2,800	2,878	2,957	3,039	3,124		
Grant & Contributions - Operating	27,162	27,520	28,619	29,765	30,959	32,204	33,475	34,799	36,178	37,613		
Grant & Contributions - Capital	18,021	13,145	13,537	14,021	14,522	19,042	15,580	16,137	16,715	17,314		
Net Gain from the Disposal of Assets	410	410	410	410	410	410	410	410	410	410		
Share of Interest in Joint Ventures	0	0	0	0	0	0	0	0	0	0		
Total Income from Operations	245,791	251,184	263,635	276,853	290,804	307,950	316,672	330,082	344,220	359,130		
Expenses from Operations												
Employee Costs	80,304	83,137	86,952	90,967	95,192	99,643	104,264	109,132	114,263	119,673		
Borrowing Costs	14,012	13,529	12,937	12,306	11,716	11,096	10,458	9,812	9,254	8,790		
Materials & Contracts	56,581	56,983	59,401	61,124	63,718	66,423	69,545	72,822	76,245	79,816		
Depreciation	57,009	59,068	61,829	64,725	67,762	70,949	74,189	77,584	81,139	84,863		
Impairment	0	0	0	0	0	0	0	0	0	0		
Other Expenses	34,070	36,768	40,954	45,320	47,258	49,291	51,403	53,617	55,940	58,376		
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0		
Net Loss from Disposal of Assets	420	433	446	459	473	487	502	517	532	548		
Share of Interest in Joint Ventures	0	0	0	0	0	0	0	0	0	0		
Total Expenses from Operations	242,396	249,917	262,518	274,900	286,118	297,890	310,361	323,483	337,373	352,066		
Operating Result from Operations	3,395	1,268	1,117	1,953	4,686	10,060	6,311	6,598	6,847	7,064		
Less Capital Grant & Contributions	18,021	13,145	13,537	14,021	14,522	19,042	15,580	16,137	16,715	17,314		
Operating Result before Capital Grants & Contributions Profit/(Loss)	(14,626)	(11,878)	(12,421)	(12,068)	(9,837)	(8,982)	(9,269)	(9,539)	(9,868)	(10,250)		

Balance Sheet		Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
(Consolidated)		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(a) Current Assets		144	126	134	150	168	169	173	159	154	149
(b) Non-Current Assets		2,005	2,058	2,062	2,058	2,065	2,075	2,082	2,095	2,100	2,107
(c) Total Assets (a+b)		2,149	2,184	2,196	2,208	2,233	2,244	2,255	2,254	2,254	2,256
(d) Current Liabilities		77	76	76	75	76	76	76	76	76	76
(e) Non-Current Liabilities		231	260	262	269	285	284	282	270	258	247
(f) Total Liabilities (d+e)		308	336	338	344	361	360	358	346	334	323
(g) Revaluation Reserve		582	586	590	594	600	607	610	615	620	626
(h) Total Revaluation Reserve (g)		582	586	590	594	600	607	610	615	620	626
(i) Total Equity		1,259	1,262	1,268	1,270	1,272	1,277	1,287	1,293	1,300	1,307
(j) Total Equity (i)		1,259	1,262	1,268	1,270	1,272	1,277	1,287	1,293	1,300	1,307

Cash Flow (Consolidated)		Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
		2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Receipts	246	243	252	250	252	255	258	260	263	267	
Payments	188	176	184	186	185	182	181	184	180	181	
Cash Flow from Operating Activities	58	67	68	64	67	73	77	76	83	86	
Receipts	0	0	0	0	0	0	0	0	0	0	
Payments	73	113	89	61	67	72	71	75	78	82	
Cash Flow from Investing Activities	(73)	(113)	(89)	(61)	(67)	(72)	(71)	(75)	(78)	(82)	
Receipts	18	36	41	28	27	13	10	0	0	0	
Payments	10	10	12	13	11	12	12	12	12	11	
Cash Flow from Financing Activities	8	26	29	15	16	1	(2)	(12)	(12)	(11)	
Net Increase(Decrease) in Cash and Cash Equivalents	(7)	(20)	8	18	16	2	4	(11)	(7)	(7)	
Cash and Cash Equivalents at Beginning of Period	114	107	87	95	113	129	131	135	124	117	
Cash and Cash Equivalents at End of Period	107	87	95	113	129	131	135	124	117	110	

Financial Modelling – Scenarios

For the Long Term Financial Strategy Council assumed no significant changes from overall current structure, services, and service levels. This results; however in under funding of Council's recurrent operations as well as asset maintenance and renewal.

The following scenarios identify how WSC can respond to these issues in order to generate a sustainable financial position, however financial estimates have not yet been fully costed. It is proposed to investigate these scenarios more fully in consultation with the community and determine service priorities and funding options.

Scenario 1	Change to rating structure (1/7/2013)	Proposed Solution
<p>Opportunity to introduce a minimum rate with ad valorem to ensure that the longer term rating structure keeps pace with the development and growth to ensure a financially sustainable level of funding.</p>		<p>No change to overall rate income which is capped, however will result in a redistribution of the rating burden across the Shire. Community consultation and engagement planned for 2011/12</p>
Scenario 2	Special rate increase to fund General Fund asset maintenance and renewals gap (1/7/2013)	Proposed Solution
<p>The Funding Gap – General Fund (excluding waste) estimated \$12.2m The General Fund Result (excluding Waste) is budgeted to incur an operating loss in 2011/12 of (\$9.8)m and 2012/13 (\$10.4)m. In addition to this funding gap Council has identified a short-fall of \$1.5m in annual maintenance on community buildings (2009/10 Audited Annual Financial Statements SS7 Condition of Public Infrastructure) which has not yet been addressed.</p>		<p>2011/12- Council is completing a comprehensive review of services and asset condition and utilisation. This will include engagement and consultation with the community to establish a prioritisation of services and comprehensive review of Revenue Policy for 2012/13. The results of this review will inform an updated Financial Strategy in 2012/2013 and enable Council to identify services which need to be increased or decreased, and to review the cost structure of services. This will include understanding the full cost of services to enable informed decision making.</p>
<p>Note, the 2011/12 budget included additional roads maintenance and renewals to lift the overall standard of roads over a four year period which will establish a new maintenance curve inline with the current funding and commence work on improving overall asset condition. The condition of assets will be reassessed annually to in accordance with the Asset</p>		<p>Once services have been assessed the assets and resources required for efficient and effective delivery can also be reviewed.</p> <p>2011/12 Council is reviewing the LEP and will review land zonings as appropriate 2011/12 – Council is establishing a property investment portfolio and reviewing existing property assets to maximise investment potential and future income generation</p>

<p>Management Policy and inform the annual planning process for 2012/13.</p>	<p>Action: Target annual reduction in Services / Service Levels, maximise user pays where appropriate and ensure prices reflect the actual operating costs of each service, review and reduce operating costs including asset rationalisation</p> <p>2012/13 Investigate funding options and engage with the community for a special rate increase to fund the current</p> <p>Operating short-falls in order to re-establish a balance between Operating Income and Operating Costs. For example, a 7% special rate increase would yield approximately \$4.3m. This would enable services and income to be aligned.</p>
<p>Scenario 3 Special rate increase to fund recurrent operations (1/7/2017)</p>	
<p>The Future Funding Gap</p>	
<p>There are a number of new services coming on-line after 2015/16 which are currently unfunded in Council's long term financial plan. Included in this are the:</p> <ul style="list-style-type: none"> • The Wyong Art House – estimated \$2.0m per annum • On-going improvement and maintenance of the Lakes System – currently these works have been predominately federally funded, however will require ongoing investment up to \$2.0m per annum • Addressing the Climate Change issues associated with being a coastal council, including on-going funding of the Coastal Zone Management Plan – costs are yet to be fully determined but initial reports estimate a net cost to Council over the next ten years is to be \$2.4m (including \$1.4m 2014/15 – 2021). • Council currently has no resourcing to deal with management of natural assets over and above current service provision. This service is targeted for review and likely to result in higher costs if endorsed by Council. 	<p>Proposed Solution</p> <p>2011/12 Section 94 Plan for Warnervale Town Centre is being reviewed, and will include estimates of whole of life cost including the future operation and asset renewals.</p> <p>Council's long term financial sustainability framework will ensure future decisions of Council for service provisions is balanced with the ability to pay.</p> <p>However, the challenges high-lighted in future years if Council elects to extend services in the management of the environment will require levels of funding over and above rate pegging.</p>

Asset Management Strategy

A Summary of the Asset Management Strategy

Council is responsible for a wide range of traditional public works assets such as roads, drainage, public buildings, and water and sewerage infrastructure.

It is also responsible for a wide range of other infrastructure, recreational and natural assets such as playgrounds, sporting ovals, cycle paths, wildlife corridors and streams.

General Principles of Asset Management

Assets are built and maintained to provide a public service and meet community needs according to local priorities.

Their management must take into account a number of key considerations including:

- The need for public safety
- The need to manage community and corporate risk
- The need for effective management to ensure their optimal lifecycle.

A Strategic Approach to Asset Management

A key challenge for Wyong Shire Council is to determine how best to sustainably balance investment in new asset intensive services against the need to maintain existing services at levels of cost and quality which are acceptable to the community.

Building a sustainable community into the future requires an effective asset management. Council has determined that it needs to review its approach to asset management in Wyong Shire if it is to deliver the 12 Principal Activities of the Strategic Plan and the eight objectives of the Community Strategic Plan.

As part of the Annual Plan and 4 Year Plan, therefore, Council will increase its investment in local asset management. It will also focus on the timely renewal of assets rather than delivering new or upgraded assets.

For example, Council will spend \$28.6 million on asset renewal work during 2011-12 which is a significant increase on \$16.4 million in 2010-11.

It will also increase its investment in road renewal work by \$5 million a year to \$11.6 million in 2011-12.

Asset Management Strategy

Council has developed a long-term Asset Management Strategy which specifies objectives and outcomes for asset management over the next 10 years.

Asset Management Plans have also been prepared to provide more details on individual assets, such as their condition, value, maintenance costs, level of service, renewal needs, etc.

The desired outcomes of the Asset Management Strategy are as follows:

- Ensuring the right assets are built
- Ensuring assets are managed well through sound planning and integration with the Community Strategic Plan and Long Term Financial Strategy
- Ensuring a balance between Council operations, new assets and existing assets
- Ensuring future budgets, the Annual Plan and the 4 Year Delivery Plan reflect the asset requirements.

Council's approach to asset management is included in the following Asset Management Strategy and the Asset Management Policy (see Appendix 5).

Asset Management Strategy - Strategic Approach

Council's Asset Management Strategy sets the framework that determines the nature and direction of Council's asset management practices for the next 10 years. Its objective is to provide a structured set of actions for improved asset management.

The Asset Management Strategy will enable Council to show how its asset portfolio supports the service delivery needs of the Wyong Shire community into the future.

The Strategy allows Council to focus on the service delivery requirements of the assets rather than on the assets themselves. The individual Asset Management Plans (which are not included in this Strategic Plan) cover detailed aspects of asset management for each of the types of assets.

A key challenge facing Council is how to sustainably balance investment in new asset intensive services against the need to maintain existing services at levels of cost and quality that are acceptable to the community. Building a sustainable community requires effective asset management.

The term "asset management" in this context means the process by which Council manages its physical asset base to achieve a balance between the community's service expectations and their willingness and capacity to pay for the infrastructure and natural assets that underpin these services.

There are three levels in a hierarchy of Council's asset management documents refer to figure 1

1. **Policy** -- high level document focusing on what Council will do to manage its assets. (Appendix 5)
2. **Strategy** -- second tier document focusing on how it will improve its asset management capability and implement its policy.
3. **Asset Management Plans** -- third tier documents providing detail of the condition of assets, their funding base, the asset activities, the levels of service provided. Plans also identify any gap between the level of service expected by the community and the funds available to achieve that level of service. (Plans are not included in this strategy)

(The International Infrastructure Management Manual, Version 3.0, 2006)

Purpose of the Asset Management Strategy

The purpose of the Asset Management Strategy is to specify objectives and outcomes that link the high level aspirations and guiding principles in the Asset Management Policy with the operational aspects of managing Council's assets (especially the development of Asset Management Plans). It does this by specifying asset management outcomes, timeframes and dependencies for the next 10 years. These activities form the basis of the specific Asset Management Improvement Program.

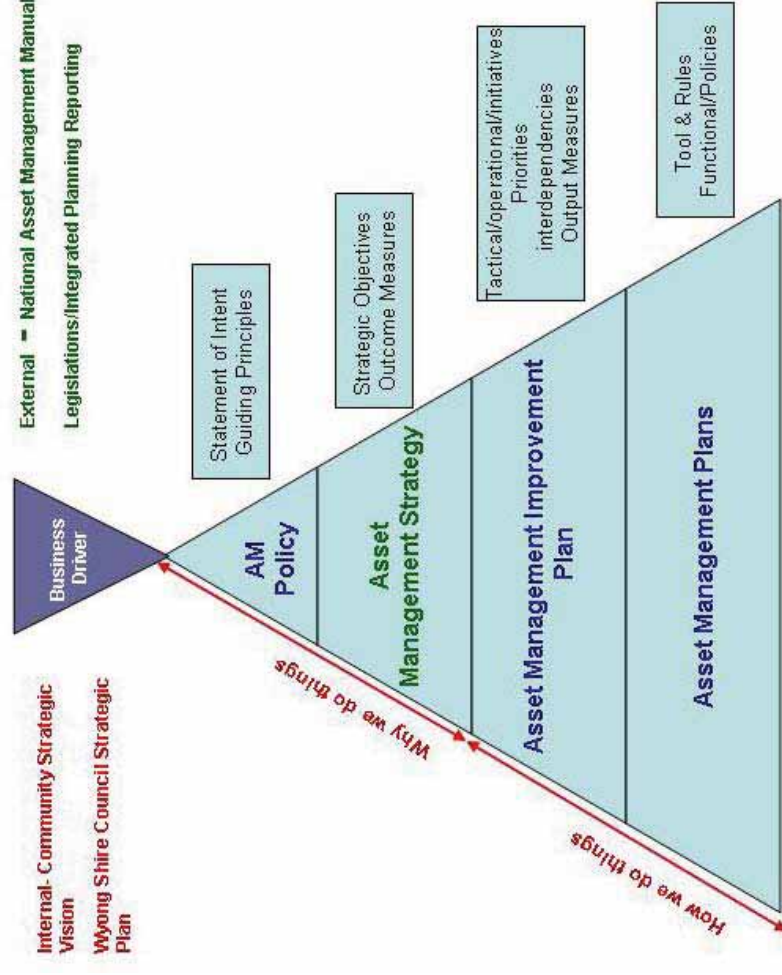
The Asset Strategy helps Council to demonstrate the relationship between the performance of its physical assets and the services they deliver. It also enables Council to determine whether both the assets and services are sustainable in light of anticipated funding levels.

Key Focus Areas and Links to Other Strategies

Council's Asset Management Strategy has been designed to work with Council's other strategies and plans. It is focused on building asset management capability to support the delivery of services to the community in accordance with the direction set in the Community Strategic Plan. This Asset Management Strategy will inform (and be informed by) the integrated planning process.

The following diagram illustrates the important aspects of the integrated planning process, and in particular where the Asset Management Strategy document sits.

Figure 1 – Asset Management Framework



Did you know?

Council's Asset Strategy Statement:

"Wyong Shire Council is committed to the sustainable provision of built and natural assets that contribute to community wellbeing. We will achieve this through community driven service levels and the wise application of integrated knowledge management and financial systems."

Wyong Shire Asset Management Policy

Council has an adopted Asset Management Policy (see Appendix 5). This Policy includes the following key commitments for asset management planning and decision making:

- Asset renewals required to meet agreed service levels, identified in asset management plans and the Long Term Financial Plans and which align with the priority objectives of the Community Strategic Plan will be given high priority for funding in the annual budget estimates.
- Council will set an Asset Sustainability Ratio target of not less than 50% for each of the General, Water, Sewerage and Waste Funds, having regard for the relative age of its asset portfolio and Integrated Planning considerations.
- Council's target levels for the Asset Renewal Funding Ratio are between 90% and 100% as defined in the Asset Management Policy (see Appendix 5).
- Future life cycle costs will be reported and the ability to fund those costs will be considered in all decisions relating to new services and assets and upgrading of existing services and assets including disposal/decommissioning costs.

General Principles of Asset Management

Assets are built and maintained:

- To provide a service
- Based on community service needs analysis
- In accordance with a prioritisation system that can change over time based on updated needs analysis
- To provide for effective management of their complete optimal lifecycle
- To ensure public safety and
- To ensure that community and corporate risk is managed

Strategic Objectives

The objectives of the Asset Management Strategy are to;

- Develop and maintain effective asset management accountability and direction across Council
- Capture and maintain relevant and reliable asset related information for effective decision making
- Effectively and efficiently manage all infrastructure assets under Council's control through each phase of their lifecycle
- Engage the community in discussions on desired service levels and ensure asset investment decisions consider whole of life costs and balance the funding for investment in new and upgraded assets with the investment in asset renewal

Strategic Outcomes

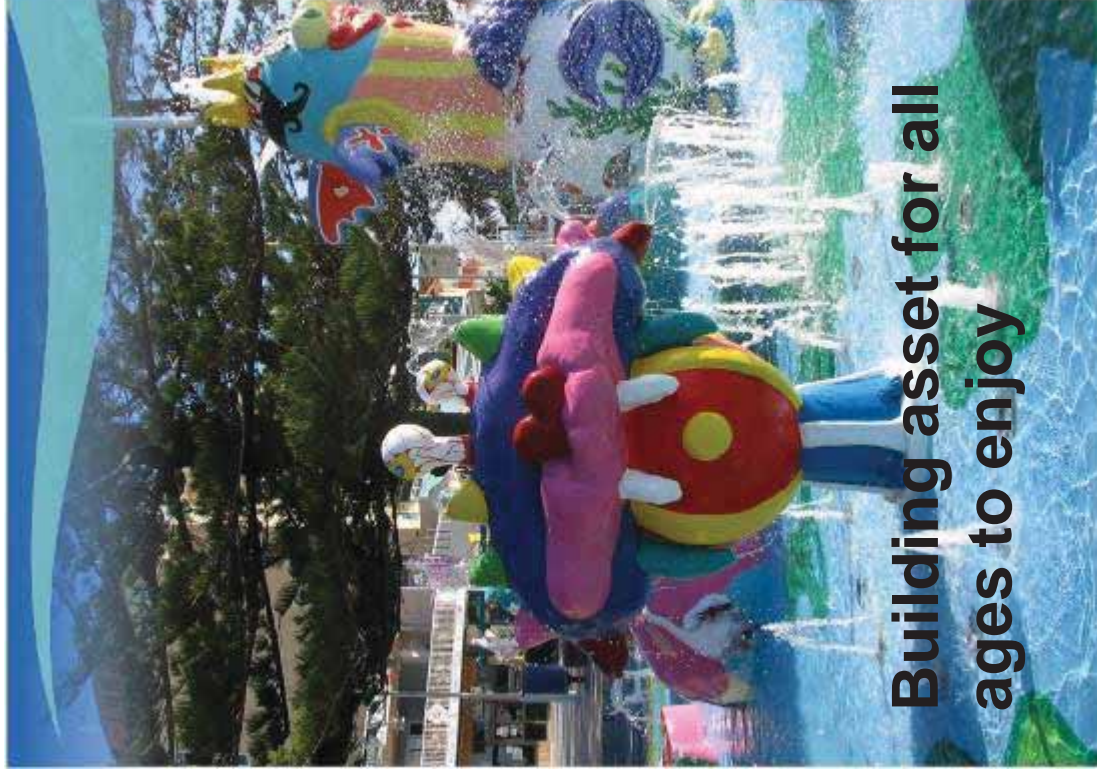
The Asset Management Strategy is designed to achieve the following outcomes;

- Ensuring the right assets are built
- Ensuring assets are managed well through sound plans that are integrated with the Community's Strategic Plan, Long Term Financial Strategy, Annual Plan and the 4 Year Delivery Plan
- Maintaining a balance between Council operations, new assets and existing assets
- Monitoring the financial statements and the sustainability indicators regarding asset matters
- Ensuring future budgets, Annual Plan and 4 Year Delivery Plan reflect Council's asset requirements

Asset Management Improvement Program

Council has a broad plan to improve its asset management practices. The Asset Management Improvement Program forms part of this strategy in Table 6. It is in the form of specific key enablers that will be achieved over a period of years.

Each year, a more specific and detailed plan is prepared, based on available resources. The Asset Management Improvement Program is updated and extended to continue its relevance over the next 10 years. A more specific and detailed plan is also prepared, annually to detail the work scheduled, based on available resources.



**Building asset for all
ages to enjoy**

Table 1 Community Strategic Plan - Priority Objectives and Key Focus Areas

The table shows how the Community Strategic Plan priority objectives and the focus areas are addressed within the Asset Management Strategy

Community Strategic Plan Priority Objective	Asset based actions and Key Focus Areas	How Objectives are addressed in Asset Management Strategy
<p>1. Communities <i>Communities will be vibrant, caring and connected.</i></p>	<p>A community with access to quality services for all. A healthy, active and connected community. A safe community.</p>	<p>The Asset Management Plans are based on achieving an identified level of services for all residents and advised to customers annually. Asset Management Plans deal with future demand and future cash flows required to maintain the expanding asset portfolio.</p>
<p>2. Travel <i>There will be ease of travel.</i></p>	<p>Quality roads, footpaths and public spaces. A community that is informed and involved.</p>	<p>Community facilities such as aquatic centres, community halls and sport and recreation facilities are kept to a standard that will encourage optimal use. The risk and condition assessment processes within the Asset Management Plans identify where any safety issues require rectification.</p>
<p>3. Facilities and Services <i>Communities will have a range of facilities and services.</i></p>	<p>Balancing community need with available resources.</p>	<p>Data on capital expenditure items will be available to the community for comments and suggestions. The linkages between the Asset Management Plans and Long Term Financial Plan ensure community expectation is balanced against realistically available funds.</p>
<p>4. Education <i>The community will be well educated, innovative and creative.</i></p>	<p>Key Focus Areas for the next four years:</p> <ul style="list-style-type: none"> • Sports and recreation facilities maintenance • Community buildings maintenance • Community Programs • Community Safety • Art House (Wyong Cultural Centre) 	<p>To improve customer engagement and communicate the benefits and price implications of service delivery standards to customers. Develop a robust and rigorous means of regularly assessing key consumer satisfaction.</p>

Community Strategic Plan Priority Objective	Asset based actions and Key Focus Areas	How Objectives are addressed in AM Strategy
<p>5. Employment <i>There will be a strong sustainable business sector.</i></p>	<p>Quality roads, cycleways, footpaths and public spaces.</p>	<p>Capital works are programmed and funded in accordance with the service standards developed within the Asset Management Plans.</p>
<p>6. Telecommunications <i>Information communication technology will be world's best.</i></p>	<p>Quality water and sewerage services Efficient Waste Services.</p> <p>Key Focus Areas for the next four years:</p> <ul style="list-style-type: none"> • Support for the Regional Economic Development & Employment Strategy • Support National Broadband Network rollout • Support for lifelong learning 	<p>Capital Projects are prioritised to align with Community Strategic Plan and against established project evaluation criteria.</p>

Community Strategic Plan Priority Objective	Asset based actions and Key Focus Areas	How Objectives are addressed in AM Strategy
<p>7. Natural Areas <i>Areas of natural value will be enhanced and maintained.</i></p> <p>8. Environmental Programs <i>There will be a sense of community ownership of the natural environment.</i></p>	<p>Protecting and improving our natural environment. Waste that is managed in a responsible manner. Water that is managed in a sustainable manner. Working towards sustainability.</p> <p>Key Focus Areas for the next four years:</p> <ul style="list-style-type: none"> • Estuary Management Plan implementation 	<p>Include natural (ecosystem) assets in Council's infrastructure portfolio and adapt its asset management tools and processes to apply to natural assets and to accommodate the differences between those assets and built assets.</p> <p>Natural resources required for asset renewal are minimised through the development of lowest life cycle cost techniques.</p> <p>New, upgraded and renewed assets are designed to have minimal environmental impact without sacrificing service capability.</p>

Current Status of Wyong Shire's Infrastructure Asset Management

Asset Management Practice

An external audit in 2010 confirmed that Wyong's asset management practice overall is above "Core" level and is progressing towards "Advanced" level (as defined in the International Infrastructure Management Manual). Its practices are generally in the top quartile of 88 similar organisations. The audit also showed that Council has progressively improved its practices since the earlier external audits in 2007 and 2008 (when it first achieved "core" level).

Asset Management Plans

Council has developed Asset Management Plans for Roads, Drainage, Waste, Buildings, Sport, Leisure & Recreation and Open Space and Water and Sewerage Assets.

Individual Asset Management Plans cover all details of the assets including:

- o physical attributes
- o valuation
- o condition
- o operation
- o maintenance cost
- o level of service
- o future renewal profile
- o asset management systems
- o risk management for each class

All Asset Management Plan have been prepared in accordance with the International Infrastructure Management Manual

Asset Condition Assessment and Financial information

Council's Annual Financial Statements include a detailed schedule, known as Special Schedule 7 for those assets that meet the traditional description of public works - roads, drainage, public buildings, and water and sewerage infrastructure.

Council is also responsible for a wide range of other infrastructure assets- recreational assets (including open space assets) and natural assets. Depending on available resources, over the next five years, it is intended to expand Special Schedule 7 to include some preliminary financial data for natural and recreational assets.

Special Schedule 7 uses the following Asset Condition codes:

1. Excellent – no work required, normal maintenance
2. Good – only minor maintenance work required
3. Average – maintenance work required
4. Poor – renewal required
5. Very Poor – urgent renewal and/or upgrading required

The following Table 2 summarises the average condition of Council's assets, as reported in Special Schedule 7 for 2010

Table 2 – Average Asset Condition

Asset Class	Asset Category	Asset Condition
Roads 1100 km road 930 km Kerbing 220 km footpath 24 timber bridges	Sealed Road Surface	Average (3.2)
	Sealed Road Structure	Average (3.2)
	Unsealed Road	Average (3.2)
	Kerb and Gutter	Good (2.8)
	Bridge	Average (3.9)
Drainage 334 km (pipe length)	Footpath	Good (2.5)
	Pipes – all sizes	Average (3.0)
	Culverts and Channels	Average (3.0)
	Gross Pollution Traps/ Wetlands	Average (3.0)
	Pits	Average (3.0)
	Headwalls	Average (3.0)
	Treatment Plants	Good (2.0)
	Reservoirs	Good (2.0)
	Mains	Good (2.5)
	Pumping Station	Good (2.7)
Sewerage 6 sewage treatment plants, 143 pumping stations, 1200 km sewer mains	Pump Station	Average (3.0)
	Mains	Good (2.2)
	Treatment Works	Average (2.8)

Asset Class	Asset Category	Asset Condition
Buildings 565 buildings (of which 307 are community buildings)	Administration/Depot	Good (2.1)
	Aged Care	Good (2.3)
	Arts and Culture	Good (2.0)
	Child Care	Good (2.1)
	Community Centre and Halls	Average (2.8)
	Heritage Buildings	Good (2.5)
	Holiday Parks	Average (2.7)
	Neighbourhood and Youth	Average (2.6)
	Public Amenity	Good (2.5)
	Recreation Centres	Good (2.5)
	Residential	Average (3.1)
	Sports and Recreation	Good (2.5)
	Surf Clubs	Average (2.8)
	Swimming Pools	Average (2.7)
	Tourist Offices	Good (2.0)

The 2010 Special Schedule 7 highlighted that \$184M of capital works is needed to bring Council's assets to a condition of no less than 3 ("average"). There is also a \$17M shortfall in the desirable level of annual maintenance expenditure to keep assets at that condition.

This funding gap is discussed further within the report under *Addressing the Maintenance and Renewal Funding Gap*.

Council may decide that the condition target mentioned above is not appropriate for all asset classes. There may be some cases where a risk and service analysis shows that a lower condition can be tolerated for some assets and a higher condition is appropriate for others.

The following graphs and diagrams give further information on the condition of some of Council's key infrastructure assets:

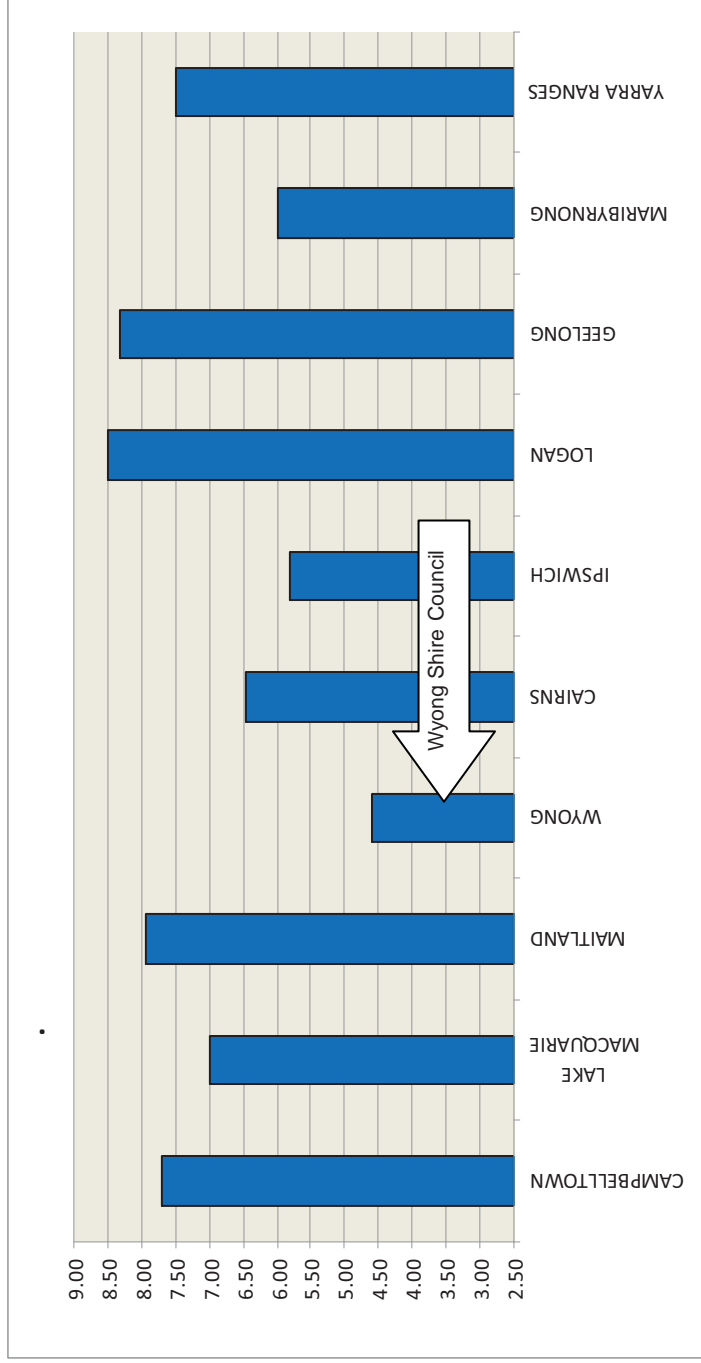
(a) Roads – Sealed Road Pavement Condition Index (PCI) – compared with other councils. (Council areas similar to Wyong)

The condition of sealed road surfaces can be measured in terms of a Road Pavement Condition Index (PCI) displayed below.

Pavement Condition Index (PCI)

- A condition index between 9 and 10 is "excellent"
- A condition index between 8 and 9 is "very good"
- A condition index between 6 and 8 is "good"
- A condition index between 4 and 6 is "fair"
- A condition index between 2 and 4 is "poor"
- A condition index between 0 and 2 is "very poor"
- A condition index of less than 0 is "failed"

Table 3 – 2010 Overall Average Pavement Condition Index (includes both urban and rural councils in NSW, Queensland and Victoria)



(b) Water and Sewerage

Figure 2–Average pipe service pipe service and remaining life

Pipes	Asset Condition Average	
	Service index	Remaining life in years
Water	2.73	43
Sewerage	2.27	54
Average Life	W&S asbestos Cement pipes – 60 years W&S all other pipes – 80 years	
Service Index	1 = as new 5 = failed	

Water and sewerage pipes have generally been in service for more than a third of their average life expectancy. They will need more maintenance in the future than in the past.

(c) Buildings

Figure 3 – Range of building condition using Special Schedule 7 condition code

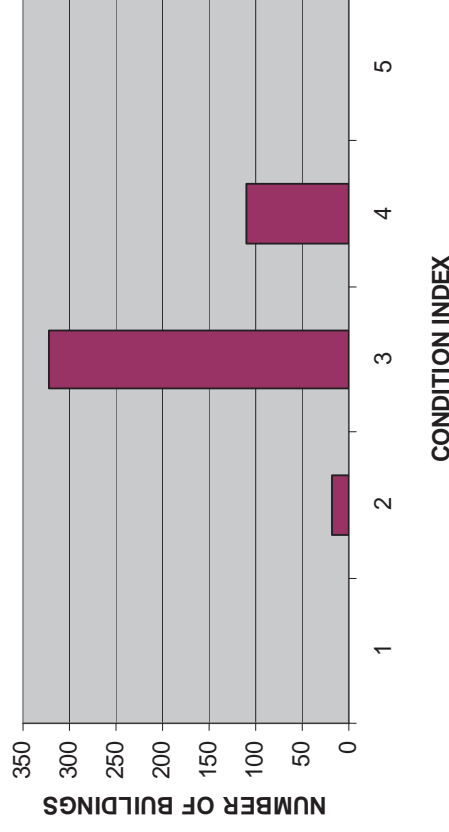
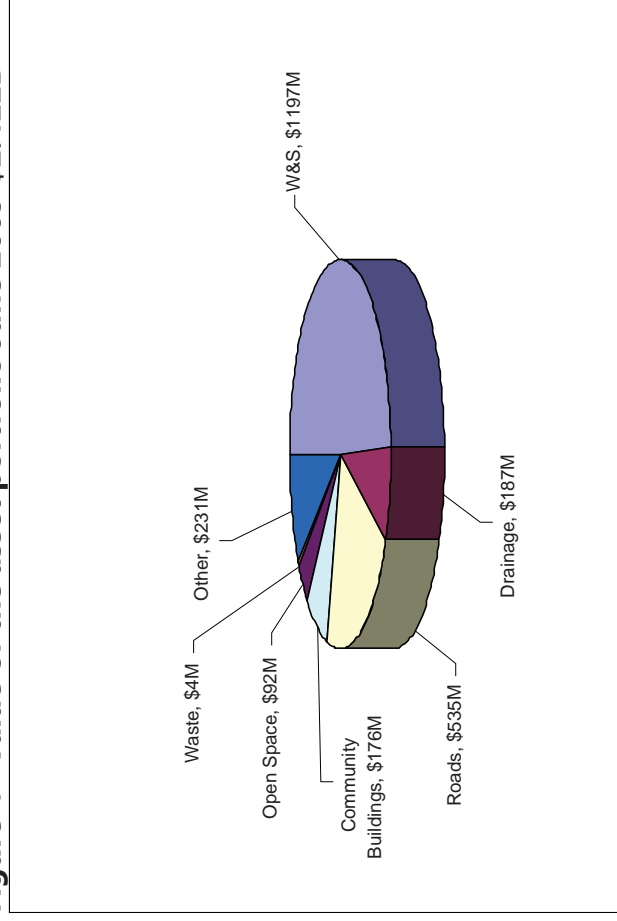


Figure 5 indicates that Wyong buildings are generally in only average condition, with a significant proportion in poor condition. Refer to Special Schedule 7 condition code as detailed in section *Asset Condition Assessment & Financial Information*.

Value of Current Assets held by Wyong Shire Council

Figure 4 – Value of the asset portfolio June 2009 \$2.422B



Addressing the Maintenance & Renewal Funding Gap

The Asset Management Policy asks Council to increase expenditure on the timely renewal of its assets and to give preference to renewal work over new and upgraded assets. It recognises that new and upgrading work is required to cope with future population growth. However, it asks Council to consider closely its future capacity to fund adequate levels of operation and maintenance and future renewal of new and upgraded assets when making those decisions.

The Policy calls on Council to sustainably manage its current assets before committing to new and upgraded assets that it may not be able to maintain.

There are a number of options that Council can employ to manage the funding gap. These include;

1. A special rate variation – investigations proposed in the LTFS
2. A charge increase for water, sewerage and drainage – under review for the next IPART pricing determination in July 2013
3. Increasing use fees and charges – under review
4. Identifying other sources of income – under review
5. Diverting funds from upgrading work to renewal work – in progress
6. Delaying or declining to acquire new assets - in progress
7. Redirecting funding from other areas of discretionary expenditure
8. Joint ventures/partnerships with private enterprise
9. Alternative service delivery models - in progress
10. Accepting lower levels of service - in progress
11. Rationalising the asset stock – under review
12. Improving operational efficiency - ongoing and
13. Disposing of assets that do not contribute to sustainably meeting Council's Vision – under review

Levels of Service

Service levels are achieved by balancing community aspirations with the affordable cost of providing the service to a given level. In most cases a decision to provide an increased level of service will require more funding. Alternatively, a reduction in funding will generally result in lower service levels.

The service levels Council currently uses are based on technical parameters. Technical service levels are performance measures used in providing the service and are covered in the respective Asset Management Plans. These parameters are measurable and meaningful to the asset owners. However, they may not be useful to community customers. Council plans to use both customer based service levels and technical service levels to better manage its assets in the future.

Community levels of service are performance measures developed from the customer's perspective (how they perceive the service). Council will be developing these measures in consultation with the community in the future.

Risk Management

Risk management associated with infrastructure assets is covered in the respective Asset Management Plans which also identifies the relevant critical assets. More work needs to be done, in these Plans, to detail the best means of managing risks associated with those identified critical assets.

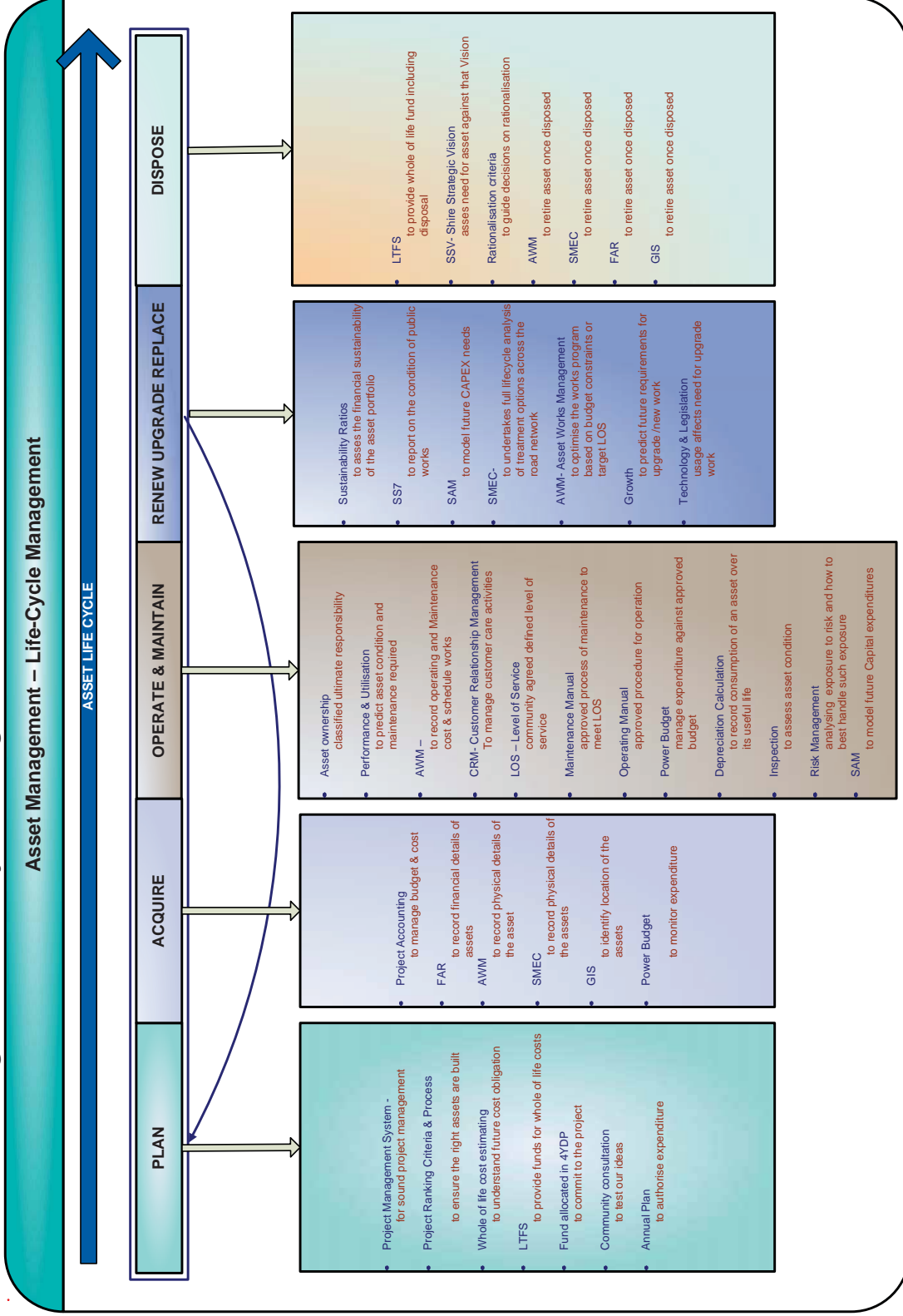
Asset Management Systems and Processes for Life Cycle Management

Details of the systems and processes currently used in life cycle management for each asset class are provided in the individual Asset Management Plans.

Refer to the brief summary in Table 4 Asset Management – Life Cycle Management. The use and application will be progressively developed and improved over time as detailed in the Asset Management Improvement Plan



Table 4: Asset Management – Life Cycle Management



Funding "Gap" Analysis

Analysis of Expenditure allocated to Assets

Council's 2010/11 Management Plan included the following budgets for:

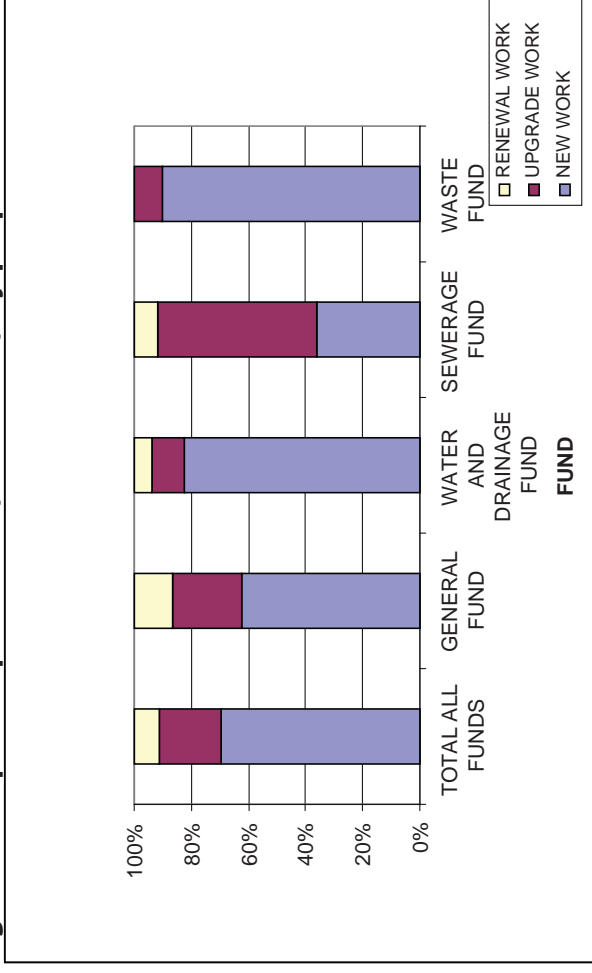
- (1) Capital expenditure – total = **\$165.063M**
 Consisting of – new work = \$137.649M
 - upgrade work = \$ 11.045M
 - renewal work = \$ 16.369M
- (2) Maintenance expenditure – total = **\$26.729M**

An analysis of the current expenditure gives the following results;

- (a) Required percentage of asset value spent on maintenance = 1.5%
- (b) Percentage of asset value spent on maintenance = 1.1% - **TOO LOW**
- (c) Percentage of asset value spent on renewal work = 0.67% - **TOO LOW**
 (Implies an expectation that the assets will have an average service life of 150 years)
- (d) Target Asset Sustainability Ratio in adopted policy = 50%
- (e) Likely Asset Sustainability Ratio for 2010/11 = 38% - **TOO LOW**

Figure 5 demonstrates how the Capital Expenditure (2010/2011) in each fund is divided by classes of new, upgrade and renewal work

Figure 5– Capital Expenditure (2010/2011) by proportion



Most new work is funded by developer contributions or specific purpose grants from State and Federal governments. Renewal work is usually funded by discretionary funds. Council depends on its expanding infrastructure asset portfolio to deliver much of its service to the community.

Over the next 10 years this will lead to a requirement for even more maintenance and renewal funding.

The previous figures show that Council is not currently giving sufficient priority to renewal work. Without a change, assets will continue to deteriorate and the costs to maintain them will continue to increase and they will not provide appropriate service to the community.

Each of the Asset Management Plans deals with the long term renewal requirements and an analysis of any funding gap between the desirable

funding profile and the currently projected funding profile for each of the asset classes. The funding gap has been described in the Section *Addressing the Maintenance & Renewal Funding Gap* above.

In the General Fund, the principal asset class is that of roads. Council's level of sophistication in asset management practice is correspondingly higher for this asset class than it is for the others.

Improved transportation networks have been identified by the community as a priority objective in the community Strategic Plan "Our Shire Our Future".

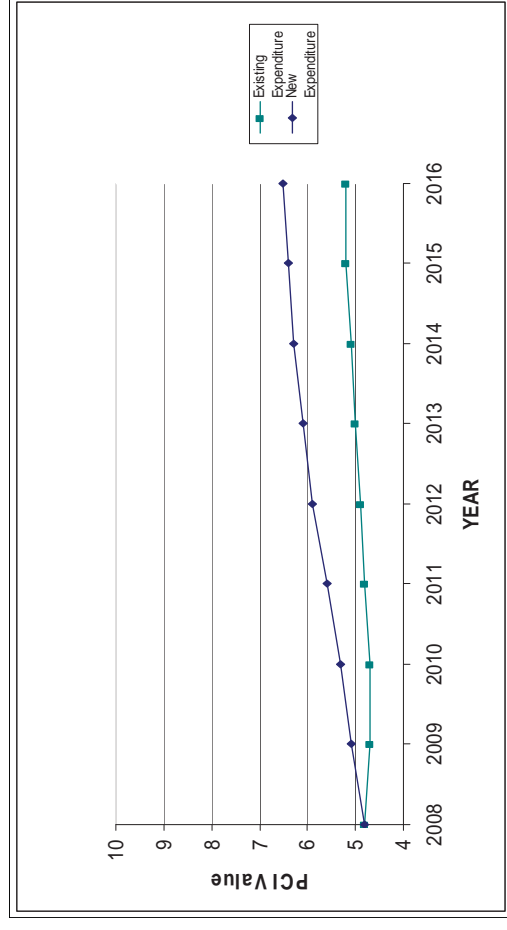
Council has therefore identified roads as one asset class in which it is essential to improve the level of service.

Council has recently considered the steady downward trend in the condition of its sealed road network. It has reviewed the make-up of its capital works program and decided to give increased emphasis to renewal work and less emphasis to upgrading work.

It has decided to increase the allocation for sealed road renewal by \$5M per year and for sealed road maintenance work by \$1M per year.

The decision to focus more on road renewal will see an overall improvement in the network Pavement Condition Index over time. Figure 8 shows the expected improvement for urban roads.

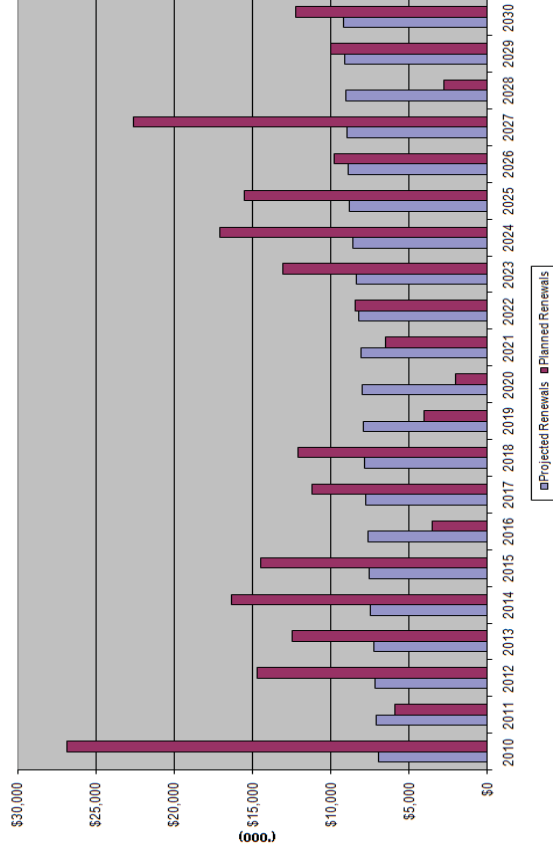
Figure 6 –Projected Comparison of network Pavement Condition Index (PCI) with an alternative road capital expenditure



This decision to give priority to renewals is consistent with the Community Infrastructure Management Policy the Asset Sustainability Ratio and the Asset Renewal Funding Ratio.

Figure 7 compares the budgeted renewal expenditure as at 2010/11 (the figure uses the term "projected") with that required for timely renewal of road assets (the figure uses the term "optimal") in order to maintain the growing portfolio in a "fair" condition range. This information, which is consistent with that in Special Schedule 7 and led to the decision to increase the expenditure as shown in figure 7, is used to identify and manage the demonstrated funding gap and even out the cash flow peaks when the Long Term Financial Strategy is finalised.

Figure 7 – Optimal funding profile for timely renewal of road assets



Asset Management Capability Analysis

The following Table 5 analyses the gap between the current status of Council's Asset Management capability and its targeted capability.

Table 5 – Asset Management capability analysis

Future Vision (where we want to be...)	Current Status (where we are...)
<p>1. Sustainability of management of assets All infrastructure assets are to be managed in a manner that ensures they can be sustained and provide the specified "levels of service" necessary for the overall benefit of the community.</p>	<p>Asset Management Plans have been completed for each asset class. Council has prioritised sustainability as an issue in all aspects of asset management.</p>
<p>2. Assets to meet community 'Needs' Any proposals for upgrading or provision of new assets will be assessed as to community "need" using a multi criteria assessment process.</p>	<p>Council's Asset Management Policy requires community consultation. Council is developing a community engagement strategy for more effective consultation with community.</p>
<p>3. Ensuring the right assets are built All new projects are evaluated and ranked using a standard evaluation tool. Develop whole of life cycle estimating and costing and include future ownership costs in the Financial Strategy. Implement optimised decision making between competing projects.</p>	<p>Council has identified this as a priority action. Capitalisation policy and Capital Strategic Plan along with project evaluation process are being developed. Proposed future projects will be assessed against a formal Project Assessment team process.</p>
<p>4. To effectively and efficiently manage all physical assets under council's control through each phase of their lifecycle. Assets are managed well, with a good asset management policy, strategy and sound plans that are integrated with the Long Term Financial Strategy and the delivery plan.</p>	<p>Council's Asset Management Policy, Asset Management Plans, and Asset Improvement Plans are in place to progressively improve asset management and integrate with Long Term Financial Strategy and delivery plan.</p>

Future Vision (where we want to be...)	Current Status (where we are...)
<p>5. Aligning council's asset profile and performance with the Shire's Strategic Vision. Council's Asset Management strategy aligns with the Community strategic Plan "Shire's Strategic Vision" and objectives; similarly Community strategic Plan Contribution Strategy responds to the council's asset management realities.</p>	<p>Council is developing and implementing integrated planning process to be in place by June 2011</p>
<p>6. Maintaining a balance between council operations, new assets and existing assets. To engage the community in discussions on desired service levels and ensure asset investment decisions consider the 'whole of life' cost and balance the funding for investment in new/upgraded assets with the investment in asset renewal.</p>	<ul style="list-style-type: none"> • Capital expenditure correctly classified as to whether it is new, upgrade, or a combination • Develop and report on asset sustainability indicators. • Strategic Asset Management implementation and linkage with capital expenditure • Operating expenditure separates operational and maintenance cost. • Establish asset based costing using Asset Works Management
<p>7. Asset Information Systems to be fully integrated Council's Asset Information systems will be fully integrated and data management will be reliable and validated for effective decision making.</p>	<p>Business improvement review is in progress to integrate Asset Information Systems</p>

Future Vision (where we want to be...)	Current Status (where we are...)
<p>8. Understanding and monitoring the financial statements and the sustainability indicators. Develop and report on asset sustainability indicators, accurate fair valuation and depreciation and accurate Special Schedule 7 reporting. Council's budget meets the financial sustainability indicators.</p>	<ul style="list-style-type: none"> ▪ Council's asset management policy in place. ▪ Indicators jointly identified and owned by asset and finance groups. ▪ Developing linkages between indicators and the risk register ▪ Accurate fair valuation and depreciation calculation ▪ Agreed common definition and process for Special Schedule 7
<p>9. Influencing future budgets and the Delivery Plan Link the Long Term Financial Strategy to the Asset Management Strategy and Asset Management Plan, Community Strategic Plan and the Long Term Financial Strategy. Develop realistic alternatives to managing the gap between advised and available funds and expected and affordable level of service (LOS). Council's budget meets the financial sustainability indicators</p>	<p>Implementing linkage between the Long Term Financial Strategy, Asset Management Strategy, Asset Management Plan, Community Strategic Plan and the Long Term Financial Strategy.</p> <p>Developing realistic alternatives to managing the gap between required and available funds and expected and affordable Level of Service</p>
<p>10. Disposal of Assets Consideration of disposal of assets will be initiated when the economic life of the asset has expired, when its service specification is no longer relevant (i.e. technical obsolescence), or when the need for the service provided by the asset has disappeared. Council will have an Asset Disposal Policy.</p>	<p>Current practice is that when an asset is to be considered for disposal it is subject to a stand-alone investigation.</p> <p>Council has established an Economic and Property Development Unit to review all Council assets.</p>

Asset Management Improvement Strategy

The following Table 6 outlines the broad planned targets and actions to improve Council's asset management capability over a number of years. The broad plan is reviewed each year, based on current progress and available resources, and a detailed plan is prepared for each asset class, for each year.

Table 6 – Asset Management Improvement Strategy

FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

KEY ENABLER	2010/2011	2011/2012	2012/2013	2013/2014
1 AM POLICY / STRATEGY	<ul style="list-style-type: none"> ▪ Improvement strategy updated ▪ Council adopts Asset Management Policy ▪ Executive adopts Asset Management Improvement Strategy ▪ Report on audit results for 09/10 ▪ Capitalisation procedure manual adopted by executive ▪ Review all asset databases for rationalisation/elimination and unique identification ▪ Review asset ownership/responsibilities matters following implementation of the Service Delivery Review 	<ul style="list-style-type: none"> ▪ Improvement strategy updated internal review and audit ▪ Decide on suitable Asset Management ICT systems for Wyong Shire Council and Gosford City Council in light of closer cooperation 	<ul style="list-style-type: none"> ▪ Improvement strategy updated ▪ Asset management recognised as a key issue for consideration by the Strategic Finance Committee 	<ul style="list-style-type: none"> ▪ Improvement strategy updated external review and audit

FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

KEY ENABLER	2010/2011	2011/2012	2012/2013	2013/2014
2 AM SYSTEMS	<ul style="list-style-type: none"> ▪ Improved utilisation of better integrated systems ▪ Asset Management plans updated annually in June as part of integrated planning framework ▪ Establish/improved systems to identify the full cost of asset ownership ▪ Incorporate responsibility for asset ownership in relevant job descriptions ▪ Work with Gosford City Council to assess the capacity and application of each council's ICT systems 	<ul style="list-style-type: none"> ▪ Develop draft capital works program from Strategic Asset Management ▪ Asset Management plans updated annually in June as part of integrated planning framework ▪ AM plans integrated with the Long Term Financial Strategy ▪ Operational and strategic staff consulted on designs ▪ Apply new systems to identify the full cost of asset ownership ▪ Develop user manual for Strategic Asset Management ▪ Review the merits of the Asset Management ICT systems used by Gosford City Council and Wyong Shire Council 	<ul style="list-style-type: none"> ▪ Further improved use of well integrated systems ▪ Asset Management plans updated annually in June as part of integrated planning framework ▪ Asset sustainability indicators reliable and influential 	<ul style="list-style-type: none"> ▪ Optimum use of well integrated systems ▪ Asset Management plans updated annually in June as part of integrated planning framework ▪ Asset sustainability target indicators achieved
3 SKILLS / CAPACITY	<ul style="list-style-type: none"> ▪ Skilled staff in main asset units and appropriate use of system capacity ▪ Participate in and influence "Council on Line" user groups ▪ Skilled staff in Project Accounting ▪ Understand the full capacity of the Asset Lifecycle 	<ul style="list-style-type: none"> ▪ Skilled staff in all asset units and appropriate use of system capacity ▪ Councillor education program developed ▪ Use of "Council on Line" tools results in improved asset management ▪ Participate in and lead "Council 	<ul style="list-style-type: none"> ▪ Train staff in application of risk management at the strategic and operational level 	<ul style="list-style-type: none"> ▪ Staff are lead users of "Council on Line" tools

FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

	2010/2011	2011/2012	2012/2013	2013/2014
KEY ENABLER	<p>Management suite of programs</p> <ul style="list-style-type: none"> Review Asset Management resources and asset ownership in all units after implementation of service delivery review 	<p>on Line” a in the Asset Lifecycle Management user groups</p> <ul style="list-style-type: none"> Consider appropriate application of the capacity of the Asset Lifecycle Management suite of programs Engage a Senior Asset ICT Systems Engineer 		
4 SERVICE LEVELS	<ul style="list-style-type: none"> Consider (and cost) whether level of service should be increased for any or some asset classes for 2011/12 	<ul style="list-style-type: none"> Link level of service to costs and available funds Develop suitable maintenance management plans for all asset classes, linking level of service to cost 	<ul style="list-style-type: none"> Community consultation on level of service Develop site specific Plans of Management for council owned land 	<ul style="list-style-type: none"> Community understand Funding allocation for different Level of Service across asset classes reviewed across the Shire
5 DATA	<ul style="list-style-type: none"> Condition monitoring in place and condition data verified Identify and record Capital Expenditure as new, renew and upgrade 	<ul style="list-style-type: none"> Develop strategy to link asset condition to service plan Clearly separate and record operating costs from maintenance costs Develop relevant use data Include tourist parks and waste assets in Asset Works Management Consistent inspection programs in place, using appropriate field recording technology 	<ul style="list-style-type: none"> Reliable data, based on recorded history and whole of life costs for assets known, resulting in higher levels of confidence in outputs Commence entering preliminary information on key natural assets in Asset Works Management Integration of inspection records with asset registers (automatically if possible) 	<ul style="list-style-type: none"> Improvement of data reliability Continue to enter natural asset data in Asset Works Management Include some measures of the value of natural assets

FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

KEY ENABLER	2010/2011	2011/2012	2012/2013	2013/2014
		<ul style="list-style-type: none"> ▪ Include value of recreational assets in Special Schedule 7 ▪ Focus on better data for drainage systems - ASI - condition and capacity 		
	Integration of inspection records with AWM and SAM			
	<ul style="list-style-type: none"> ▪ Agree to proposal that whole of life cycle costs for existing and proposed new/upgraded assets are estimated and included in the Long Term Financial Strategy before new works proceed ▪ Asset Management plans used to influence works programs ▪ Project prioritisation criteria and processes developed ▪ Asset defect tracking process rolled out to road maintenance ▪ Complete project to define workflows to "acquire a new asset" 	<ul style="list-style-type: none"> ▪ "Cradle to grave" processes applied ▪ Project Assessment Team role expanded and mandated to apply to all major projects to assess multi-aspect project evaluation to help ensure Council "builds the right assets" ▪ Project Assessment Team approval role to be included in the Project Management System for all major projects ▪ Undertake a rationalisation process of current assets re appropriate investment and service to the community ▪ Better application of risk management in decision making ▪ Asset defect tracking process rolled out to Water & 	<ul style="list-style-type: none"> ▪ Continuous improvement of all processes ▪ Optimised decision making commenced ▪ Asset defect tracking process rolled out to remaining asset classes ▪ Update maintenance manuals 	<ul style="list-style-type: none"> ▪ Continuous improvement of all processes
6 PROCESSES				

FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

KEY ENABLER	2010/2011	2011/2012	2012/2013	2013/2014
7 ANALYSIS / EVALUATION	<ul style="list-style-type: none"> ▪ Asset financial sustainability ratios reported against targets in annual reports ▪ Commence asset renewal cost modelling (using SAM) 	<p>Sewerage, buildings and bridges</p> <ul style="list-style-type: none"> ▪ Implement project to define workflows to “acquire a new asset” 	<ul style="list-style-type: none"> ▪ Predictive modelling becomes more reliable and optimised decision making techniques introduced ▪ Propose alternative ways to manage the gap between customer expectations and available funds ▪ Explore commercial and alternative opportunities for funding of assets ▪ Model costs of upgraded level of service for drainage ▪ Integrate the projects to capitalisation manual, project evaluation, asset responsibilities and asset acquisition processes 	<ul style="list-style-type: none"> ▪ Evaluation tools reviewed to refine predictive modelling ▪ Long Term Financial Strategy balances asset ownership costs and revenue ▪ Reliable Special Schedule 7 data used for practical Asset Management ▪ Use of available funds optimised based on triple bottom line analysis

Strategy Implementation Actions

Implementing the proposed Asset Management Improvement plan will involve significant resources. The sustainable management of assets is a 'whole of Council' responsibility, and this is recognised at all levels within Council.

Implementing the strategy will therefore require Council to:

- Identify and allocate responsibilities and accountabilities to relevant asset owners, asset users and planners
- Define performance measures for each asset owner in terms of quality, quantity, timing and budget
- Provide adequate systems, processes and funding to properly manage assets
- Train staff in asset management concepts and principles, software usage, data collection and data input
- Monitor and report on progress
- Take action to address any identified barriers to implementation
- Ensure an effective and sustained communications program to inform and engage the community on Council's new pro-active approach to asset management for community benefits



The capture of asset data electronically

Workforce Management Strategy

A Summary of the Workforce Management Strategy

Wyong Shire Council currently employs the equivalent of 1,090 full-time staff. These people take roles in the following occupational categories:

- Clerical / administration – 24%
- Professional roles – 23%
- Labourer – 20%
- Technicians and trades workers – 12%
- Machinery operators and drivers – 11%
- Community service workers – 7%
- Managers – 3%

As Council moves forward, it is challenged with ensuring its workforce is appropriately skilled and qualified to deal with the demands of an ever-changing work environment.

Council has also historically found it difficult to recruit a number of skilled positions including:

- Specialist engineers
- Asset managers
- Accountants
- Early childhood teachers
- Childcare directors
- Speech pathologists
- Project managers
- Supervisors with trade skills
- Positions requiring leadership attributes.

If Council is to effectively deliver the 12 Principal Activities of this Strategic Plan and the eight objectives of the Community Strategic Plan it must ensure significant attention to its workforce management approach.

Workforce Management Strategy

Council's has developed a 4 Year Workforce Management Strategy to address a number of workforce planning challenges. This will help to ensure Council can meet the staff resourcing needs of Council's many and varied projects over the long-term.

As part of this process, the Human Resources Unit also identified a renewed focus on a number of staff management approaches. These include:

- Training and development
- Leadership and development
- Succession planning
- Internship program
- Scholarship program
- Traineeships
- Apprenticeships
- Mentoring programs
- Staff engagement surveys
- Exit interviews

The Workforce Management Strategy is a great opportunity for Council to strategically align existing and future Human Resources programs with the community's aspirations identified in the Community Strategic Plan and Council's business approach in this Strategic Plan.

By delivering the best possible staffing resources for Council services, including the relevant training and skills-development activities, the community will receive an improved return on their rating investment.

More details on the Wyong Shire Council Workforce Management Strategy can be found below.

Workforce Management Strategy

Why Have a Workforce Management Strategy?

The Workforce Management Strategy is needed to ensure that the optimal number of skilled and engaged staff is available to provide services to the community.

It provides a framework for dealing with workforce challenges faced by Council in an effective and efficient manner.

General Principles

Workforce planning at Wyong Shire Council is based on the simple principle of "having the right people in the right jobs at the right time within budget." Applying this basic concept requires development of a comprehensive and holistic process. Ultimately the process will provide Managers and employees with a framework and tools required to make informed people decisions based on the organisation's strategic direction and budgetary resources to make a difference in the community.



The Strategic Approach

This Strategy outlines where Council's workforce is today and provides a high level assessment of Council's capacity to plan and respond proactively in providing services and meeting community needs and aspirations over the next four years. It is aligned to the quadruple bottom line.

The Workforce Management Strategy builds on a variety of internal documents including the objectives established in the Human Resource Strategy (2009). This internal document identifies the basic values of our workforce and highlights the following key objectives for the future:

- Create a workplace where staff feel valued and contribute to Council's vision
- To value, support and retain committed, experienced and talented staff
- To continue to attract quality and talented people to Council
- To develop and sustain a skilled and knowledgeable workforce
- To promote and maintain a safe and healthy work environment
- To support Council's ability to deliver future programs and services
- To foster innovation and continuous improvement to deliver quality programs and services

These objectives form an important part of Council's operational business reality.

This Workforce Management Strategy identifies where effort will be required to strategically position Council's workforce for the next 10 years and beyond. To accomplish the Workforce Management Strategy a concerted effort across the organisation's 26 business Units will be required to understand and align them to the needs of Council and the community.

Workforce Trends

Numerous publications and reports were reviewed during the development of this Strategy to ensure an understanding of the current and projected challenges, opportunities and demographics. The publications and reports interpreted to make to identify potential impacts on Wyong Shire Council.

The literature review consisted of the following sources:

- 2010 National CEO Survey conducted by the Australian Industry Group and Deloitte.
- October – December 2010 Employment and HR Trends conducted by Hudson Australia.
- 2010 Regional Economic Development and Employment Strategy developed by NSW Government.
- September 2010 Central Coast Economic Indicators developed by Central Coast Research Foundation.
- 2010 Regional Employment Plan developed by the Federal Government.
- 2007 Quality of Life on the Central Coast Final Report

Major findings identified include:

- Hiring experienced and qualified staff will be difficult due to high demand for labour, skills shortages and employers requiring specialist skills. Skills shortage fields include; engineers, accountants, business administration managers, qualified tradesman and machine operators. As a result employers will find it challenging to be market competitive.
- Securing top talent is difficult due to a significant increase in demand for staff.
- The smallest resident age group on the Central Coast is 25-34. Highest proportion of the population on the Central Coast is 65+. These figures suggest that the younger age groups are likely to move to higher populated areas where more opportunities prevail, while retirees tend to move to the Central Coast region.
- The Central Coast has a large proportion of students who do not complete the higher school certificate. This is one of the single biggest constraints on the local economy. People who have tertiary qualifications are significantly more likely to be employed than those with lower skills.
- The aging workforce will see a significant number of Council employees retiring in the next 2-5 years.
- Unemployment rate for NSW is 5.8% whilst the Wyong Shire rate is 8.1%. Wyong Local Government Area rate of unemployment has consistently remained around 2 percent above the state average which highlights the social and economic importance of Wyong Council as the largest single employer in the Shire.
- Aboriginal population on the Central Coast is the fastest growing population in Australia. Annual average growth rate of 3%.
- There is a higher incidence of part time employment on the Central Coast compared to the region. This may mask under-employment as more than a quarter of part-time employees in Wyong have consistently identified that they would like more hours or a full time job.

Workforce Profile

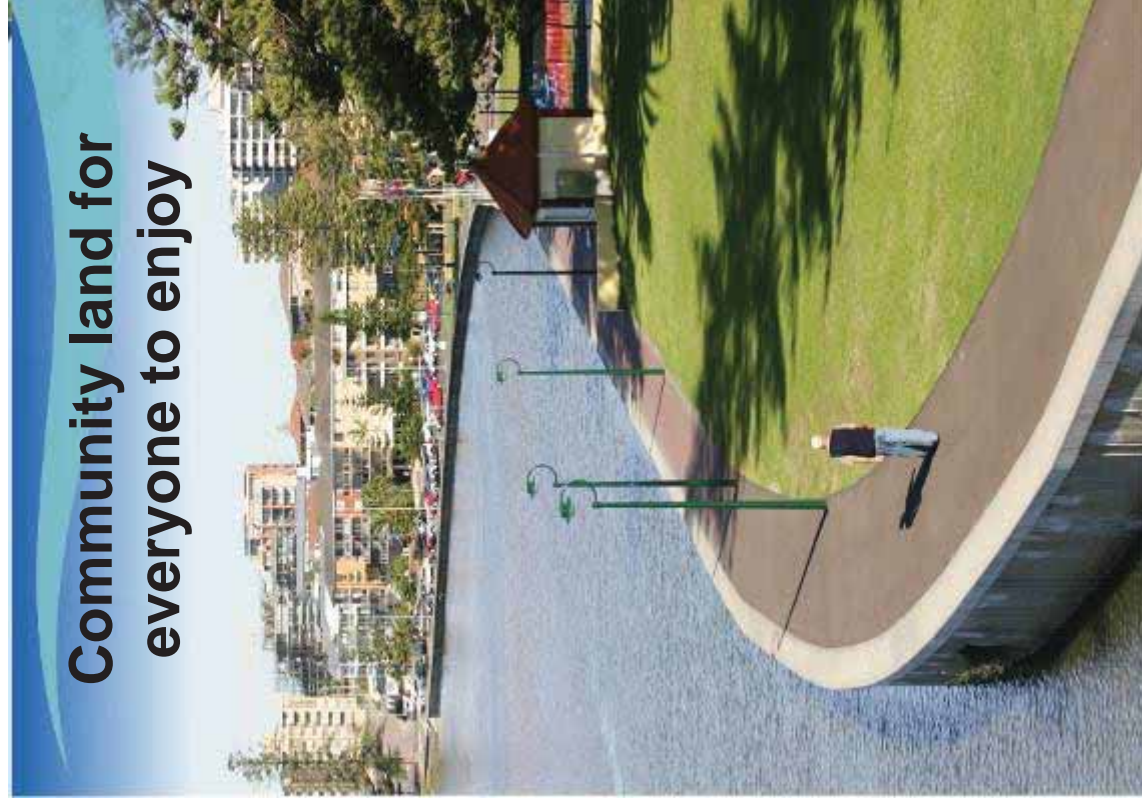
Establishment

As at April 2011, Council employed 1,300 staff with an establishment of 1,295 positions. The distribution of staff by Directorate is shown as follows.

Full-time Equivalent Staff

Budgeted Staff Numbers	Permanent FTE	Total FTE	Total Headcount
1040	1094	1300	

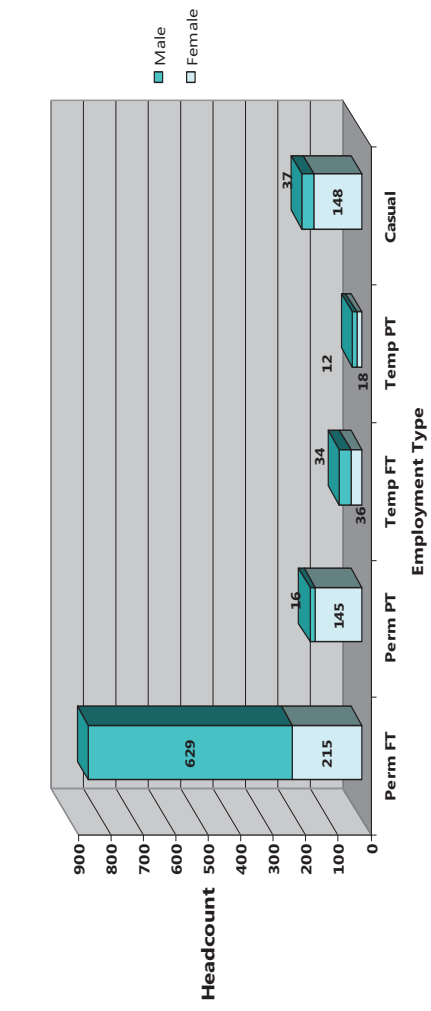
Of the total workforce 90.3% of Council staff live in the Central Coast Region.



Gender and Employment Type

- 64.1% of the permanent workforce is male,
- 35.9% female,
- 70.8% of the total workforce works in a full-time capacity (91% of males, 38.6% of females).

Employment Type by Gender

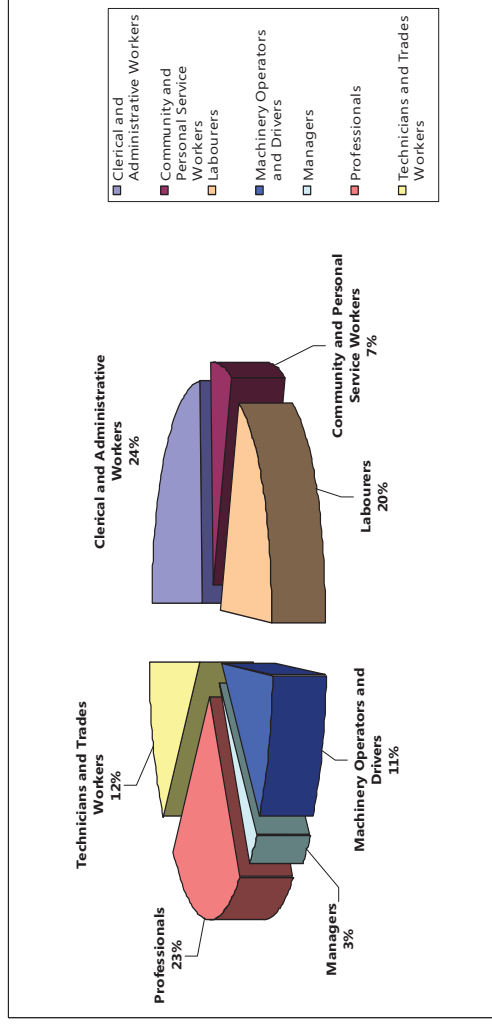


Occupation

Council's permanent workforce occupies three main occupations:

- Clerical/Administrative 24%,
- Professional roles 23%; and
- Labourers 20%.

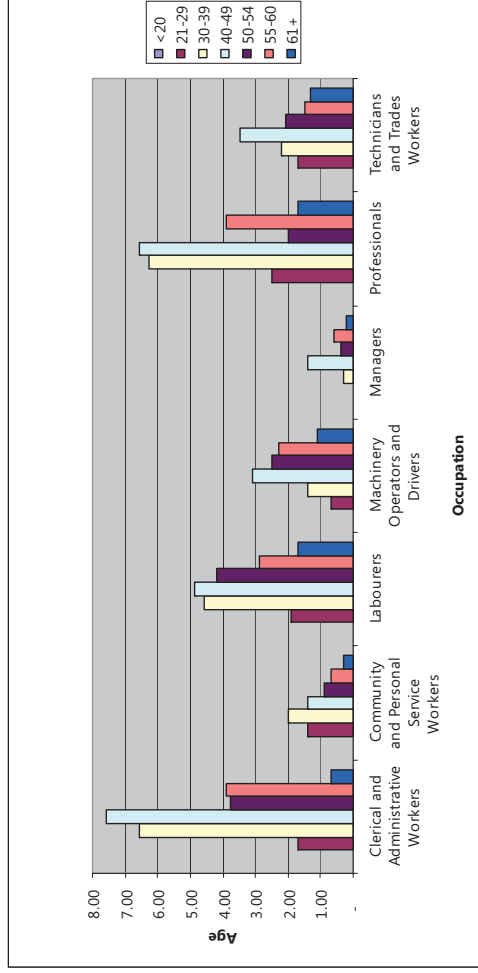
Permanent Workforce by Occupation



Age Profile

- The average age of Council's total workforce is 42.8 years with 38.5% greater than 50 years of age.
- 387 permanent employees could be currently considering retirement options or exiting the business.
- 44% of employees in labourer roles are greater than 50 years of age.
- 3.78 % of permanent employees are aged 25 years or younger.

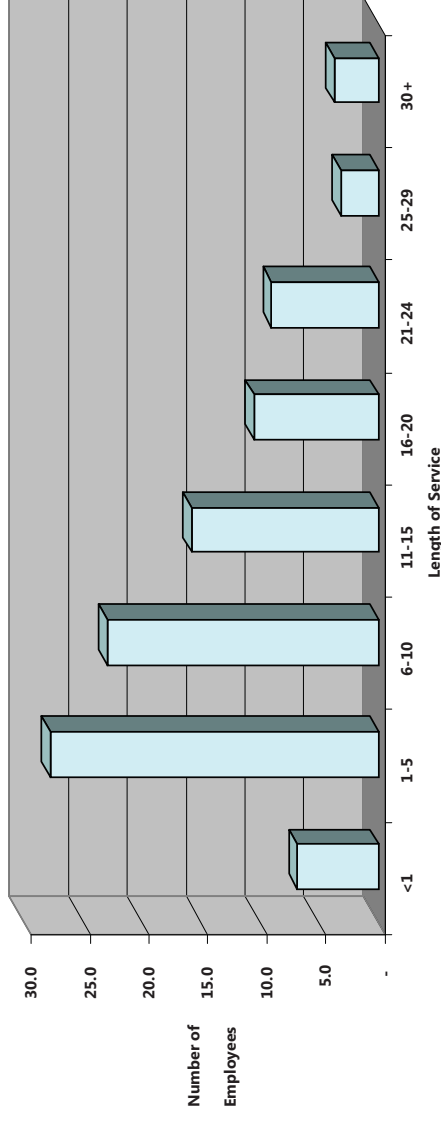
Permanent Workforce by Occupation and Age



Tenure

- The average tenure for the permanent workforce is 11.14 years
- 33.9% have less than 5 years
- 42.3% have greater than 10 years service

Permanent Employees' Tenure



Turnover

- The permanent staff turnover has been lower than 5% over the past 2 years
- 2010/11 financial year to date turnover is currently 2.29% (refer to Permanent Staff Turnover table).
- During the period 1 January 2010 – 10 December 2010 42 permanent employees ceased employment
- The projected turnover for 2010/11 financial year is 6.12% (an increase of 1.9% on last year) projection is based on the 2009/10 Actual National Job Advert Index projection figures

Permanent Staff Turnover

Actual 2007/08	Actual 2008/09	Actual 2009/10	July – Nov 2010	Projected 2010/11
9.4%	4.91%	4.22%	2.29%	6.23%

- The turnover at Wyong Council is well below the local government industry range of 11% – 13%
- Of the 48 permanent employees that ceased employment in the 2010 calendar year the two main reasons for exiting were:
 - Career Change
 - Retirement

Current Establishment: Analysis

- Current annual employee costs and liabilities as at 30 June 2010 were:
 - \$78.4M total employee costs
 - \$25.2M in employee leave entitlements (ELE) liabilities

There are a number of major current and potential workforce changes that must be considered during workforce planning for the next four years including:

- Proposed future organisational structure changes resulting from the formation of the Central Coast Water Corporation (see Part 2)
- Requirement to build, buy or borrow resources to enhance and develop Council's capability due to reduced use of other employment engagements such as temps, casual and consultants
- Expected 1% decrease in employee costs due to a reduction in the use of temporary and casual staff
- Low turnover in the past two years resulting in slow natural attrition preventing new skill sets entering the workplace
- Anticipated increase to employer superannuation contribution
- Potential financial impact of paying out a high percentage of retirement age employees
- Utilising the scenario of a 1% reduction in Council's total employee costs, as recommended in the Service Delivery Review, (including leave liability) the cumulative annual savings is expected to be \$900K which is equivalent to a compounded saving of \$20M over a 10 year period. *(Figure based on annual wage indexation (2011 and 2012 are 3.25% as per Award increase, 2013 onward based on 2012) and a 0.5% annual growth in the Shire)*

Gap Analysis

Councillors, Council's Executive and Service Unit Managers have explored the expected workforce challenges. This identified that the average expected service level across Council is "standard". This implies the majority of Service Units are delivering a standard of service primarily to meet legislative compliance.

Most Service Unit Managers believe their current workforce is capable of achieving the current and expected level of service. However, if the agreed levels of service change over the next 4-10 years (up or down) resources within the Service Unit will need to be adjusted accordingly.

There is a requirement for Council to determine if the current service level is adequate to meet the community's essential service needs and aspirations as prioritised in the Shire Strategic Vision. If not, there is a need to further prioritise the community's objectives and adjust the expected service levels. Once these priorities are finalised the next question will be "what is the budget to deliver the services and what skills are required to enable Council to achieve the agreed service levels"?

Gaps were identified by Managers in the areas of:

- Leadership and Management;
- Business Acumen and
- Values and Culture.

The majority of Service Unit Managers believe the most effective way of changing their Unit to ensure objectives are achieved is through training in the areas where skill shortages have been identified. In addition to the above, essential training requirements, including those improved skill sets needed to assist in delivery of the Community's Strategic Vision include:

- Technical skills
- Personal development
- Project management
- Financial and accounting management
- Technology changes
- Environment
- Advocacy and lobbying skills
- Community engagement and business support skills

An intensive skills gap analysis will be conducted in 2011/2012 to identify any further deficiencies within each Service Unit. This detailed assessment will provide the basis for more rigorous training and development planning. In addition it will help ensure alignment to the business needs and budget.

The Service Unit Managers identified difficulty in recruiting for the following positions:

- Engineers (e.g. Specialist hydrology, specialist transportation, design and technical)
- Asset Managers
- Accountants
- Positions requiring leadership attributes
- Early childhood teachers
- Child Care Directors
- Project Managers
- Supervisors with trade skills

The Service Unit Managers identified 70 potential retirees in the next four years and 18 critical roles that require Succession Planning which is scheduled to occur in September 2011.

Planning Challenges

From the research done to date Council's identified workforce planning challenges are:

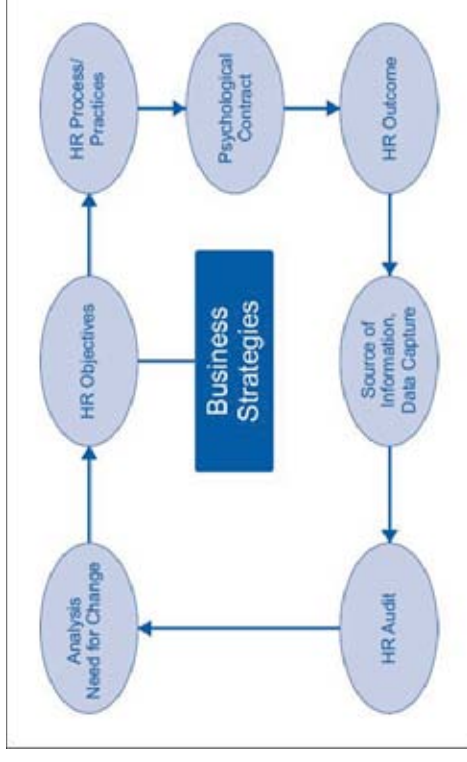
- Understanding our workforce and business needs
- Planning for alignment to the community's service needs and priority objectives
- Aging workforce
- Skills shortages
- Current staff capability and capacity
- Lack of talent pools
- Low staff turnover
- Low staff retention in first five years
- Labour market competitiveness
- Management data and measurement

Formation of the Central Coast Water Corporation has also been identified as a future event that creates a significant workforce planning challenge. Further planning will be required once further details of the Corporation have been obtained. An initial analysis is reported in part 2 - Scenario Analysis.

4 Year Workforce Management Strategy

The HR Unit is developing holistic strategies around the following nine key areas to address the identified workforce planning challenges. The strategies will have a focus on getting the basics right.

As the business changes the Workforce Management Strategy will continually be reviewed to ensure it evolves to meet the change within the business.



1. HR Management Data

Historically it has been difficult for management to understand their workforce planning needs due to not having adequate data for making informed people decisions. This difficulty was due to many reasons including:

- A lack of people process
- Poor people management practice
- Non-integrated information systems

A major effort to address this data gap was made during the latter half of 2010 leading to the ability to provide some current and accurate data to Managers for informed people decisions. Further work will occur in 2011/2012 to better understand individual Service Unit data needs leading to reports on Council's challenges and needs for accurate prioritising, budgeting and planning. (E.g. regular staff movement's audits, exit interviews, system updates; the development of a skills bank, skills gap analysis and succession planning data). Expanded Human Resource data will be integrated into Council's current review of Measures and Reporting

2. Organisation Capability

The Service Delivery Review recommended that Council have an ongoing program to:

"Develop programs and investment in the up-skilling, retention and personal growth opportunities for our staff." (SDR Recommendation 5.4)

This will allow Council to build its employees' capability to deliver services to the community. Activities for this organisation development include:

- Training and development
- Leadership development
- Succession planning
- Internship program
- Scholarship program
- Traineeships
- Apprenticeships
- Mentoring programs
- Staff engagement surveys
- Exit interviews

The above activities are at varying stages within Council. Human Resource is committed to aligning, planning and implementing the activities over the next four years. By planning and implementing strategically aligned programs Council will be able to address identified skills gaps, staff capability and capacity across the organisation.

3. Award compliance

There is a need for Council to manage its labour force more proactively and to ensure Award compliance.

2011/2012 training programs will ensure that Managers and Supervisors understand the requirements of the Award and are able to competently implement people management practices prescribed by the Award.

4. Flexible Work Practices

Flexible work practices are an important issue. In 2009 a flexible work practices survey was conducted which identified seven flexible workplace options for staff. These were:

- Phased retirement
- Part time work
- 9 day fortnight
- Flex time
- Working from home
- Job share
- Annualised hours

These practices are examples of a proactive approach to attracting and retaining staff from particular talent pools such as baby boomers, generation Y and working parents. Flexible Work Practices also assist in addressing the retiree departures. Some of these practices have been introduced such as part time work and working from home.

Further exploration and select implementation of flexible work practices will continue through 2011/2012 and beyond to assist with improving the performance of Council and service to the community.

5. Performance Management System

The Performance Management System (incorporating position descriptions, performance appraisals and remuneration) has historically not been linked to Operational Plans and not necessarily linked to organisation outcomes based on the strategic direction set by Council. In 2011/20012 Council will be reviewing all aspects of the current Performance Management System to ensure performance outcomes reflect the needs of both Council and the community.

In the future it is intended that the Performance Management System provide the following:

- Increased individual accountability
- Clarity of expectations by setting SMART (specific, measurable, achievable, realistic and timely) objectives and focusing on the achievement of outcomes
- Further opportunity for interaction between new employees and supervisors during and after the probationary period
- Direction and support to achieve Council's and learning objectives
- Open and honest feedback between supervisor and staff member
- Aligned reward and recognition
- Identification of training needs and development of training plans
- The framework and tools to effectively manage poor performers

6. Recruitment and Selection

Council is committed to recruiting the best possible candidates with a focus on providing employment within the local community where possible.

Wyong Shire Council has a strong employer brand in the local market and is one of the largest employers on the Central Coast. It has no difficulty in attracting unskilled labour. A big motivator for locals to work for Council is to not have to commute to Sydney. The appeal to non-locals is the Shire's beautiful coastal location that offers a perceived lifestyle through the

promotion of being a great place to live and work. There is also an appeal for staff in working in a growth area with many tasks and challenges.

The challenge as previously highlighted in this document lies in identifying required skills and then accessing appropriate talent pools to attract those which are not available locally. An additional challenge is the ability for Local Government to be competitive in areas like remuneration and benefits.

HR staff have recently been up-skilled in targeted recruitment processes and techniques, with the intention of developing consistency and robustness in Council's recruitment practices. It is intended to up-skill all Managers responsible for recruiting staff over the next two years.

There will be an emphasis on creating diverse talent pools in 2011/2012, targeting candidates through participation in career expos, networking with various associations and professional organisations as well as higher learning institutions. In addition Council will focus on a youth employment strategy through the Scholarship, Internship, Apprenticeship and Traineeship Programs which are being reviewed to create potential talent pools. All of these programs provide valuable work experience to the participants and give Council the opportunity to implement new skills and fill identified gaps.

7. OH&S and Risk

Council is committed to the health, safety and wellbeing of all employees. We are a self insurer and work diligently to meet its obligations and duties to ensure a safe workplace and to be fully compliant with the New South Wales Occupation Health & Safety Act 2000 and the Occupation Health & Safety Regulation 2001.

Injuries continue to cost Council a significant amount annually. The Service Delivery Review identifies significant savings arising from an "increase focus on injury reduction, tighter case management, attitude change." (Service Delivery Review additional savings #14)

There is a need to develop effective strategies to address the impact that an aging workforce is having on Occupation Health & Safety issues. As previously highlighted the majority of Council's aged workers are labourers and this is where the majority of Council's injuries are occurring. Council will implement a specific project in 2011/2012 to further understand and manage this concern.

8. Policies

There is a need for Council to review, update or create modern HR policies and align them to the 2010 Award.

Currently there is confusion among managers and employees regarding workforce, operational planning and budget management activities (e.g. recruitment and selection, secondments, higher grade pay, study assistance and leave entitlements.) Many Human Resources policies are in the process of being developed or amended and a project plan has been developed to ensure continued and/or increased governance.

All Human Resource policies will be reviewed in 2011/2012.

Once the Central Coast Water Corporation details are finalised Council's policies and procedures will need to be amended to reflect such changes.

As previously stated a focus on the review and further development of an Equal Employment Opportunity Management Plan will also occur in 2011/2012. A focus on further promoting diversity in the workplace will also occur during the four year program.

9. Measures and Targets

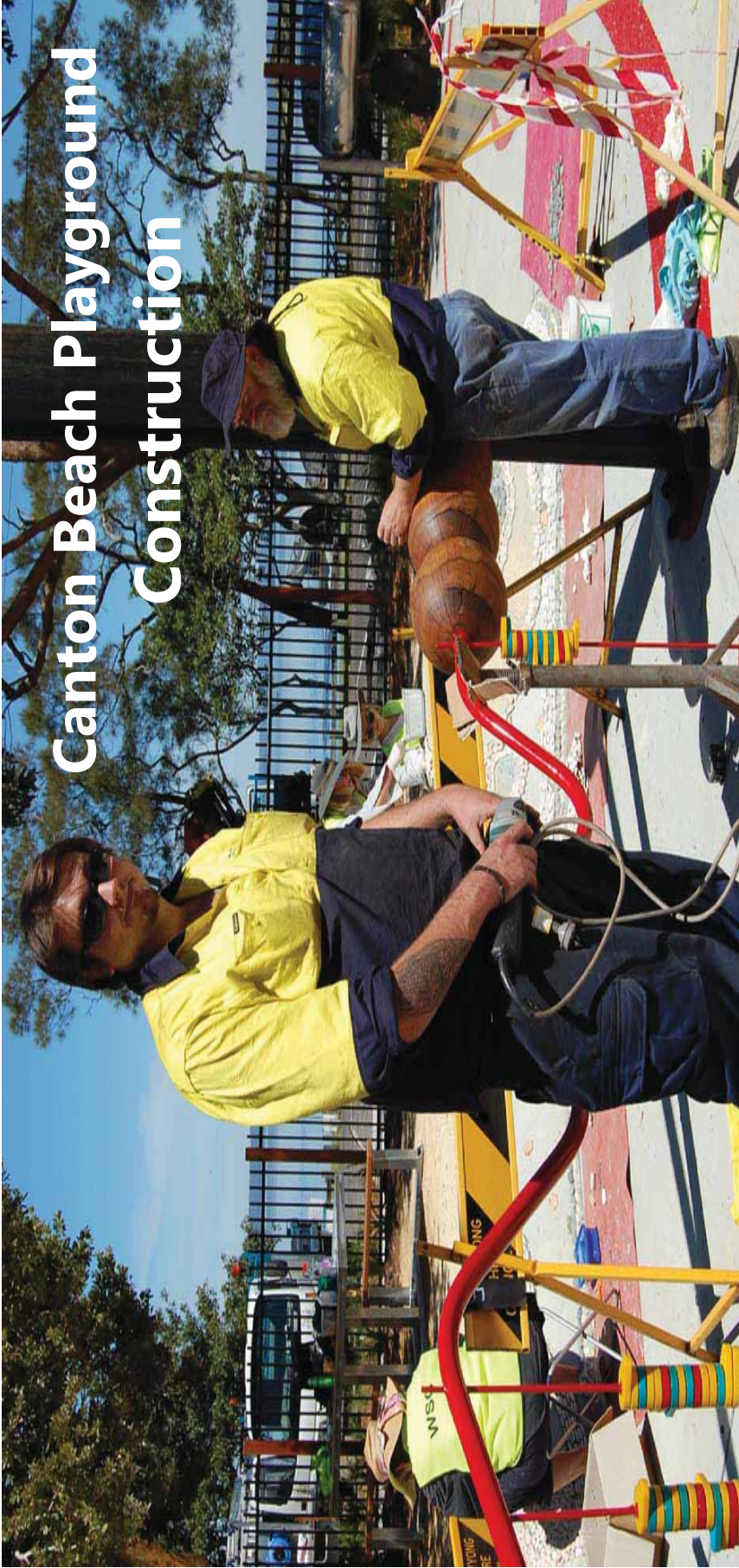
During 2011/2012 Council will seek to achieve the following Human Resources targets:

- 25% reduction in submission of formal grievance
- 25% reduction in time taken to manage workers compensation claims to successful outcomes
- 15% reduction in average time taken to fill vacancies
- 25% of current policies that impact the majority of the organisation reviewed and amended
- 100% of performance appraisals actioned

The Human Resource Unit will develop specific measures to conduct corporate assessment of Human Resource performance. This will establish baselines for continuous improvement that will be integrated with the corporate measures and reporting and used in the continuous improvement program. Some examples of specific workforce planning measures that may be included are:

- % of accuracy in data through regular audits
- % of recruitment achieved through targeted talent pools
- % of identified gaps filled
- % of training plans completed and successfully implemented
- % of succession plans completed
- % of reduced injuries in aged workers
- % of permanent staff turnover
- Lost time injury duration
- Lost time injury frequency rate

ENDS



Canton Beach Playground Construction

Canton Beach Playground Construction

Appendix Section

Appendix 1 - The Community Strategic Plan

In 2008-09 Wyong Shire Council worked with the community to develop a long-term 20 year vision for the area. This vision was known as the *Shire Strategic Vision: Our Shire Our Future* and is now referred to as the Shire's *Community Strategic Plan*.

It outlines how we can achieve the best quality of life in the future and focuses on the community's long-term aspirations. It provides eight objectives which are outlined in the box opposite, and recognises that Council is one of many stakeholders responsible for making these aspirations become reality.

The Community Strategic Plan doesn't prioritise or make specific comments about many essential services provided by Council (such as sewer, water, flood mitigation or governance). The community expects such services to continue into the future as long as they are maintained to a reasonable level and do not have a major impact on the quality of life.

Creating our ideal community – caring, prosperous and sustainable

In formulating this Strategic Plan document, Wyong Shire Council has paid particular attention to the Community Strategic Plan and the eight objectives within it.

Did you know?

The University of Newcastle, Ourimbah Campus is a very important partner in the provision of quality tertiary and technical qualifications on the Central Coast. They play a vital role in maintaining a high profile for higher education throughout our community.

Did you know?

Shire Strategic Vision: "Our Shire Our Future" -- 8 Priority Objectives include

1. Communities will be vibrant, caring and connected with a sense of belonging and pride in their local neighbourhood
2. There will be an ease of travel within the Shire and to other regional centres and cities. Travel will be available at all hours and will be safe, clean and affordable
3. Communities will have access to a diverse range of affordable and coordinated facilities, programs and services
4. Areas of natural value in public and private ownership will be enhanced and retained to a high level in the context of ongoing development
5. There will be a sense of community ownership of the natural environment through direct involvement with environmental programs
6. There will be a strong sustainable business sector and increased local employment built on the Central Coast's business strengths
7. Information communication technology will be consistent with world's best practice and adaptive to technological advances across all sectors
8. The community will be well educated, innovative and creative. People will attain full knowledge potential at all stages of life

Other Partners' Contribution to the Community Strategic Plan Objectives

Over the next 20 years, Council has a major role in achieving the 42 strategies identified in the eight priority objectives listed in the Community Strategic Plan. However, a number of other agencies also share responsibility for about half of these strategies (see table below). Council will maintain a partnering, advocacy or monitoring role to help ensure these strategies are actioned and will report back to the community on a regular basis on the progress of those actions.

Community Strategic Plan Priority Objective	Community Strategic Plan Strategy	Primary Responsibility	Council's Role		
			Partner	Advocate	Observer / Monitor
1. Communities will be vibrant, caring and connected	Implementing the Regional Strategy for the Central Coast	State Government Dept	X	X	X
	Ensuring public and private bus services are timely, clean, safe and affordable	Bus Companies		X	X
2. There will be ease of travel	Upgrading train and public transport services between Williamstown and Sydney Central ensuring the service is safe, timely and reliable	Rail Corp		X	
	Improving commuter parking at railway stations	Rail Corp		X	X
	Improving commuter hubs along the freeway	Department of Transport Roads & Traffic Authority		X	
	Creating a better public transport system	Rail Corp		X	
		Bus Companies		X	
4. Areas of natural value will be enhanced and maintained.	Ongoing upgrading of roads in the region	Roads & Traffic Authority		X	X
	Improving the F3 links to Sydney	Roads & Traffic Authority Federal Government		X	X
	Preserving threatened and endangered species as well as ecological communities and biodiversity	Office of the Environment & Heritage	X	X	X
5. There will be a sense of community ownership of the natural environment		Federal Department of SEWPC			
	Establish an annual community "Celebration of the Environment"	Community	X		
	Creating, maintaining and promoting a series of community gardens	Community	X	X	X
	A coordinated approach to business generation, employment and development	Regional Development Aust	X	X	X
	Actively promoting the business benefits of Wyong Shire	Regional Development Aust		X	X
6. There will be a strong sustainable business sector	Establishing and maintaining a strategic database on business and economic trends on the Central Coast	Regional Development Aust	X		X
	Sourcing tourist attractions across the Shire	Business Interests	X	X	
7. Information communication technology will be world's best	Providing free wireless broadband throughout Wyong Shire			X	X
8. The community will be well educated, innovative and creative.	Generating community awareness and behavioural change about the value of ongoing education	Department of Education & Training	X	X	X
	Creating programs that encourage lifelong learning for everyone	Department of Education & Training University OF Newcastle	X	X	X

Community Strategic Plan Priority Objective	Community Strategic Plan Strategy	Primary Responsibility	Council's Role		
			Partner	Advocate	Observer / Monitor
	Creating and maintaining programs to actively encourage community involvement in educational institutions	Community Groups Department of Education & Training University of Newcastle Community Groups		X	X
	Establishing and maintaining a committed network of education, community, business and government representatives	Department of Education & Training University of Newcastle Partners		X	X
	Providing programs and services which respond to changes in the field of education in Wyong Shire	Department Education & Training			X

Appendix 2 - Strategic Planning Inputs

The table below shows the linkages between the Principal Activities of Council, the Community Strategic Plan Objectives and Council's 'quadruple bottom line' of balancing social, environmental, economic and civic leadership. It also demonstrates the Community Strategic Plan strategies to be addressed by Council's service units and the products each service delivers.

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 1	Services	Products
Social	<i>The community will be well educated, innovative and creative</i>	Community & Education	Community and Cultural Development MGT	Community & Cultural Development MGT
	<i>Communities will be vibrant, caring and connected with a sense of belonging and pride in their local neighbourhood</i>		Community Facilities	Cemeteries Community Facilities Management
			Community & Cultural Development Programs	Cultural Centre Community Programs Community Committees
			Community Education	Events Community Education
			Community and Cultural Planning	Road Safety and CARES (CCLLC)
			Community Buildings MGT	Community and Cultural Planning Community Buildings MGT
			Depot - Long Jetty	Depot - Long Jetty
			Community Buildings - Asset Supplier Services	Community Buildings - Asset Supplier Services
			Community Engagement MGT	Community Engagement MGT
			Communications	Communications
			Community Engagement	Community Engagement
			Customer Contact	Customer Contact
			Printing and Graphic Design Services	Printing and Graphic Design Services
			Community Lifelong Learning MGT	Lifelong Learning MGT
			Care & Education	Vacation Care
			Library Services	Child Care Services (reported under Council Enterprises) Library Services

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 2	Services	Products
Social			Open Space MGT Open Space	Open Space MGT Nursery Public Tree Management Litter Collection Land care Open Space - Asset Supplier Services
	<i>Communities will have a range of facilities, programs and services</i>	Community Recreation	Sport Leisure & Recreation MGT Sport Leisure & Recreation Planning Sport Leisure & Recreation Operations	Sport Leisure & Recreation MGT Sport Leisure & Recreation Planning Parks and Reserves Beach Services Sport and Recreation Facilities Ovals Boat Ramps and Jetties Recreation Centres Swimming Pools Holiday Parks (<i>reported under Council Enterprises</i>) Public Toilets

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 3	Services	Products
Economic			Place Management	Place Management MGT Place Management – Wyong & Tuggerah Place Management - The Entrance Place Management - Toukley Place Management - Other Areas
	<i>There will be a strong sustainable business sector</i>	Economic & Property Development	General Manager - Major Projects Economic & Property Development MGT Business Development Economic Development Commercial Property	General Manager - Major Projects Economic & Property Development MGT Business Development Economic Development Commercial Property Development Property Administration

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 4	Services	Products
Economic	There will be a strong sustainable business sector	Council Enterprises	Care & Education Holiday Parks	Child Care Services Holiday Parks

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 5	Services	Products
Environmental		Regulatory	Building Certification & Health MGT Building Certification Development Assessment & Other Apps Public Health and Safety Compliance & Regulation MGT Animal Care Facility Auditing Noxious Weeds Ranger Services Land Use Compliance and Regulation	Building Certification & Health MGT Building Certification Development Assessment & Other Apps Public Health and Safety Compliance & Regulation MGT Animal Care Facility Auditing Noxious Weeds Ranger Services Land Use Compliance and Regulation

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 6	Services	Products
Environmental	<i>Areas of natural value will be enhanced and maintained</i>	Environment & Land Use	Development Assessment MGT	Development Assessment MGT
	<i>There will be a sense of community ownership of the natural environment</i>		Development Assessment Land Use Planning and Policy Development MGT LEP Client Management DCP and Policy Developer Contributions Environment and Natural Resources Environment Planning Natural Resources Planning Co-ordinate and Manage Natural Resources and Natural Asset Plans Vegetation Maintenance Catchment Maintenance Lake and Coastline Maintenance Stormwater Works EPS Major Projects MGT	Development Assessment Land Use Planning and Policy Development MGT LEP Client Management DCP and Policy Developer Contributions Environment and Natural Resources MGT Environment Planning Natural Resources Planning Co-ordinate and Manage Natural Resources and Natural Asset Plans Vegetation Maintenance Catchment Maintenance Lake and Coastline Maintenance Stormwater Works Estuary Management Sustainability within Council

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 7	Services	Products
Civic Leadership		Waste Management	Waste MGT Waste-Domestic Waste-Commercial Waste Services Waste-Processing & Disposal Waste – Litter Closed Landfill Remediation	Waste MGT Domestic Waste Commercial Waste Tip Operations Litter Collection Closed Landfill Remediation

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 8	Services	Products
Civic Leadership	There will be ease of travel within the Shire	Roads	Road & Stormwater MGT Roads	Road & Stormwater MGT Roads MGT Local Roads Kerb and Gutter Roads and Foot Bridges Shared Pathways RTA Roads Car Parks Footpaths Traffic Facilities Street Furnishing, Bus Shelters and Landscaping

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 9	Services	Products
Civic Leadership		Drainage	Stormwater (Water & General Fund) Roads & Stormwater Asset Planning	Stormwater Investigations, Inspection, Condition Monitoring Assessment and Reporting Roads & Stormwater Asset Planning MGT Street Lighting Roads & Stormwater Design MGT Project Management Engineering Survey Design Preparation Geotechnical Services Quantities & Cost Control

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 10	Services	Products
Civic Leadership		Sewerage Services	Sewer Services	Sewer Services General Sewer Treatment Plants Sewer Pump Stations Sewer Mains

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 11	Services	Products
Civic Leadership		Water Supply	Water	Water Pump Stations Water Reticulation Mains Water Reticulation Dams & Weirs/Catchments Water Treatment Plants Joint Water Supply Admin Water Supply Admin Drought Management

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 12	Services	Products
Civic Leadership	<i>Information communication technology will be worlds best</i>	Administration	Asset Management Procurement Contracts & Projects MGT Corporate Governance MGT Civic Centre Management Policy Management Council Services Finance MGT Finance Accounts Payable Payroll Revenue Services Human Resources MGT HR Operations HR Business Partners HR Remuneration	Asset Management MGT Asset Management Floodplain Management (W&S Funded) Transport Planning Procurement Contracts & Projects MGT Corporate Governance MGT Civic Centre Management Policy Management Councillor Facilities, Expenses & Fees Councillor Support Community Grants and Subsidies (outgoing) Councillor Community Improvement Grants Finance MGT Accounting Services Accounts Payable Payroll Revenue Services Human Resources MGT HR Operations HR Business Partners HR Remuneration

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 12	Services	Products
		Administration (cont)	Staff Learning & Development Recruitment Industrial Relations OH&S Risk Management / Insurance Information Management MGT Information Management Corporate Information Services Land Information Services Integrated Planning MGT Integrated Business Planning Continuous Improvement Program Measures and Reporting Government Relations Legal & Risk Service MGT Internal Audit Internal Ombudsman Legal Actions and Advice - Corporate Plant, Fleet & Depot MGT Plant - Mobile Equipment and Vehicles Stores Depots and Sites Emergency Services	Workforce Capability Development Learning and Development Recruitment Industrial Relations Occupational Health Safety Workers Compensation Risk Management / Insurance Information Management MGT Operations Architecture Applications Corporate Information Services Land Information Services Integrated Planning MGT Integrated Business Planning Continuous Improvement Program Measures and Reporting Government Relations Legal & Risk Services MGT Internal Audit Internal Ombudsman Legal Actions and Advice - Corporate Plant, Fleet & Depot MGT Plant - Mobile Equipment and Vehicles Stores Depots and Sites Rural Fire Service NSW Fire Brigade Other Emergency Services

Appendix 3 - Wyong Shire Operating Principles

Managing Risk

Council recognises the need to adopt an integrated and strategic approach to all parts of Council business management processes in order to manage any potential risks. This approach to risk management captures the more significant risks while also managing the less significant risks that are part of the day-to-day running of any business.

Council manages its potential risks via many different business frameworks in order to;

- Increase the likelihood of achieving objectives
- Encourage proactive and integrated business management
- Improve the identification of opportunities and threats
- Comply with relevant legal management practices between organisations
- Improve financial reporting
- Improve governance
- Improve controls
- Improve loss prevention and incident management
- Minimise losses.

The level of risk varies depending on the nature of the activity being undertaken. It is expected that a reasonable level of risk is acceptable in normal business operations; however Council maintains a low tolerance to risk, particularly where it may affect the safety of staff and the community, financial viability and/or regulatory compliance.



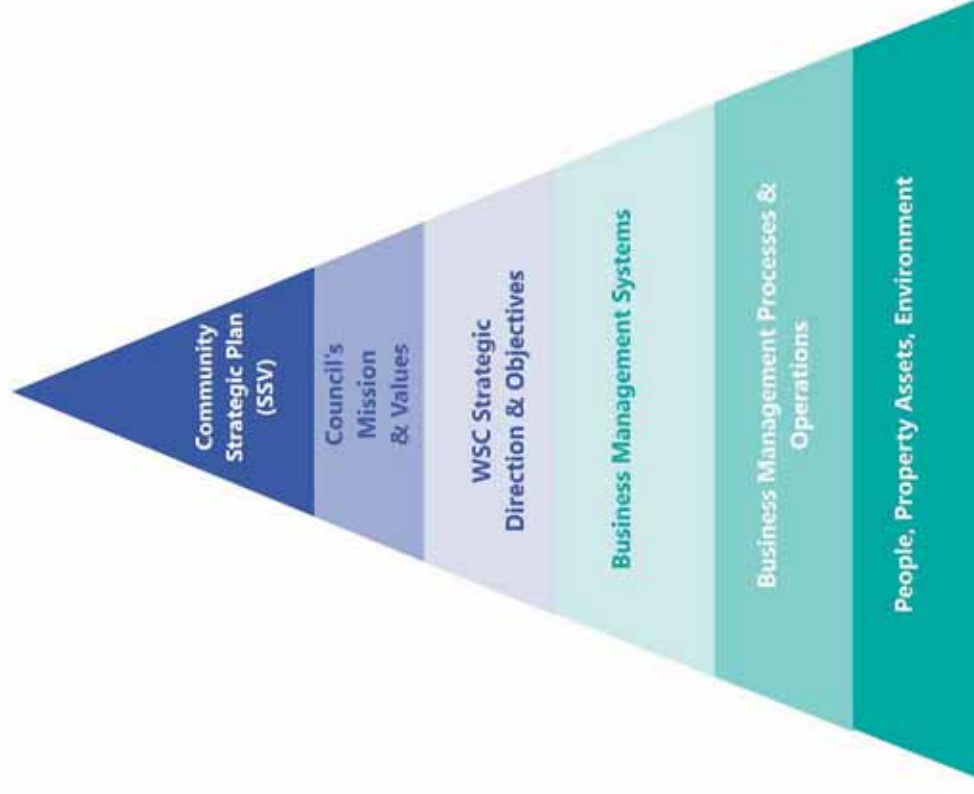
**Council has a close eye
on things**

Council manages potential risks through a large number of integrated actions and processes. Risk minimisation measures undertaken by Council representatives, staff and the community include:

- Statutory compliance
- Maintaining an in-house General Counsel
- The formation of policies and procedures
- The auditing of processes and systems
- Public Council meetings (22 per year)
- Residents forums
- Governance Committee (independent of management)
- 10 committees to facilitate the implementation of Council's priority objectives
- Management self-assessment
- Internal audits
- Management of a continuous improvement process
- Internal Ombudsman (representing the public interest)
- Exhibition of relevant data for community feedback
- Federal, State and Local Government Standards
- The Corporate Risk Register
- Public Officer (to oversee the provision of information to the public)
- Management Reporting (monthly, quarterly and annually which is used to analyse risk patterns and trends and mitigate them before they escalate)

Occupational Health and Safety is addressed within the individual business unit plans

Framework for Risk Management



Did you know?

Some specific risks identified for Wyong Shire include;

The Central Coast Water Corporation

Wyong Shire Council and Gosford City Council are statutory authorities for water and sewer functions under the Water Management Act 2000. In late 2006 the State Government passed enabling legislation to amalgamate Wyong and Gosford Councils' water and sewerage functions and establish a Central Coast Water Corporation. In August 2010 a Memorandum of Understanding was signed to enable Wyong Shire and Gosford City Councils to undertake a phased transfer of functions.

Potential Amalgamation of Wyong Shire Council and Gosford City Council

Formation of the Central Coast Water Corporation opens an opportunity for potential amalgamation of Wyong Shire and Gosford City Councils. This has the potential to create economies of scale by combining the resources of the two councils after water and sewerage services are removed to a separate authority and can generate benefits for residents of the Central Coast. Both councils have called for an external expert review of the possibilities to fully understand both the benefits and disadvantages that would arise from a potential amalgamation.

Development Contributions

Section 94

Changes to Section 94 contribution legislation have impacted on Council's ability to collect and spend developer contributions. The changes have created an environment of uncertainty restricting the type of facilities for which councils can both collect and spend s94 contributions. This is a particular problem in new growth areas such as Warnervale, the Warnervale Town Centre and Wyong Employment Zone

Section 94 contributions within new "greenfield" release areas are now capped at \$30,000 per lot/dwelling. This will have significant impacts on Council's ability to collect enough funds to deliver future infrastructure within the new areas of Warnervale, including the new Town Centre. Section 94 contributions within existing developing areas such as Woongarra and Wadalba remain unchanged under the s94 Contribution Plans applying in these areas.

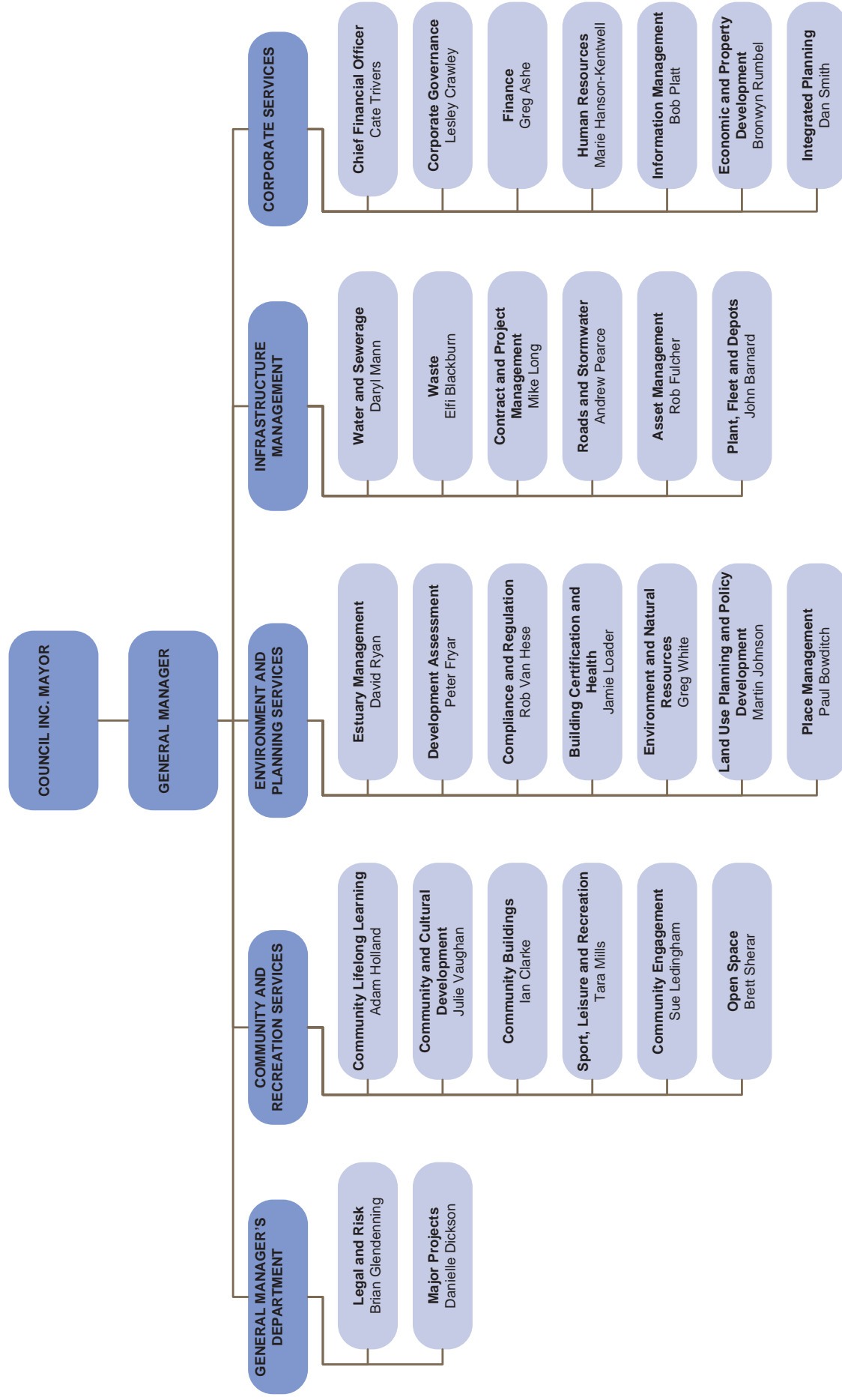
Water and Sewer

Development contributions for water and sewer services are levied in accordance with methodology developed by the Independent Pricing and Regulatory Tribunal. The Tribunal has set a ceiling of 85% for developer charges derived under its developer contributions methodology. The basis for this cap was to moderate the impact of increases that would apply to the cost of new housing. This shortfall continues to be funded by current ratepayers.

Restoration of Closed Tip Sites

Council retains responsibility for the remediation of former tip sites on community land. While there is significant planning and expenditure being made on these sites, they remain significant risks to Council until modern planning and remediation is completed and long-term monitoring established.

Appendix 4 - Organisational Structure



Appendix 5 - Asset Management Policy

Policy on Community Infrastructure Asset Management

Approved date – August 25th 2010

Review date – August 2014

A POLICY SUMMARY

A.1 The purpose of this policy is to set the broad framework for undertaking asset management in a structured and coordinated way, in order to provide an appropriate level of service in a sustainable manner for present and future customers.

This policy applies to all infrastructure assets owned or controlled by Council and those on which it depends to carry out its functions.

B POLICY BACKGROUND

B.1 Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management practices across all areas of WSC.

This methodology is an essential component of the custodianship of Council's assets. It is necessary to advise on the best use of resources by ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's service needs.

B.2 Council owns and uses over \$2.4 billion worth of non-current, built assets and a substantial portfolio of natural assets to support its core business of delivery of service to the community.

B.3 Asset management is a direct requirement of the Integrated Planning framework of WSC.

C DEFINITIONS

C.1 **The Act** shall mean the Local Government Act 1993

C.2 **Council** shall mean the elected members that form the governing body (Council) of the Wyong Shire Council

C.3 **WSC (WSC)** shall mean the organisation established to administer Council affairs and operations and Council policy and strategies.

C.4 **Plans** shall mean Council's Annual Management Plan, Delivery Plan, Long Term Financial Strategy, Asset Management Strategy, Strategic Shire Vision and similar documents.

C.5 **An Asset** shall mean:

"A resource controlled by a council as a result of past events from which future economic benefits are expected to flow to the council."¹ (For the purposes of this definition, Council believes that "economic benefit" means the benefit to the community of goods, functions and services produced or provided by the asset to meet Council's objectives), **or**

"a physical component of a facility which has value, enables services to be provided and has an economic life of greater than twelve months".⁷

C.6 **Natural assets** shall mean "the stock of natural resources from which ecosystem services are produced that are of value to humans. Natural assets include natural resources such as soil, biota (flora and fauna), water systems (streams, lakes and wetlands), and atmosphere".⁸ Council does not restrict this definition to those natural assets that are of value only to humans and includes those of value to the whole ecosystem.

C.7 **Asset Management** shall mean "the systematic and coordinated activities and practice through which an organisation optimally manages its physical assets, and their associated performance, risks and expenditures over their lifecycle for the purpose of achieving its organisational strategic plan".²

C.8 Current Assets shall mean “those assets which the entity either:

- a) Intends to sell or consume in its normal operating cycle; or,
 - b) Holds primarily for the purpose of trading; or,
 - c) Expects to realise the asset within twelve months after the reporting date; or,
 - d) Holds and are cash or a cash equivalent (and are not restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period).³
- C.9 Non-Current Assets** shall mean “all assets other than current assets, including assets held but not traded by a business in order to carry out its activities. Such assets are intended for use, not exchange, and normally include physical resources such as land, buildings, drains, parks, water supply and sewerage systems, furniture and fittings.”⁴ Council also includes natural assets in this definition.

C.10 Life Cycle Cost shall mean “the total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs”.⁵

C.11 Asset Sustainability Ratio – (ASR) shall mean “the ratio of asset replacement expenditure relative to depreciation for a period. It measures whether assets being replaced at the rate they are wearing out”.⁶ The Local Government Code of accounting Practice and Financial Reporting defines this ratio as “Buildings and Infrastructure Renewals Ratio”.

C.12 Asset Renewal Funding Ratio – (ARFR) shall mean “the ratio of the net present value of asset replacement funding accommodated over a ten year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in

an asset management plan for the same period. It assesses the entity’s financial capacity to fund asset renewal”.⁶

C.13 Capital Expenditure (CAPEX) shall mean “expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of asset stock.”⁷

C.14 Infrastructure shall mean “the basic requirements of a developed economy”⁹. “Infrastructure management ... (promotes the) sustainable use of the physical, as well as natural, environment”.¹⁰

C.15 Custodian shall mean “a body lawfully invested with the power and charged with the obligation of taking care of and managing the community’s infrastructure property”.

C.16 Steward shall mean “someone who manages property on behalf of the owner”.

The above definitions are applicable not only to built assets but apply to any infrastructure that WSC uses to provide a service to the community.

D POLICY STATEMENTS

D.1 This policy covers all elected members of the WSC, all personnel employed by WSC, any person or organisation contracted to or acting on behalf of the WSC, any person or organisation employed to work on WSC premises or facilities and all activities of the WSC.

D.2 This policy does not confer any delegated authority upon any person.

D.3 Asset management principles will be integrated within existing planning and operational processes.

D.10 As part of Council's consideration of infrastructure asset management, WSC will:

- Manage its infrastructure and assets in a systematic and sustainable manner;
- Engage with the community, stakeholders and service providers when determining service standards/level of service every 4 years, within the first year of each newly elected Council;
- Allocate appropriate resources to ensure the timely maintenance and renewal of built and natural assets, so that "life cycle" costs are optimised (existing and new assets);
- Meet legislative requirements for asset management;
- Update asset management plans annually to reflect the position in the Delivery Plan for the upcoming financial year;
- Audit progress in the Asset Management Plans and strategies on an internal basis every two years and by independent external review every 4 years;

D.11 Include natural (ecosystem) assets in Council's infrastructure portfolio and adapt its asset management tools and processes to apply to natural assets and to accommodate the differences between those assets and built assets.

D.12 Align its asset management plans with the Strategic Shire Vision.

D.13 Set levels of service, risk and cost standards after balancing competing demands and considering integrated planning matters

D.4 Asset renewals required to meet agreed service levels and identified in asset management plans and long term financial plans and which align with the priority objectives of the Strategic Shire Vision will be given high priority for funding in the annual budget estimates.

D.5 Council will set an ASR target of not less than 50% for each of the General Fund, the Water Fund, the Sewerage Fund and the Waste Fund, having regard for the relative age of its asset portfolio and Integrated Planning Considerations

D.6 Council's target levels for the ARFR are between 90% and 100%. (These are based on the expenditures proposed, after due Integrated Planning Considerations are taken in to account, in Council's Asset Management Plans)

D.7 Wyong Council's asset management plans will consider the potential significant impact that climate change and population growth will have on its assets.

D.8 Future life cycle costs will be reported and the ability to fund those costs will be considered in all decisions relating to new services and assets and upgrading of existing services and assets. Those lifecycle costs will include the eventual disposal/decommissioning costs.

D.9 Council, as custodian of WSC assets, will:

- Ensure the Council's legal obligations are met;
- Represent the community who pay for and use the assets; and
- Ensure the asset/service is maintained for use by present and future generations on a sustainable basis

E POLICY IMPLEMENTATION – PROCEDURES

E.1 This policy will be implemented by procedures that will ensure that:

- (a) The right assets are built, rebuilt or disposed of;
- (b) The assets are managed well;
- (c) There is a balance between Council operations, new assets and existing assets;

E.2 To achieve this policy, the following key roles and responsibilities and commitments are identified:

(a) Council

- To ensure appropriate resources and funding to responsibly manage the costs of the asset portfolio are made available, in accordance with its service needs;

(b) Senior Management Team (Executive)

- To ensure a review of the risks and opportunities involved in the Asset Management Strategy is undertaken;
- To ensure resources and funding for Asset Management activities are made available to integrate Asset Management into the corporate governance framework;
- Review Asset Management Plans annually;
- To ensure that timely, accurate and reliable asset information is presented to Council for decision-making.

(c) Managers and Staff

- The General Manager shall ensure that Council's organisational structure will identify responsibility and accountability for implementation of Council's role for custodian of the community's infrastructure assets and meet the associated stewardship requirements.

(d) Asset Management Working Group

- Assist Managers to develop and implement policy and procedure;
- Maintain momentum and coordination of the implementation of this policy and Wyong Council's Asset Management Strategy
- Encourage continuous improvement, innovation and cost effective methods to improve asset management practices.

F REFERENCES

1. Planning and Reporting Manual for local government in NSW 2010
page 67
2. Planning and Reporting Manual for local government in NSW 2010
page 67
3. Australian Infrastructure Financial Management Guidelines Edition
1.0 – 2009
Page xxxv
4. Australian Infrastructure Financial Management Guidelines Edition
1.0 – 2009
Page xli
5. Australian Infrastructure Financial Management Guidelines Edition
1.0 – 2009
Page xxxix
6. Australian Infrastructure Financial Management Guidelines Edition
1.0 – 2009
Page 3
7. International Infrastructure Management Manual version 3.0 –
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8. Environmental Asset Management Plan – Feasibility Study –
Brisbane City Council,
CSIRO 2007, Page 4
9. The Collins Australian Dictionary
10. International Infrastructure Management Manual Version 3.0, Page
1.2

Appendix 6 – Glossary

Local Government Act 1993 Section 402-404 titles are shown within the parentheses

4 Year Delivery Plan (Delivery Program)(4YDP)

Details the services that Council will undertake for the coming 4 years, in achieving the objectives of the Community Strategic Plan. The 4 year delivery plan is combined with the annual plan and forms part of the Wyong Shire Council Strategic Plan.

Annual Plan (Operation Plan)

The annual plan details the services that Council will undertake for the coming year, in moving towards achieving the Shire Strategic Vision. The annual plan includes the statement of revenue policy and the detailed budget allocation for the given financial year. The annual plan is combined with the 4 year delivery plan and forms part of the Wyong Shire Council Strategic Plan

Asset Management Strategy (STRATEGY)

Is Council's long term (10year) strategy in the management and control of Council's community assets. The Asset Management Strategy forms part of the Wyong Shire Council Strategic Plan. Asset Management Strategy in this context means the process by which Council manages its physical asset base to achieve a balance between the community's service expectations and their willingness and capacity to pay for the infrastructure and natural assets that underpin these services.

Community Strategic Plan

Is Council's Shire Strategic Plan "Our Shire Our Future"

Local Environmental Plan (LEP)

The Comprehensive Local Environmental Plan is a statutory environmental planning instrument under the Environmental Planning and Assessment Act 1979 which guide planning decisions for local government areas.

Through zoning and development controls, they allow councils to supervise and control the ways in which land is used and developed.

Long Term Financial Strategy (Long Term Financial Plan)(LTFS)

Is Council's long term (10 year) strategy for the sustainable financing of all activities and services to the community. The Long Term financial Strategy forms part of the Wyong Shire Council Strategic Plan.

Principal Activity

High level activities undertaken by Council to fulfill the community's needs.

The Quadruple Bottom Line (QBL)

The Quadruple Bottom Line extends the three pillars of sustainability—social, environmental and economic to include governance or civic leadership.

Service Level – Nil

Service levels that do not meet the regulatory requirements as specified in the Act

Service Level – Basic

Service levels that meet the regulatory requirements as specified in the Act

Service Level – Standard

Service level that is above the current regulatory requirements as specified in the Act

Service Level – Above Average

Service level that is considered to be above the current level of service as provided by other government authorities undertaking the same service

Service Level – Best Practice

Service level that is considered to be leading the way of best practice of the service above all other government authorities

Shire Strategic Vision (*Community Strategic Plan*)

The community's long term priorities (20 years) and aspirations for the future of Wyong Shire

Sustainability

Wyong Shire Council is committed to achieving a sustainable way of life for current and future generations through a common understanding of sustainability. This is achieved through ensuring staff integrate our sustainability principles into all decision making to ensure a balance between short term priorities and long term needs.

Workforce Management Strategy (*Workforce Management Planning*)

Is Council's long term (10 year) strategy for the provision of a quality workforce to deliver its part of the Community Strategic Plan and provide ongoing services to the community.

Wyong Shire Council Strategic Plan (*Resourcing Strategy*)

Council's strategic strategies on how Council plans to provide the services, assets, workforce and finances to deliver the objectives as set out in the Community Strategic Plan.

Appendix 7 - Bibliography

- Australian Government, Keep Australia Working, 2010, Regional Employment Plan, Central Coast – Hunter Priority Employment Area, pp. 5-12.
- Australian Industry Group and Deloitte, July 2010, National CEO Survey: Skills Shortages: A high risk business, pp. 1-3, 6-9
- Central Coast Research Foundation, September 2010, Central Coast Economic Indicators, vol. 34, pp. 1-8.
- Hudson Australia, October – December 2010, Employment and HR Trends, Australia Employment Expectations, pp. 6, 8, 12-16.
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- The International Infrastructure Management Manual, Version 3.0, 2006* Association of Local Government Engineering New Zealand Inc
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Wyong Shire Web site, 2010, *Population Forecasts*, December 12th 2010, <http://forecast2.id.com.au/default.aspx?id=254&pg=5000>

Wyong Shire Council, June 23rd 2010, 2010/2011 *Wyong Shire Council Management Plan*, Wyong Shire Council

Appendix 8 - The Statement of Revenue Policy

1 STATEMENT OF ORDINARY RATES AND SPECIAL RATES PROPOSED TO BE LEVIED

Wyong Shire Council's rating proposals for Ordinary and Special Rates in 2011/12 incorporate the rating increase limit of 2.8% as determined by the Minister following a recommendation by the Independent Pricing and Regulatory Tribunal (IPART), as applied to the 2010/11 notional yield for rates within the Wyong Shire.

Council will apply the most recent property valuations from the Valuer General's Department for the calculation of Ordinary Rates and Special Rates for 2011/12. These valuations have a base date of 1 July 2008, as a general re-valuation of land was undertaken in Wyong Shire for the 2009/10 rating year.

Rating Structure – Ordinary Rates

Council has limited methodology options for the practical application of ordinary rates.

The options are determined by S. 497 of the Local Government Act 1993 as:-

- An ad valorem charge per dollar value of land
- A base amount plus an ad valorem
- An ad valorem with a minimum rate

Rating Structure 2011/12

Rate Type	Category	Sub category	Base Amount \$	Ad Valorem Cents per \$ land value	Amount of Rate Yield \$	Percentage of Total Revenue
Ordinary	Farmland		162.00	0.2004	292,000	7.72%
Ordinary	Residential		162.00	0.3405	51,690,000	19.31%
Ordinary	Business		162.00	0.6300	6,861,000	6.07%
Ordinary	Business -	Major Commercial	162.00	0.9450	850,000	0.46%
Ordinary	Mining		162.00	7.6885	583,000	0.17%

Council has determined (2001) a rating method comprising a base amount plus an ad valorem (land value multiplied by a rate in \$).

Council has further determined that the rates will be applied across five categories:-

- Residential
- Farming
- Mining
- Business
- Business – Major Commercial (new)

It is proposed that this rating structure continue for 2011/12 with the addition of a Business Sub Category. The Business Major Commercial category will to the shires four major commercial precincts of Bay Village Bateau Bay, Lake Haven Shopping Centre and Mega Centre, and Westfield Tuggerah (Refer to maps over the page).

In determining the base amount of \$162.00 Council had regard to the requirements of Section 536 of the Local Government Act.

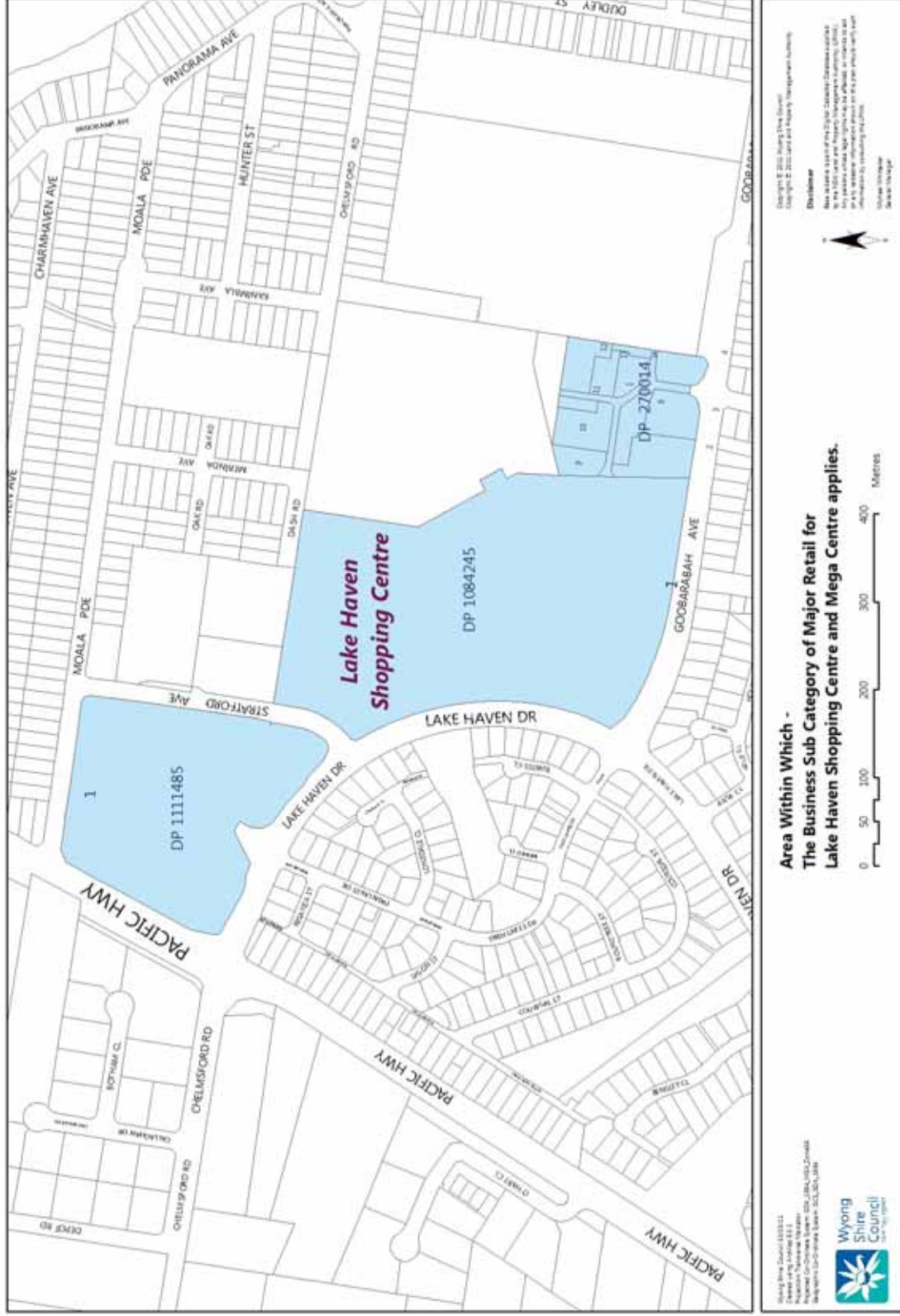
Land Categories

The categorisation of all rateable land in accordance with the requirements of Chapter 15 of the Local Government Act 1993 within Wyong Shire was determined as at 1 January 1994 and took place with the issue of the rate notice in January 1994.

The 2011/12 Revenue Policy includes a change to the Categories of land, with the addition of a Business Sub-Category – Major Commercial as defined below. Notification to land holders will be via the issue of the 2011/12 Rate Notice.
New parcels of land created since that date have been categorised with the issue of subsequent rate notices.

Farmland	(Section 515 Local Government Act 1993)	Land is categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming or agricultural production. Rural residential land is not categorised farmland.
Residential	(Section 516 Local Government Act 1993)	Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is zoned or otherwise designated for use under an environmental planning instrument for residential purposes.
Mining	(Section 517 Local Government Act 1993)	Land is to be categorised mining if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.
Business	(Section 518 Local Government Act 1993)	Land is to be categorised as business if it cannot be categorised as farmland, residential or mining. Caravan parks and manufactured home communities are to be categorised business.
Business Sub Category – Major Retail	(Section 529 (2) (d) A sub-category may be determined for the category “business” according to a centre of activity.	<p>The Business Sub Category of Major Retail is being introduced in 2011-12 to apply to properties within the major retail precincts in the shire of:</p> <ul style="list-style-type: none"> • Bay Village Bateau Bay (refer to Map 1), • Lake Haven Shopping Centre and Mega Centre (refer to Map 2) • Westfield Tuggerah (refer to Map 3)

BUSINESS – MAJOR RETAIL SUB-CATEGORY - Map 2 - Lake Haven Shopping Centre and Mega Centre

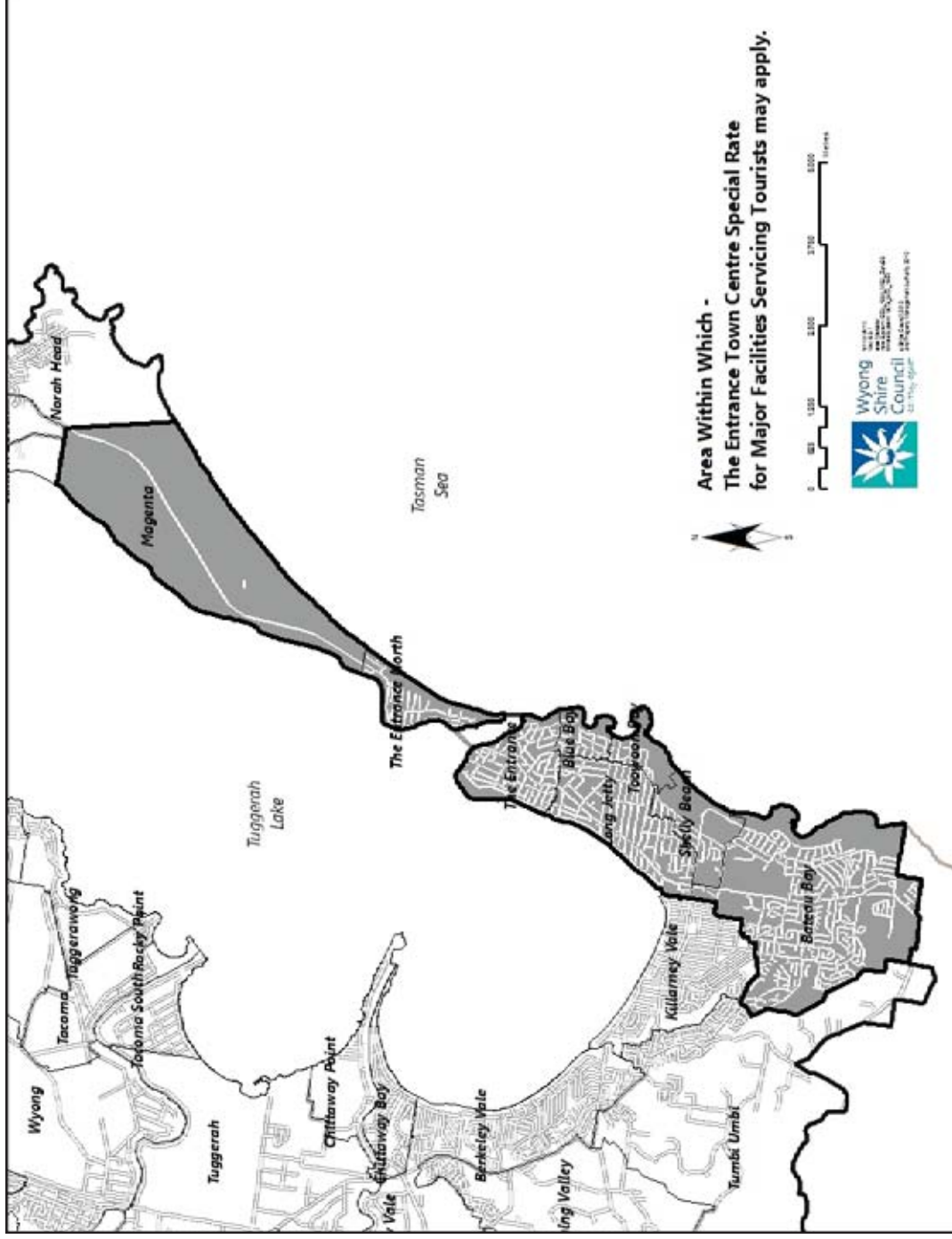


SPECIAL RATES

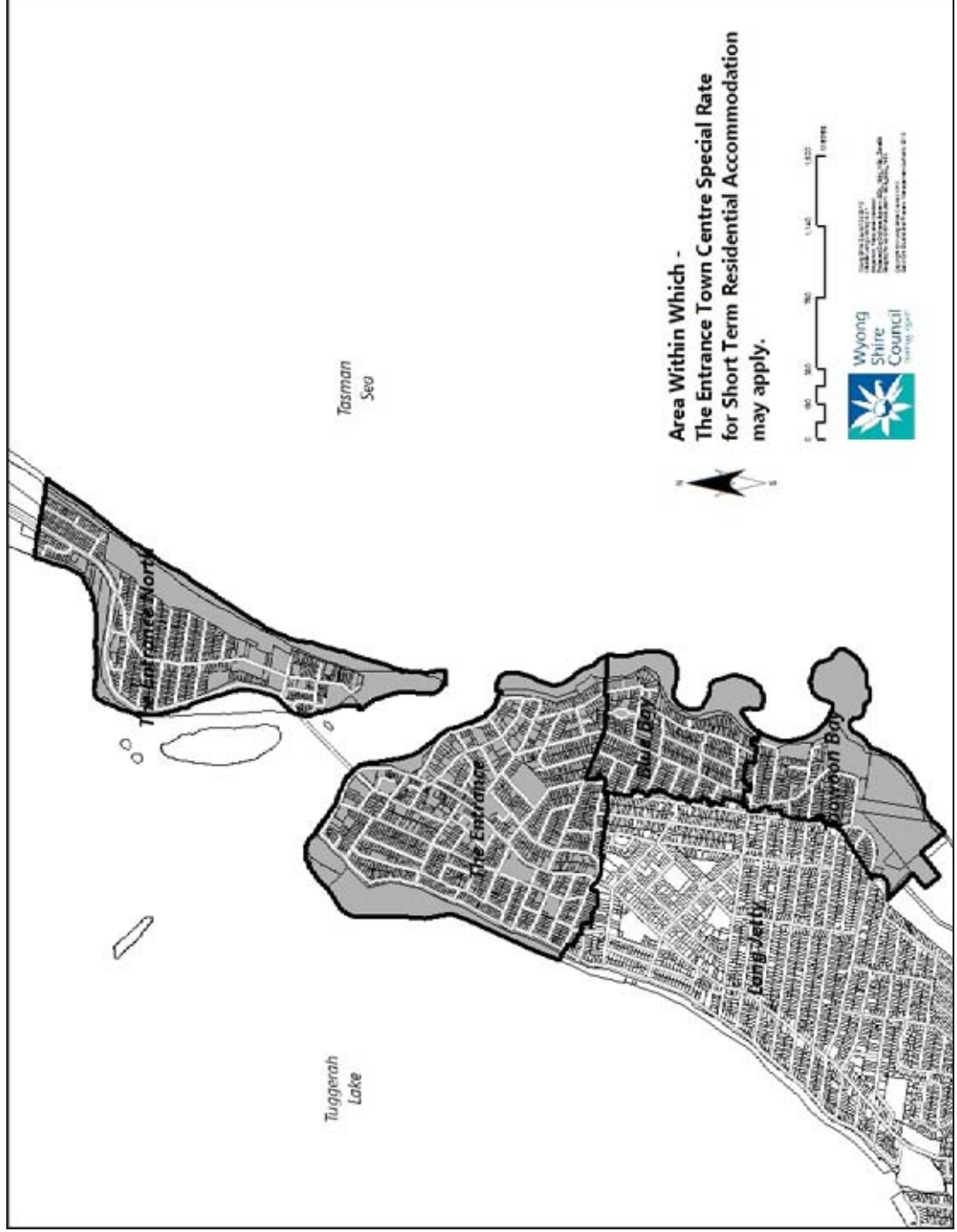
Special Rate	Properties Assessed	Rate Structure	Base Amount in \$	Ad Valorem Amount Cents in \$	Amount of Rate Yield \$
<p>The Entrance Town Centre</p> <p>Purpose: The purpose of this levy is to cover business related costs of The Entrance Town Centre.</p> <p>Background: Introduced from 1 July 1997. In accordance with s495 of Local Government Act and approved by the Minister for Local Government & Co-operatives.</p> <p>Refer Maps 4, 5, & 6</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> All land used for business purposes and categorised as such in accordance with Section 518 of the Local Government Act 1993 in the suburb known as The Entrance. All land used as Major Facilities servicing tourists including Service Stations, Camp or Caravan Sites, Registered Clubs, Tourist Accommodation and Hotels/Motels as defined in Council's current Local Environmental Plan (LEP) and District Shopping Centres as defined in Council's current Retail Strategy in the suburbs known as The Entrance North, The Entrance, Blue Bay, Long Jetty, Toowoon Bay, Shelly Beach, Bateau Bay and Magenta. All land used as rental accommodation and which is categorised as Residential under Section 516 of the Local Government Act, 1993, which is rented or leased for periods of three months or less in the suburbs known as The Entrance North, The Entrance, Blue Bay and Toowoon Bay. <p>These are properties that have been identified by Council as receiving a benefit from The Entrance Town Centre business related costs such as administration, marketing and promotional activities.</p> <p>The Special rate levying for the Entrance Town Centre special rate will produce is 13.66 % of the total amount payable.</p>	Base Amount plus an Ad Valorem	73.00	0.2360	\$796,000
<p>Non Residential Properties Toukley Area</p> <p>Purpose: Requested by the Toukley Chamber of Commerce to fund activities in the Toukley Area to enhance the local business area.</p> <p>Background: Introduced from 1 July 1997. In</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> All properties categorised as Business in the Toukley/Canton Beach/Noraville/Norah Head areas. <p>These are properties that have been identified by Council as receiving a benefit from the business related costs of Greater Toukley Vision</p>	Base Amount plus an Ad Valorem	73.00	0.2228	\$147,000

Special Rate	Properties Assessed	Rate Structure	Base Amount in \$	Ad Valorem Amount Cents in \$	Amount of Rate Yield \$
<p>accordance with s495 of Local Government Act and approved by the Minister for Local Government & Co-operatives.</p> <p>Refer Map 7</p>	<p>such as administration, marketing and promotional activities in the Toukley/Canton Beach/Noraville/Norah Head retail and commercial areas.</p> <p>The levying of the Base Amount for Non Residential Properties Toukley Area special rate that will produce, is 10.04% of the total amount payable.</p>		73.00	0.0910	\$66,000
<p>Non Residential Properties Wyong Area</p> <p>Following a request from the Wyong Tuggerah Chamber of Commerce to fund activities in the Wyong Area to enhance the local business area. Background: Introduced from 1 July 2005. In accordance with s495 of Local Government Act and approved by the Minister for Local Government & Co-operatives.</p> <p>Refer Map 8</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> • all properties categorised as "Business" in the suburb known as Watanobbi. • all properties categorised as "Business" in the suburb known as Wyong bounded by the following; <ul style="list-style-type: none"> ○ North of the Wyong River from Tacoma in the east to the F3 Freeway in the west; ○ East of the F3 Freeway from the Wyong River to the suburb boundary between Wyong and Warnervale but to exclude Lot 32 DP 814964; ○ South of the northern Wyong boundary to its intersection with the Pacific Highway and then south of the Pacific Highway to the intersection of Pollock Avenue, but to include Lot 400 DP 1114793, Lot 1 DP 411020, Lot 3 DP 607756 and Lot 1 DP 1090455 (these lots being to the north of the Pacific Highway; and ○ The eastern boundary of the suburb of Wyong from Johns Road to Wyong River. <p>These are properties that have been identified by Council as receiving a benefit from the business related costs of the Wyong-Tuggerah Chamber of Commerce such as administration, marketing and promotional activities in the Wyong and Watanobbi retail and commercial areas.</p> <p>The levying of the Base Amount for Non Residential Properties Wyong Area special rate will produce, is 17.8% of the total amount payable</p>	<p>Base Amount plus an Ad Valorem</p>			

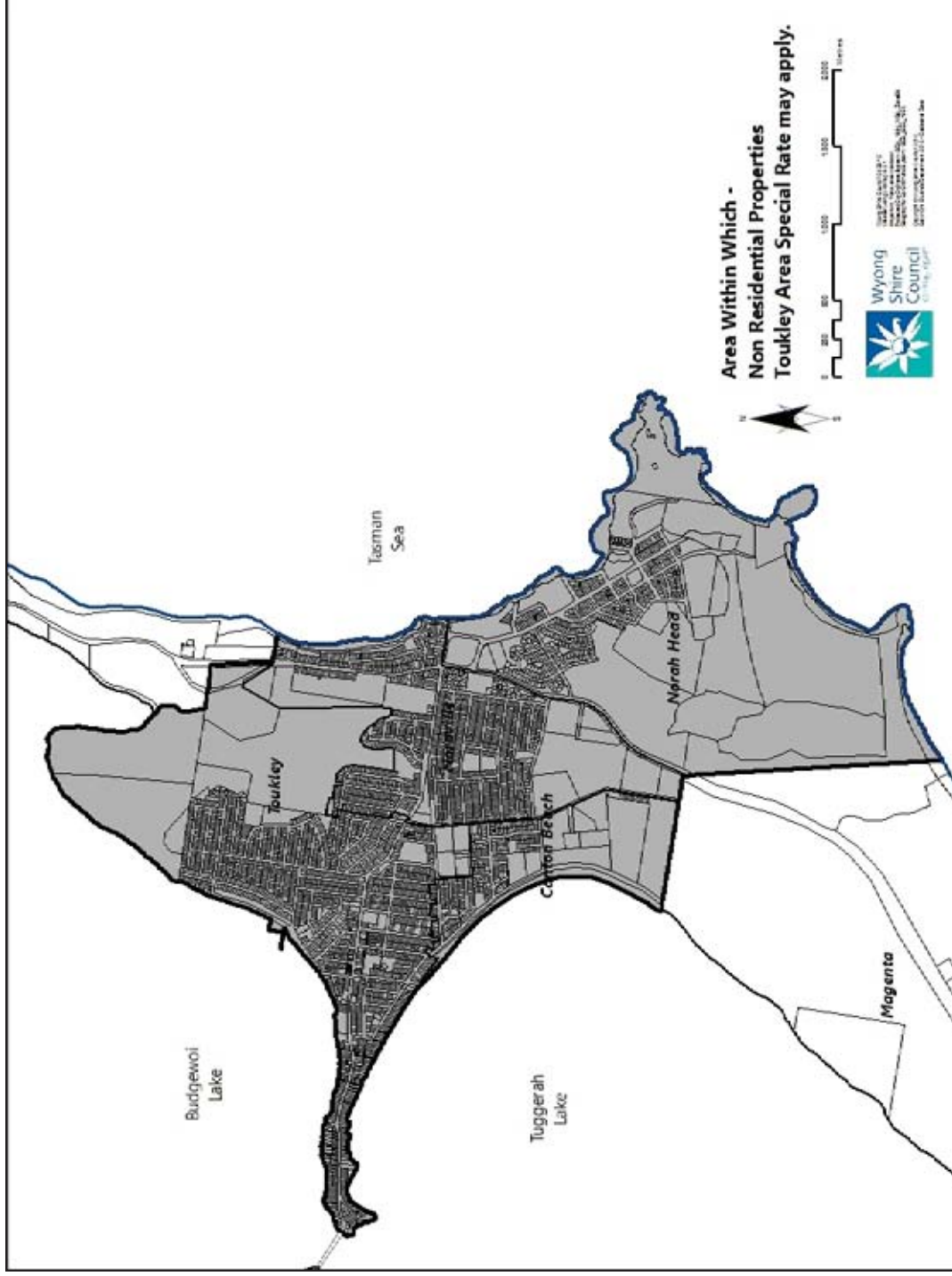
SPECIAL RATES - Map 5 – The Entrance Town Centre Special Rate for Major Facilities Servicing Tourists



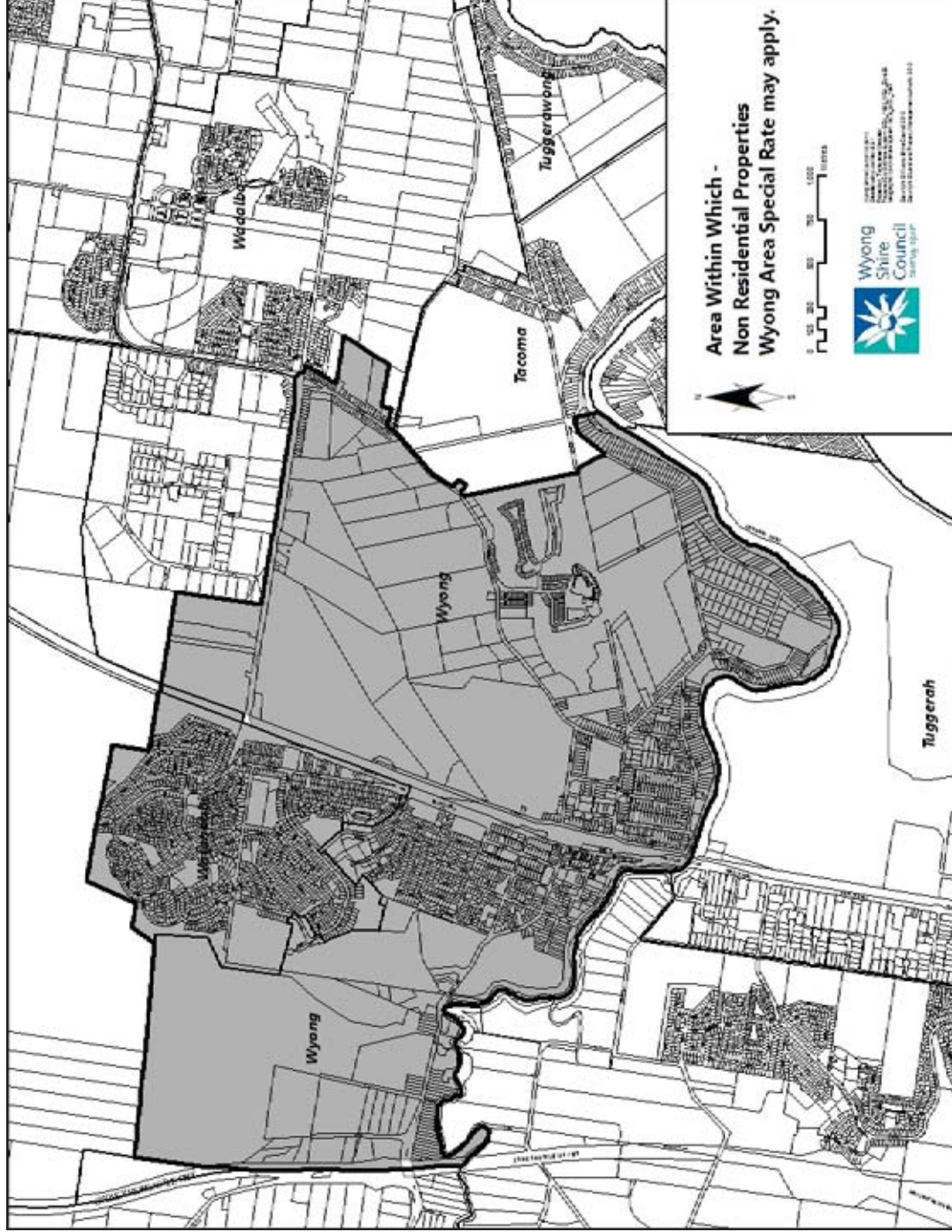
SPECIAL RATES - Map 6 – The Entrance Town Centre Special Rate for Short Term Residential Accommodation



SPECIAL RATES - Map 7 – Non Residential Properties Toukley Area Special Rate



SPECIAL RATES - Map 8 – Non Residential Properties Wyong Area Special Rate



2 STATEMENT OF CHARGES PROPOSED TO BE LEVIED

In 2011/12 Council will levy the following charges:

2.1 Waste Management Charge: Made and levied for the provision of waste management services for parcel of applicable land for which the service is available,. This covers the cost of providing waste collection and recycling services and partial cost of remediating landfills.

2.1.1 Domestic Waste Management Charges: This covers the cost of providing domestic waste collection for residential properties.

2.1.2 Waste Management Service (other than domestic waste management services charge): This covers the cost of providing waste collection and recycling services and partial cost of remediating landfills.

2.2 Stormwater Management Charge: Made and levied in for the provision of stormwater management services. This charge covers part of the costs of maintaining the stormwater system.

2.3 Water supply service charge: Made and levied for provision of water supply services. This pays the full cost of supplying water.

2.4 Sewerage service charge: Mad and levied for provision of sewerage services. This pays for the full cost of supplying sewerage services.

2.5 Drainage service charge: Made and levied for the provision of Drainage Services,. This pays for the full cost of maintaining the Shire's drainage network.

As Council is constituted as a Water Supply Authority under the Water Management Act 2000, charges for water supply, sewerage and drainage services may be made and levied by Council under Section 310 of that Act.

The General Manager has the authority to waive or amend fees and charges for reasonable grounds provided in writing.

2.1 DOMESTIC WASTE MANAGEMENT CHARGES

Domestic Waste Management Charges		Rate Per Week \$	Annual Charge \$	No of Assessments	Anticipated Yield \$
<p>Domestic Waste Management Availability Charge</p> <p><i>To be levied on vacant parcels of rateable land within Council's collection area. Refer Map 9</i></p>		1.05 per week	55.00	1,945	107,000.00
<p>Domestic Waste Management east of the F3</p> <p><i>To be levied on all domestic properties east of the F3 Freeway which have an approval for a residential building and where the standard three bin collection service including a 140 litre waste bin (collected weekly), a 240 litre recycling bin (collected fortnightly) and a 240 litre garden vegetation bin (collected fortnightly) is available. The Domestic Waste Management Service also includes up to six clean up services per year for domestic premises. Multiple service charges will apply to those properties where multiple services are provided on request.</i></p> <p><i>Where more than 6 strata titled or community title residential units exist on one allotment, bulk bin options for waste and or recyclables may be provided up to the equivalent volume of one 140 litre waste bin per tenement. Refer Map 9</i></p>		8.00 per week	417.00	58,241	24,286,300
<p>Domestic Waste Management Service Rural Residential West of F3 Freeway</p> <p><i>To be levied on all domestic properties west of the F3 Freeway which have an approval for a residential building and where the 140 litre waste bin and 240 litre recycling bin service is available. The waste bin is serviced weekly and the recycling bin fortnightly. The charge represents the Domestic Waste Annual Charge less the cost of providing a vegetation bin.</i></p> <p><i>The service to domestic properties west of the F3 Freeway includes up to six clean up services per year for domestic premises. These properties may upgrade the 140 litre waste bin to a 240 litre waste bin at an additional charge to the domestic waste management charge of \$125.00. These properties may also request additional 140 litre waste bins, 240 litre waste bins and/or 240 litre recycling bins at the same cost as additional bins for properties east of the F3 Freeway. Refer to Map 9.</i></p>		6.75	350.00	1,513	529,400.00

Domestic Waste Management Service – Upgrade

Domestic properties may upgrade their 140 litre domestic waste bin to a 240 litre domestic waste bin and/or also request additional 240 litre domestic waste bins, 140 litre domestic waste bins, 240 litre recycling bin and 240 litre garden vegetation bins. The costs to upgrade and for additional bins are shown in the table below:

Upgrade	Annual Charge	Weekly rate
140 litre domestic bin to 240 litre domestic bin	125.00 (total cost \$542)	2.40
240 litre domestic bin	378.00	7.30
140 litre domestic bin	255.00	4.90
240 litre recycling bin	67.00	1.30
240 litre vegetation bin	67.00	1.30

The anticipated yield from the upgraded domestic waste services is \$945,900.00.

Domestic Waste Management Service – Additional Short Term Extra Service

Resident may receive an additional service to any bin type on any working day within 24 hours notice.

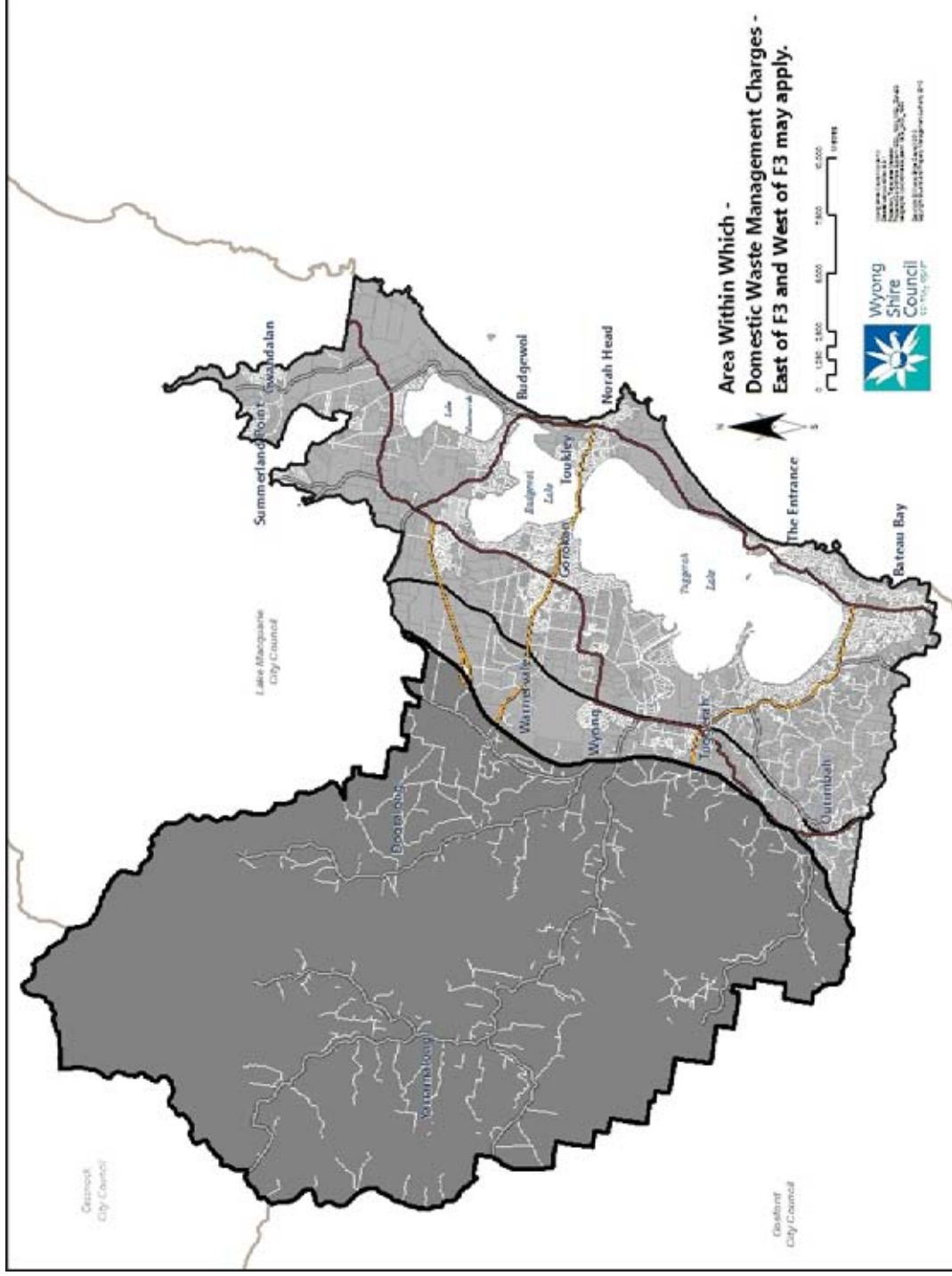
Rate per Additional Service	\$
140 Litre Waste Bin	14.70
240 Litre Waste Bin	15.50
240 litre Recycling Bin	14.70
240 Litre Vegetation Bin	14.70

Pension Rebates - Ordinary Rates & Domestic Waste Management Charges

Council provides a rate reduction of 50% of the amount of the combined ordinary rate levy and the domestic waste management charge up to a maximum combined reduction of \$250 to eligible pensioners. Of this reduction 55% is reimbursed by the NSW Government.

The estimated total amount of pension rebates for Ordinary Rates and Domestic Waste Management Charges in 2011/12 is \$3,563,200.00

Map 9 – Domestic Waste Management Charges East of F3 & West of F3



2.1.1.2 Other Waste Management Charges

Commercial customers and Non-rateable properties can be provided with a 140 litre waste bin, a 240 litre recycling bin and/or a 240 litre garden vegetation bin. The standard service frequency for the 140 and 240 litre waste bin is once per week and the 240 litre recycling bin and 240 litre garden vegetation bin once per fortnight.

Multiple services per week of any bin can be arranged in accordance with the waste collection contract. The cost will be the multiple of the standard annual charge.

Service	Unit	Weekly rate	Annual Charge
Waste Bin	140 Litre	4.90	255.00
Recycling Bin	240 Litre	1.30	67.00
Vegetation Bin	240 litre	1.30	67.00

The yield from these charges in 2011/12 is estimated to be \$630,600.00

Commercial Bulk Waste Service

Commercial Bulk Waste Services are available at an annual charge.

Service	Unit	Weekly rate	Annual Charge
Bulk Bin	240 Litre	7.30	378.00
Bulk Bin	660 Litre	29.80	1,550.00
Bulk Bin	1.1 m ³	41.60	2,164.00
Bulk Bin	1.5 m ³	56.00	2,913.00

The yield from these charges in 2011/12 is estimated to be \$1,113,900.00

2.2 STORMWATER MANAGEMENT CHARGE

The State Government, during 2005/06, approved the provision of a new funding mechanism to improve the management of urban stormwater in NSW. The Local Government Amendment (Stormwater) Act 2005 amended the Local Government Act 1993 to allow councils the option to make a charge for the provision of stormwater management services outside their capped rate arrangements.

In 2011-12 it will apply to all applicable rateable properties in the shire.

Residential Properties	\$25.00 per property
Residential Strata Properties	\$12.50 per lot
Residential Company Title Properties	\$25.00 per Company Title complex apportioned according to the number of shares in the company owned by each shareholder
Business Properties	\$25.00 per 850 square metres (or part thereof) with a ceiling of \$5,000.00
Business Strata Properties	\$25.00 per 850 square metres (or part thereof) of the land area of the strata complex for strata business properties and apportioned equally to each lot within the strata complex
Business Company Title Properties	\$25.00 per 850 square metres (or part thereof) of the land area of the Company Title complex with a ceiling of \$5,000.00, apportioned according to the number of shares in the company owned by each shareholder

The yield from these charges in 2011/12 is estimated to be \$1,779,000.00 Council can only spend the Stormwater Management Charge on specific works relating to the management of stormwater, and not on its other areas of responsibility.

2.3 WATER SUPPLY SERVICE CHARGES

Being constituted as a Water Supply Authority under the Water Management Act 2000 all of Council's water, drainage and sewerage charges are subject to approval by the Minister for Water following determination by the Independent Pricing and Regulatory Tribunal.

Water, drainage and sewerage charges for 2011/12 are as per The Independent Pricing and Regulatory Tribunal Water – Determination and Final Report – May 2009. For these charges, Council has used a Consumer Price Index figure of 2.85 % pending official notification from the Tribunal on the actual Consumer Price Index for the 12 months ending March 31 2011. The weighted average for the 2011/12 Budget is an estimated Consumer Price Index of 2.8%.

Pension Rebates - Water and Sewerage Service Charges

Council provides a reduction of 50% of the water service charges levied up to a maximum of \$87.50 and a further reduction of 50% of sewerage service charges levied up to a maximum of \$87.50. Of these reductions 55% is reimbursed by the New South Wales Government.

The estimated total amount of the pension rebate in 2011/12 is \$2,541,000.00

2.3.1 Water Supply Service Charges

The proposed charges for water supply are as follows:

Water Service Charge Metered Service per Nominal Pipe/Meter Size (mm)	Base Service Charge	PLUS: State Government "Climate Change Fund" \$15.21 per Service (subject to gazetta)	Total Water Service Charge \$
20	142.10	15.21	157.31
25	222.04	15.21	237.25
40	568.41	15.21	583.62
50	888.51	15.21	903.36
80	2,273.65	15.21	2,288.86
100	3,552.59	15.21	3,567.80
150	7,993.31	15.21	8,008.52
200	14,210.27	15.21	14,225.48
250	22,203.54	15.21	22,218.75
Non-Specified Pipe/Meter Size	Formula: (Meter Size) ² x \$142.10/ 400	15.21	Formula: (Meter Size) ² x \$142.10/ 400 + \$15.21.

The total yield in 2011/12 from this charge is estimated to be \$10,561,000.00

2.3.2 Water Usage Charge

All water consumed is proposed to be charged at the rate of \$1.98 per kilolitre.

The total yield in 2011/12 from this charge is estimated to be \$24,657,000.00

Other Water Service Charges	Charge
Water Service Charges Strata Title Properties	It is proposed that where water usage to residential strata titled property is measured through a common meter, each individual strata title lot be levied a service charge of \$157.31 (Inclusive of the Climate Change Levy of \$15.21). Water usage is to be apportioned and charged to the various lots in the strata plan in accordance with the schedule of unit entitlement and charges to the strata title owners at the rate of \$1.98 per kilolitre.
Water Service Charges Retirement Villages	It is proposed that where water usage to a retirement village is measured through a common meter only, the service charge is to be commensurate with the size of the meter. Usage consumed through the common meter is to be charged at the rate of \$1.98 per kilolitre.
Water Service Charges Community Development Lot	It is proposed that where water usage to a community development lot is measured through a common meter only, the service charge is to be commensurate with the size of the meter and this charge is apportioned to the various lots in the community development lot in accordance with the schedule of unit entitlement. Usage consumed through the common meter is to be apportioned and charged to the individual unit owners in accordance with the unit entitlement at the rate of \$1.98 per kilolitre.
Water Service Charges Company Title Dwelling	It is proposed that where water usage to a company title dwelling is measured through a common meter only, each individual company title dwelling be levied a service charge of \$157.31 (Inclusive of the Climate Change Levy of \$15.21). Water usage is to be charged to the owner of the company title building (within the company title dwelling) at the rate of \$1.98 per kilolitre.
Water Service Charges Vacant Land	It is proposed that a water service charge be levied on vacant land which is not connected to the water supply system but is reasonably available for connection to the water supply system at the rate of \$157.31 (Inclusive of the Climate Change Levy of \$15.21).
Nominal Service Size	Where water pressure requires larger sizes of pipes and meters a charge as assessed by Council will apply.
Water Fire Service	There is no charge for a separate Water Fire Service. Where a property has a combined fire and commercial service the property will be charged a Water Service Charge – Metered Service commensurate with the meter size.
Part Year Charges and Fees	For those properties that become chargeable or non-chargeable during the year a proportional charge or fee calculated on a weekly basis is applied.

2.4 SEWAGE SERVICE CHARGES

2.4.1 Residential Sewage Charges

Single Residential Properties Including Residential Strata Properties and Company Title Dwellings

It is proposed to continue the current charging structure based on a service charge for each residential property. The proposed charge is \$449.62 for each single residential property/lot/dwelling. There is no usage charge for this category.

The total yield in 2011/12 from this charge is estimated to be \$25,762,000.00

2.4.2 Metered Non-Residential Charges

In the determination of Council's 1995/96 charges, the Independent Pricing and Regulatory Tribunal approved the introduction of a pay for use system of charging for sewerage based upon a service charge and a usage charge. Non-Residential customers are those that do not meet the classification as a single residential customer. These include non strata titled residential units and Retirement Villages. In line with this approval it is proposed to continue with this charging structure, as detailed below:

The maximum price for sewerage services to a non-residential property connected to the sewerage system is the greater of:

- The non-residential minimum sewerage charge; or
- The sum of the non-residential sewerage service charge commensurate with meter size and the non-residential sewerage usage charge.

A discharge factor is applied to the charge based on the volume of water discharged into Council's sewerage system.

Meter Size (mm)	Meter Charge (\$)
20	\$161.98 x discharge factor
25	\$253.10 x discharge factor
40	\$647.93 x discharge factor
50	\$1,012.38 x discharge factor
80	\$2,591.70 x discharge factor
100	\$4,049.53 x discharge factor
150	\$9,111.44 x discharge factor
200	\$16,198.12 x discharge factor
250	\$25,309.28 x discharge factor
Non-specified Pipe/Meter Size	(Meter Size) ² x \$161.98 / 400 x discharge factor.

2.4.3 Non-Residential Properties – Sewage Other Charges

Service	Charge
Non-Residential Properties - Usage Charge	<p>The usage charge is to be based on the estimated volume of metered water usage discharged into the Council's sewerage system. Metered water usage is to be multiplied by a discharge factor, based on the type of premises to estimate the volume of water discharged.</p> <p>The price for sewerage usage charges is proposed to be 81.00 cents per kilolitre.</p>
Non-Residential Properties - Minimum Charge	<p>The proposed minimum amount payable for a non-residential customer is \$449.62</p>
Non-Residential Properties - Community Development Lots	<p>The proposed sewerage service charge for a community development lot is calculated by: the non-residential sewerage usage charge commensurate with meter size apportioned to the various lots in the community development lot in accordance with the schedule of unit entitlement.</p>
Nominal Service Size	<p>Where water pressure requires larger sizes of pipes and meters a charge as assessed by Council will apply.</p>
Sewerage Service Fees – Exempt Properties	<p>For all properties exempt from service charges under Schedule 4 of the Water Management Act 2000 it is proposed that a fee be charged, in accordance with Section 310(2) of the Act, of \$63.48 per annum for each water closet and \$22.48 per annum for each cistern servicing a urinal where installed.</p>
Sewerage Service Charges – Vacant Land	<p>It is proposed that the charge for sewerage services on vacant land which is not connected to the sewerage system but is reasonably available for connection to the sewerage system is \$337.22.</p>

The total yield in 2011/12 from all non-residential sewer charges is estimated to be \$1,735,000.00 for service charges and \$818,000.00 for usage charges.

2.4.4 Liquid Trade Waste Charges

Liquid trade waste means all liquid waste other than sewage of domestic nature. A summary of the trade waste policy outlining the property classifications and charges is as follows:

Classification A	Low risk liquid trade waste. Is of low volume and/or strength and has standard non-complex pre-treatment requirements.
Classification B	Medium risk liquid trade waste (<20kL per day) with prescribed pre-treatment requirements.
Classification C	High risk and large liquid trade waste dischargers which are not nominated as a Classification A or B discharger and/or involve a discharge volume of over 20 kl/day
Classification S	Acceptance of septic tank waste, pan waste and ship-to shore pump-outs into Council's sewerage system. Private pumping stations are included in Category S.

Categories and The charging components associated with the Categories for liquid trade waste:

Pricing for Liquid Trade Waste discharges from the above classifications (excluding Classification S) is calculated based on the following three categories.

Liquid Trade Waste Discharge Category	Liquid Trade Waste Application Fee	Annual Trade Waste Fee	Re-inspection Fee	Liquid Trade Waste Usage Charge/kl	Excess Mass Charges/kg	Non-compliance Excess Mass Charges	Septic Waste Disposal Charge
<p>Category 1</p> <p>Liquid Trade Waste Dischargers are those conducting an activity deemed by Council as requiring nil or minimal pre-treatment equipment and whose effluent is well defined and or relatively low risk to the sewerage system. The volume discharge to sewer is deemed to be low. Also included are Classification A or B activities with prescribed pre-treatment but low impact on the sewerage system.</p>	Yes	Yes	Yes	No	No	No	No
<p>Category 2</p> <p>Liquid Trade Waste Dischargers are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised. The volume discharged to sewer may be approved up to 20KL/day.</p>	Yes	Yes	Yes	Yes	No	No	No
<p>Category 3</p> <p>Liquid Trade Waste Dischargers are those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (generally over 20KL/day) of liquid trade waste to the sewerage system. Any Category 1 or 2 discharger whose volume exceeds 20 kl/day becomes a Category 3 discharger.</p>	Yes	Yes	Yes	No	Yes	Yes	No
<p>Category S</p> <p>Liquid Trade Waste Discharges are those conducting an activity of transporting and/or discharging septic tank waste, pan waste and ship to shore pump-outs into the sewerage system. Private pumping stations are included in Category S; however the septic waste Disposal charge does not apply.</p>	Yes	Yes	Yes	No	No	No	Yes

2.4.5 Trade Waste Charges

Charge Component	Basis	Category	Proposed Charge \$
Trade Waste Application Fee	<p>The application fee covers the cost of administration and technical services provided in processing an application on a scale related to the category into which the discharger is classified, and reflects the complexity of processing the application. It includes processing change of ownership of the discharger.</p> <p>The application fee for Category 2 dischargers covers the primary treatment device e.g. grease arrestor, with an additional fee for each subsequent treatment device.</p> <p>The application fee for Category 3 dischargers includes allowance for two site visits during the construction stage. Additional site visits will incur an extra cost.</p> <p>The Application Fee for Category 5 dischargers covers the cost of administration and one inspection of the installation.</p>	Category 1	46.74
		Category 2	59.49
		Category 3	912.40
		Category 5 – Residential	49.15
		Category 5 – Non-Residential	198.70
Annual Trade Waste Fee	<p>This fee recovers the cost incurred by Council for administration and the scheduled inspections each year to ensure a liquid trade waste discharger's ongoing compliance with the conditions of their approval.</p>	Category 1	81.75
		Category 2	326.99
		Category 3	549.28
		Category 5 - Residential	43.70
		Category 5- Non-Residential	88.75
Re-inspection Fee	<p>Where non-compliance with the conditions of an approval has been detected and the discharger is required to address these issues, Council will undertake re-inspections to confirm that remedial action has been satisfactorily implemented. Council will impose a fee for each re-inspection. The re-inspection fee will be based on full cost recovery.</p>	All Categories per inspection	\$76.65
Trade Waste Usage Charge	<p>The trade waste usage charge is imposed to recover the additional cost of transporting and treating liquid trade waste from Category 2 dischargers. Either one of two charges is applicable.</p>	Compliant pre-treatment equipment Non-compliant pre-treatment equipment.	0.66/kL 14.04/kL
Excess Mass and Non-compliant Excess Mass Charge	<p>Excess mass charges will apply for the substances specified that are discharged in excess of the deemed concentrations in domestic sewage.</p>		0.68 / kg
Biochemical Oxygen Demand Suspended Solids Total Oil and Grease Ammonia (as Nitrogen)	<p>Non-compliant excess mass charges will apply for the substances specified that are discharged in excess of the Trade Waste Approval Limit.</p>		0.87 / kg 1.23 / kg 0.68 / kg
Total Kheldhal Nitrogen Total Phosphorus Total Dissolved Solids Sulphate (as SO4)	<p>The nominated charges are applied in accordance with the formulas contained in Council's Liquid Trade Waste Policy.</p>		0.17 / kg 1.39 / kg 0.04 / kg 0.13 / kg

In addition to the substances listed above, the following excess mass charges will apply per kilogram of waste discharged in excess of the Liquid Trade Waste Policy Guideline Acceptance Limits. Non-compliant excess mass charges will apply for trade waste discharged in excess of the Liquid Trade Waste Approval Limit. The nominated charges are applied in accordance with the formulas contained in Council's Liquid Trade Waste Policy.

Substance	Proposed Charge \$	Substance	Proposed Charge \$	Substance	Proposed Charge \$
Aluminium	0.68 / kg	Copper	14.04 / kg	Organoarsenic compounds	689.79 / kg
Arsenic	0.68 / kg	Cyanide	68.98 / kg	Pesticides general (excludes organochlorines and organophosphates)	689.79 / kg
Barium	34.48 / kg	Fluoride	3.44 / kg	Petroleum Hydrocarbons (non-flammable)	2.29 / kg
Boron	0.68 / kg	Formaldehyde	1.39 / kg	Phenolic compounds (non-chlorinated)	6.89 / kg
Bromine	13.79 / kg	Herbicides/defoliant	689.79 / kg	Polynuclear aromatic hydrocarbons (PAH's)	14.04 / kg
Cadmium	319.34 / kg	Iron	1.39 / kg	Selenium	48.53 / kg
Chloride	No Charge	Manganese	6.89 / kg	Silver	1.27 / kg
Chlorinated Hydrocarbons	34.48 / kg	Mercaptans	68.98 / kg	Sulphide	1.39 / kg
Chlorinated Phenolics	1,379.58 / kg	Mercury	2,299.29 / kg	Sulphite	1.52 / kg
Chlorine	1.39 / kg	Methylene Blue Active Substances (MBAS)	0.68 / kg	Thiosulphate	0.24 / kg
Chromium	22.99 / kg	Molybdenum	0.68 / kg	Tin	6.89 / kg
Cobalt	14.04 / kg	Nickel	22.99 / kg	Uranium	6.89 / kg
Lead	34.48 / kg	Zinc	14.04 / kg		
Lithium	6.89 / kg				

The total yield in 2011/12 from this charge is estimated to be \$772,000.00

Septic Waste Disposal Charges (Category S)

Council intends to continue its current practice of pricing in accordance with the provisions of s.310(2) of the Water Management Act 2000 and cl.6 of the Water Management (Water Supply Authorities) Regulation 2004. The maximum fees for the period 1 July 2011 to 30 June 2012 to be as follows:

Service	Unit	Service Fee
Residential		
Fortnightly effluent removal and disposal service	annual	1,035.78
Additional effluent removal and disposal service	service	40.09
Sludge removal and disposal services		
• Septic tanks with a capacity up to 2750 litres	service	290.57
• Septic tanks exceeding 2750 litres or AWTS with one tank	service	376.98
• AWTS with more than one tank	service	562.34
• Sludge disposal only (collection organised by customer)	kilolitre	31.31
Non-Residential		
Commercial effluent removal and disposal service	kilolitre	13.29
Sludge removal and disposal services		
• Septic tanks with a capacity up to 2750 litres	service	290.57
• Septic tanks exceeding 2750 litres or AWTS with one tank	service	376.98
• AWTS with more than one tank	service	562.34
• Sludge disposal only (collection organised by customer)	kilolitre	31.31
Septic and Chemical Toilet Charges		
Volume charges will apply for each kilolitre of waste specified, that is discharged to the sewerage system.	kilolitre	15.33

The total yield in 2011/12 from this charge is estimated to be \$39,000.00

Chemical Closet Charges (Category S)

In accordance with the provisions of Section 310(2) of the Water Management Act 2000, and Clause 6 of the Water Management (Water Supply Authorities) Regulation 2004, it is proposed the maximum fees for the period 1 July 2010 to 30 June 2011 be as follows:

Type of Service	Cost of Service \$
Annual Fortnightly service	1492.85
Each requested weekly special service	29.08

The total yield in 2011/12 from this charge is estimated to be \$20,000.00

It should be noted that Trade Waste Charges apply in addition to Sewer service charges. Where properties discharging Liquid Trade Waste become chargeable or non-chargeable for a part of the financial year a proportional charge calculated on a weekly basis is to apply.

2.5 DRAINAGE SERVICE CHARGES

In its Determination of Council's 2009/10 charges, the Independent Pricing and Regulatory Tribunal approved the introduction of a drainage service charge.

Residential Charges

Single Metered Residential Properties

The proposed charge is \$87.09 for each single residential property/lot/dwelling. There is no usage charge for this category.

The total yield in 2011/12 from this charge is estimated to be \$4,703,000.00

Metered Non-Residential Properties

Non-Residential Properties are those that do not meet the definition of Residential Properties or Multi Premises Properties. It is proposed to use the charging structure detailed below for Non-Residential Properties that are serviced by a water meter:

Meter Size (mm)	Meter Charge \$
20	87.09
25	136.09
40	348.37
50	544.33
80	1,393.49
100	2,177.33
150	4,898.99
200	8,709.31

Charges for meters not specified above are calculated using the formula (Meter Size)² x \$ 87.09 / 400

The total yield in 2011/12 from this charge is estimated to be \$463,000.00

Nominal Service Size

Where water pressure requires larger sizes of pipes and meters a charge as assessed by Council will apply.

Multi Premises Properties

The proposed charge is \$65.32 for each Multi Premises property that is serviced by a common water meter or multiple common water meters.

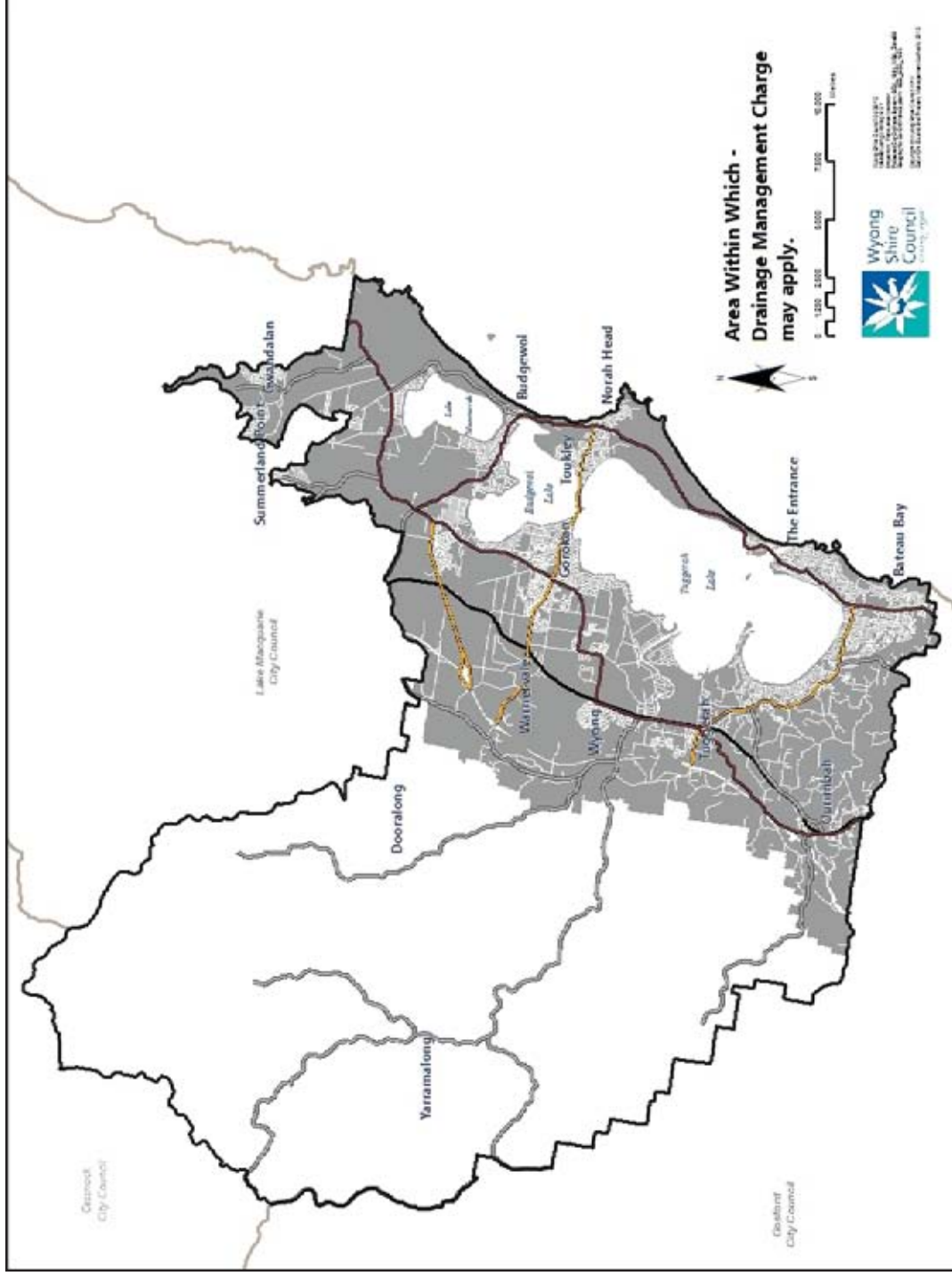
Multi Premises properties include;

- a) Strata Title lots
- b) Company Title dwellings
- c) Community Development lots
- d) Retirement Village units and
- e) A part of a building lawfully occupied or available for occupation (other than those described in paragraphs a) to d) above.

Multi Premises properties do not include hotels, motels, guest houses or backpackers' hostels.

The yield from these charges in 2011/12 is estimated to be \$701,000.00

Map 12 – Drainage Management Charge



3 INTEREST ON OVERDUE RATES AND CHARGES

In accordance with Section 566 of the Local Government Act 1993 and Section 356 of the Water Management Act 2000 Council charges interest on all rates and charges which remain unpaid after they become due and payable. Interest will be calculated on a daily basis using the simple interest method.

The due dates for payment of rates and charges are as follows:

- If payment is made in a single instalment, the instalment is payable by 31 August 2011.
- If payment is made by quarterly instalments, the instalments are payable by 31 August 2011, 30 November 2011, 28 February 2012 and 31 May 2012.
- For water usage charges, the account is due 30 days after posting date.

The rate of interest applied to overdue rates and charges levied under the Local Government Act 1993 will be the maximum rate of 9% as specified by the Minister for Local Government and published in the Government Gazette.

The rate of interest applied to overdue charges levied under the Water Management Act 2000 will be the rate of interest payable for the time being on an unpaid judgment of the Supreme Court which is currently 9%.

4 DEVELOPER CONTRIBUTIONS

Developer contributions for Water and Sewerage services are levied in accordance with the methodology developed by the Independent Pricing and Regulatory Tribunal

The various contributions are contained in Council's Development Servicing Plans which are available for inspection at Council's Offices.

Other Developer Contributions are levied in accordance with Section 94 of the Environmental Planning and Assessment Act. The various contribution rates are listed in the section 94 plans available for inspection at Council's offices.

5 STATEMENT OF THE AMOUNTS OF RATES PROPOSED TO BE CHARGED FOR THE CARRYING OUT BY THE COUNCIL OF WORK ON PRIVATE LAND

In accordance with Section 67(1) of the Local Government Act 1993 Council may by agreement with the owner or occupier of any private land carry out on the land any kind of work that may lawfully be carried out on the land.

The rates proposed to be adopted by Council are set to recover the estimated cost to Council in providing the works on private land. The amounts proposed to be charged for private works are set out in the attached Schedule of Fees in accordance with the type of works conducted by Council as indicated below:

Septic and sewer connections and applications	15 & 20
Water service connections and applications	20
Footpath reinstatement	21.01
Construction – Kerb & Guttering & Foot paving	21.04
Vehicle crossings	21.06
Concrete work - Supervision/Design etc	21.07
Kerb and gutter - Supervision/Design etc	21.07
Road reinstatement	21.08
Road testing	21.09

For all other works a minimum charge for the use of Council labour, plant or materials on private land equal to the actual cost (including overheads) plus 10%.

The General Manager has the authority to set the fee for works to be undertaken by Council on private land, using Council labour, plant or materials, having regard to market forces in each instance, on condition that no such charge shall be less than the actual cost to Council (including overheads) plus 15%.

6 STATEMENT OF PROPOSED BORROWINGS

It is Council's policy to borrow to fund capital projects that have a life expectancy beyond the term for repayment of the loan in order to establish intergenerational equity. All loans are secured over the income of the Council. In 2011/12 Council's borrowings will include refinancing of Council's existing 10 year loan cashflows in the Water Fund

It is also Council's policy to invite quotes for the provision of loan funds from lending institutions and a competitive quotation is accepted. The following loan borrowings are proposed for 2011/12:

Source of Borrowings	Amount to be Borrowed	Proposed Security
Financial Institutions of Land and Property Management Authority	\$ 450,000	A charge on the income of the Council.
Financial Institutions	18,125,000	A charge on the income of the Council.

* Consists of Water loans of \$ 8,125.00 and Sewer loans of \$ 10,000,000.00

7 CHILD CARE AND EDUCATION

In setting Care and Education Centre fees Council does not seek to recover National Competition Policy (NCP) notional costs, return on capital, or a portion of corporate support costs. These items amount to \$1,151,250 for 2011/12 and are made up as follows:

2011/12	\$
Non-cash NCP Payroll Tax	182,143
Non-cash NCP notional Land Tax	31,286
Non-cash NCP target return on capital	356,300
Portion of Corporate support overhead	581,521
TOTAL	1,151,250

The category pricing policy is "D" being; the price of this good/service is set at a level to make a contribution towards the cost of providing the service. With the remainder of the costs being Council's Community Service Obligation to the provision of this service. This has been Councils policy direction so as to partly subsidise the costs of providing Care & Education services to make it more affordable to the community.

8 HOLIDAY PARKS

Council has a management partnership with the Land & Property Management Authority (LPMA) that sees Council managing four Holiday Parks – at Budgewoi, Canton Beach, Toowoomba Bay and Norah Head.

Council will continue a pricing and revenue strategy of full cost recovery including any requirements for capital expenditure.

Fees will reflect this revenue recovery approach.

9 PROPOSED FEES AND CHARGES

In accordance with Section 608 of the Local Government Act 1993 Council may charge and recover an approved fee for any service it provides other than a service provided, or proposed to be provided, on an annual basis for which it may make an annual charge under Section 501.

A list of the fees proposed to be charged by Council for the financial year ending June 30 2011 is set out in the attached Schedule of Fees.

The fees shown in the Schedule of Fees are arrived at after allowing for normal inflationary growth in the cost of providing these services. However, where the fee is based on the costs of providing the service and those costs increased extraordinarily during the year, Council reserves the right to amend the fees to recover the cost increase.

In respect of the Schedule of Fees, a category of pricing policies is set out in the following table and each fee within the schedule is related to a pricing policy that is disclosed in the table.

The Fees and Charges for Building Certification Services have been prepared on the basis that the total cost of providing the service including on-costs and overheads have been identified and that there is no subsidy from Councils general purpose revenue. Costing systems are in place to ensure the on-going accuracy of actual income and expenditure compared to budget..

Table 1 Categories of Pricing Policies Proposed in Respect of the Advertised Schedule of Fees

A	The price for this good/service represents the direct costs of providing the service.
B	The price charged for this good/service is a statutory charge set by regulation.
C	The price for this service is set at a level acceptable to the user of the service and which makes a minimal contribution to the annual operating and maintenance costs of the facility.
D	The price of this good/service is set at a level to make a contribution towards the cost of providing the service. With the remainder of the costs being Council's Community Service Obligation to the provision of this service.
E	The price for this good/service is based on the full cost including oncosts, overheads and asset replacement of providing the service.

Note: In relation to Bonds received by Council on or after 1 July 2006, interest will be calculated daily at the current rate of interest earned in Council's Trading Bank Account. Interest will be paid on deposits held for more than 90 days, less an administration charge of \$50. Fees expressed as percentages are stated exclusive of GST.

The General Manager has the authority to waive or amend fees and charges for reasonable grounds provided in writing.

Fees & Charges

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Item	Description
2	Library fees
3	Plan printing
4	Photocopying
5	Rating
6	Cemeteries
7	Public hall Community Facilities & Civic Centres
8	Sundry charges
9	Development fees
10	Other development fees and charges
11	Companion animals
12	Local Government Act approvals
13	Inspections and reinspections
14	Miscellaneous Shire planning fees
15	Sewage planning fees
16	Tree preservation
17	Recycling
18	Bus parking
19	Parks, Playing Fields, Ovals, Beaches
20	Water & sewage
21	Roads and associated facilities
22	Town centres
23	Airport
24	Tip charges
25	Care & education centre Fees
26	Holiday park Fees

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
2	LIBRARY FEES			
2.01	Lost Books Plus replacement Cost	D		\$10.00
2.02	Reservations per item	D		\$3.00
2.03	Replacement Borrower's Card	D		\$5.00
2.04	Photocopying (Coin operated)			
	A4 Black & White	E		\$0.20
	A4 Colour	E		\$1.50
	A3 Black & White	E		\$0.40
	A3 Colour	E		\$2.00
2.05	Sale of Discarded Books (Per Item or as approved by the Manager, Director or General Manager)	D		\$3.00
2.06	Inter-Library Loans (Plus the cost of the inter library loan vouchers if applicable)	D		\$5.00
2.07	Library Bags each	E		\$2.00
2.09	Printing from PC			
	A4 Black and White	E		\$0.20
	A4 Colour	E		\$1.50
	A3 Black & White	E		\$1.50
	A3 Colour	E		\$2.00
2.10	Room Hire - Not for Profit - Per Hour	E		\$10.00
	Room Hire - Commercial - Per Hour	E		\$20.00
2.11	Local History Research			
	Image Reproduction - Digital Image - Per Hour	E		\$10.00
	Hard Copy Photograph on a Data CD each	E		\$10.00
3	PLAN PRINTING - MICROFILM MAP PRINTING			
3.01	Plain Paper from Microfilm or CD Rom - per copy			
	DP's, House Plans - A4	C	\$11.00	
	DP's, House Plans - A3	C	\$11.20	
3.02	Maps/Plans House Plans - per copy			
	A1	C	\$13.00	
	A0	C	\$16.50	
	B1	C	\$16.50	
	B2	C	\$11.20	
	A3 from Micro	C	\$11.20	
	A0:A3	C	\$15.50	
	A1:A3	C	\$13.50	
3.04	GIS Plotter Maps - per copy			
	A1	C	\$21.00	
	A0	C	\$30.35	
	A4 Screen Dump	C	\$2.00	
	A3 Cadastral Base	C	\$8.00	
	A0 sets - Cadastral only - per set	C	\$1,800.00	
	A3 sets - Cadastral only - per set	C	\$432.00	
4	PHOTOCOPYING - PRINTING			
4.01	Black & White Printing			
	A4			
	Single Sided - per page			
	Up to 500 Pages - Customer Service	E		\$0.35
	10 - 100 Pages - Copy Shop	E		\$0.30
	101 to 1,000 Pages	E		\$0.25
	2000 Plus Pages	E		\$0.15
	Double Sided - per page			
	10 - 100 Pages - Copy Shop	E		\$0.40

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	101 - 1,000 Pages Amounts over 1,000 Pages	E		\$0.35
A3		E		\$0.20
	Single Sided - per page Up to 500 Pages - Customer Service	E		\$0.45
	101 - 1,000 Pages - Copy Shop	E		\$0.45
	100 to 1,000 Pages	E		\$0.35
	1000 Plus Pages	E		\$0.20
	Double Sided - per page			
	101 to 1000 Pages - Copy Shop	E		\$0.65
	100 to 1,000 Pages	E		\$0.45
	1000 Plus Pages	E		\$0.35
4.02	Coloured Printing			
	A4			
	Single Sided - per page Up to 50 Pages	E		\$2.20
	50 to 100 Pages	E		\$1.20
	200 Plus Pages	E		\$1.00
	500 Plus Pages	E		\$0.65
A3				
	Single Sided - per page Up to 50 Pages	E		\$2.75
	50 to 100 Pages	E		\$2.20
	100 Plus Pages	E		\$1.65
4.03	A4 Coloured Cardboard - per sheet Supply only	E		\$0.75
	Supply and Print	E		\$0.80
4.04	Binding - per document			
	Ring Binders + .55c (card)	E		\$3.30
	Strip Binders	E		\$4.00
	Thermal Bind	E		\$2.50
4.05	Sundry - per hour			
	Desktop Publishing	E		\$110.00
	Word Processing	E		\$110.00
4.06	Photocopying - Copying - Printing (Specified Acts or Regulations) - per copy			
	Hard Copy to Hard Copy	B	\$0.80	
	Microfiche / Film to Hard Copy	B	\$0.40	
	Electronic to Hard Copy	B	\$0.40	
	Electronic to Disk - per disk	B	\$35.00	
5	RATING			
5.01	Certificate - Section 603 Local Government Act	B	\$65.00	
	Urgency Charges - Section 603 Local Government Act Certificate (provided electronically within 36 hours of receipt or a manually requested section 603 Certificate provided with 72 hours of application receipt)	A	\$20.00	
5.02	Rates Record Statement			
	Up to and including 5 years	A	\$17.00	
	Debtors			
	Copy of Accounts or Invoices	A	\$7.00	
	Further back than 5 years, \$ 3.00 reduction for information received electronically.	A	\$65.00	

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
5.03	Legal Costs - Debt Recovery Fees and Charges as currently legislated in Local Courts (Civil Procedure) Rules 2005.			
	Filing Fees - Issue of Statement	B	\$80.00	
	Filing Fees - Issue of Writ of Execution	B	\$67.00	
	Filing Fees - Service By Agent	B	\$54.00	
	Professional Costs - Preparation of Process- Filing statement of claim			
	Debts between \$0.01 to \$1,000.00	B	\$209.20	
	Debts between \$1001.00 to \$5,000.00	B	\$313.80	
	Debts between \$5,001.00 to \$20,000.00	B	\$418.40	
	Debts Over \$20,000.00	B	\$523.00	
	Professional Costs - Default Judgement			
	Debts between \$0.01 to \$1,000.00	B	\$303.60	
	Debts between \$1,001.00 to \$5,000.00	B	\$455.40	
	Debts between \$5,001.00 to \$20,000.00	B	\$607.20	
	Debts Over \$20,000.00	B	\$759.00	
	Professional Costs - Issue of Writ of Execution			
	<i>Change in legislation has resulted in a flat fee across all debt sizes</i>			
	Debts between \$0.01 to \$1,000	B	\$235.00	
	Debts between \$1,001.00 to \$5,000.00	B	\$258.50	
	Debts between \$5,001.00 to \$20,000.00	B	\$258.50	
	Debts over \$20,000.00	B	\$258.50	
6	CEMETERIES			
	<i>For the purposes of this schedule "interment" includes the sinking of the grave, the placement of the coffin or ashes therein, backfilling of the grave and removal of debris. Interment costs are the responsibility of the deceased's family.</i>			
6.01	Burial Permit	C	\$220.00	
6.02	Perpetual Maintenance Costs - Lawn Cemetery	A		\$600.00
6.03	Perpetual Maintenance Costs - Memorial Garden /Wall	A		\$135.00
6.04	Bronze plaque - standard - lawn cemetery only (No larger than 150mm(w) X 150mm(h) with up to ten lines)	A		\$220.00
6.05	Administration Fee - transfer burial and memorial rights	A		\$75.00
6.06	Application to erect stone or concrete kerbing and or slab over grave (General section only)	C	\$150.00	
6.07	Permit for Monumental works (Headstone)	C	\$75.00	
6.08	Refurbish bronze or granite plaque	C		\$230.00
6.09	Burial Right (Single Plot Purchase) (Double depth burial up to 1.2m x 2.4m - immediate use or reservation)	A		\$1,600.00
6.10	Burial Right (Double Plot Purchase) (Side by side double depth burial plots up to 1.2m x 2.4m - immediate use or reservation)	A		\$2,800.00
6.11	Burial Right - Childs (Double depth burial up to 1m x 1.2m)	D		\$800.00
6.12	Destitute Grave Site	D		\$600.00
6.13	Removal of human remains from grave to another part of the cemetery	A		\$520.00
6.14	Exhumation of human remains from grave to transport to another cemetery	D		\$520.00
	Memorial gardens			
	<i>Currently only available at Noraville Cemetery. Placement and immurement of ashes Tuesday to Thursday 9:00am to 3:00pm</i>			
6.15	Right of Niche in the Memorial Garden inclusive of Granite pillar and standard cast bronze Reserved plaque	C		\$750.00
6.16	Plaque and ash placement in Memorial Garden - cast bronze no larger than 135mm (w) X 135mm (h) with up to ten lines (For a quote for additional lines or non standard plaque contact WSC Cemetery Officer)	A		\$510.00
6.17	Right of Niche in the Garden Wall inclusive of standard cast bronze reserve plaque.	C		\$500.00
6.18	Plaque and ash immurement in Garden wall - cast bronze plaque no larger than 135mm (w) X 135mm (h) with up to ten lines (For a quote for additional lines or non standard plaque contact WSC Cemetery Officer)	A		\$330.00
6.19	Star Memorial Plaque and placement on Memorial Wall (Incorporates the cost of plaque and staff time and materials to install)	A		\$220.00
6.20	Removal of ashes remains from one site in Memorial Garden or wall to another site within the memorial Garden or wall within cemetery. (Remove and reinstate plaque/s where new niche has already been purchased and burial permit exists)	D		\$475.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Other charges			
6.21	Re-open grave (Second and or subsequent interment)	A		\$75.00
6.22	Burial of indigenous persons under instructions from institutions <i>(Subject to such reduction as Council may authorise in the particular case)</i>	A		Nominal Interment Fee
7	PUBLIC HALLS, COMMUNITY FACILITIES & CIVIC CENTRES			
	Hire Fees based on room size. Council reserves the right to increase the bond subject to the proposed use.			
7.01	Hire Fees & Charges: Wyong Civic Centre Multipurpose Facility			
	Tony Sheridan Function Room - Non Community Groups - less than 4hrs	A		\$550.00
	Tony Sheridan Function Room - Community Groups - less than 4 hrs	A		\$220.00
	Tony Sheridan Function Room - Non Community Groups - greater than 4 hours	A		\$770.00
	Tony Sheridan Function Room - Community Groups - greater than 4 hours	A		\$440.00
	Bond - for non community groups	A	\$500.00	
	Security <i>(Staff member per hour per officer out of hours functions)</i>	A		\$80.00
	Setting up if required - per hour	A		\$85.00
	PA System Hire	A		\$52.00
	Data Projector Hire	A		\$52.00
	Laptop Hire	A		\$52.00
	Table Cloth Hire/Laundry - per tablecloth.	A		\$3.00
7.02	Hire Fees & Charges: Other Facilities Managed By Council			
	Permanent - Non Profit Groups - per hour			
	Honeymoon Rate	A		\$5.50
	Low Rate	A		\$8.50
	Standard Rate	A		\$10.00
	Permanent - Profit Groups - per hour			
	Low Rate	A		\$15.00
	Medium Rate	A		\$20.00
	Standard Rate	A		\$25.00
	Casual Hire			
	Small to Medium Size Hall - per function, bond applies			
	Day Time Functions	A		\$130.00
	Evening / Night Functions	A		\$185.00
	Medium to Large Size Hall - per function, bond applies			
	Day Time Functions	A		\$175.00
	Evening / Night Functions	A		\$250.00
	Bond			
	Low Risk Functions - per function, bond applies	A	\$250.00	
	Medium Risk Functions - per function, bond applies (Parties)	A	\$350.00	
	High Risk Functions - per function, bond applies (Teenage, 21st Birthdays etc)	A	\$750.00	
	Permanent Exclusive Use Groups - Organisations - per week, bond applies			
7.03	Chittaway Bay Hall - Hellenic Society - per week - bond applies	A		\$30.00
	De L'isle Drive Community Centre - Benevolent Society - per week - bond applies	A		\$175.00
	Boomerang Cottage - Work wise - per week - bond applies	A		\$55.00
	The Cottage Youth Centre			
	Samaritans Youth Service - per week - bond applies	A		\$82.00
	Samaritans Active Linking Initiative - per week - bond applies	A		\$65.00
	Beryl Street Community Centre			
	Tuggerah Lakes Potters - per week - bond applies	A		\$55.00
	Community Transport - per week - bond applies	A		\$175.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Blue Haven Community Centre			
	Smith Family - per week - bond applies	C		\$73.00
	San Remo Neighbourhood After School Care - per week - bond applies	C		\$185.00
	Computer Technology Centre - per week - bond applies	C		\$75.00
	The Entrance Community Centre			
	The Entrance Neighbourhood Centre - per week - bond applies	A		\$75.00
	Horizons Central Coast Family Services - per week - bond applies	A		\$288.45
	Tuggerah Lakes Community Centre - per week, bond applies			
	<i>Prior to 2009/10 the facility was previously managed under s355 committee.</i>			
	Northern Settlement Services - per week - bond applies	A		\$145.00
	Central Coast Community Council - per week - bond applies	A		\$135.00
	Wyong Shire Food Service - per week - bond applies	A		\$255.00
	Samaritans Disability Services - per week - bond applies	A		\$195.00
	Central Coast Italian Friendship - per week - bond applies	A		\$40.00
	Wattanobbi Community Centre			
	<i>Prior to 2009/10 the facility was previously managed under s355 committee.</i>			
	Wyong Neighbourhood Centre - per week - bond applies	A		\$75.00
7.04	Hire Fees & Charges: Other Halls (Including Sec 355 Committees)			
	Regular Hire - Not For Profit Group - per hour, bond applies			
	Minimum Charge	A		\$5.50
	Maximum Charge	A		\$10.00
	Regular Hire - Profit Group - per hour, bond applies			
	Minimum Charge	A		\$15.00
	Maximum Charge	A		\$25.00
	Casual Hire			
	Minimum Charge	A		\$175.00
	Maximum Charge	A		\$250.00
	Bond - per function			
	Minimum Charge	A	\$250.00	
	Maximum Charge	A	\$1,500.00	
7.05	Gravity Youth Centre (Lake Haven)			
	Permanent Exclusive Use Groups			
	Office Space - per square metre, per week	C		\$7.00
	Room Hire - per square metre, per week	C		\$4.00
	Casual Hire			
	Youth Related "Not-for-profit" Youth Based Organisation			
	Community Groups - Non Youth Specific			
	Commercial Based Organisation			
	Permanent - Non Profit Groups - per hour			
	Honeymoon Rate	C		\$5.50
	Low Rate	C		\$8.50
	Standard Rate	C		\$10.00
	Permanent - Profit Groups - per hour			
	Low Rate	C		\$15.00
	Medium Rate	C		\$20.00
	Standard Rate	C		\$25.00
	Casual Hire one off functions including outdoor amphitheatre hire - per function			
	Small to Medium Size Hall			
	Day Time Functions	C		\$130.00
	Evening / Night Functions	C		\$185.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Medium to Large Size Hall			
	Day Time Functions	C		\$175.00
	Evening / Night Functions	C		\$250.00
	Bond - per function			
	Low Risk Functions	C		\$250.00
	Medium Risk Functions	C		\$350.00
	High Risk Function	C		\$750.00
	Market Stall Space Hire - (Gravity Community Park) per space			
	Not for profit and individuals	C		\$16.00
	Profit Group/Individual	C		\$26.00
7.06	Central Coast Life Time Learning Centre (CCLLC)			
	Community and Road Education Scheme (CARES Course) per student	C		\$4.00
	Facility Hire			
	Category 1: CCLLC hire by an Education 'Not For Profit' Organisation			
	Minimum Fee	C		\$45.00
	1 to 3 hours	C		\$45.00
	3 to 7 hours	C		\$70.00
	Over 7 Hours - Base rate \$70.00	C		\$70.00
	<i>Fee is the base rate plus \$15.00 per hour to a maximum of \$140.00</i>			
	Saturday & Sunday Surcharge - per day			
	Category 2: CCLLC hire by Community/Sporting Groups			
	Minimum Fee	C		\$15.00
	1 to 3 hours	C		\$55.00
	3 to 7 hours	C		\$55.00
	Over 7 Hours - base rate \$80.00 plus \$15.00 per hour to a maximum of \$140.00	C		\$80.00
	Saturday & Sunday Surcharge - per day	C		Base rate \$19.10
	Category 3: CCLLC hire by Commercial Based Organisations			
	Minimum Fee	C		\$85.00
	1 to 3 hours	C		\$85.00
	3 to 7 hours	C		\$140.00
	Over 7 Hours - Base rate \$140.00 plus \$25.00 per hour to a maximum of \$210.00	C		\$140.00
	Saturday & Sunday Surcharge - per day	C		Base rate \$40.00
7.07	The Gallery - The Entrance Community Centre			
	Hire Fees per exhibition day			
	Not for Profit Group - per day. Includes individual artists	C		\$25.00
	For Profit Group - per day	C		\$60.00
	Hire Fees - per week			
	Not for Profit Group	C		\$70.00
	For Profit Group	C		\$200.00
	Bonds			
	Key - per exhibition	C	\$25.00	
	Room Hire - For Profit Business - per exhibition	C	\$210.00	
	Room Hire - For Non Profit Business - per exhibition	C	\$0.00	
	Commission from sales - per exhibition	C		20% commission
	Gallery Promotion Pack			
	Includes 300 DL Invitation Cards, 40 A4 Posters, 10 A3 Posters - per pack	C		\$140.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Community Events Trailer			
	Fees	C		\$30.00
	Bond	C		\$100.00
8	SUNDRY CHARGES			
8.01	Road Widening Certificates - each	D		\$65.00
8.02	External Truck and Plant Hire (Fee to include direct costs of plant item plus overheads)	E		By Negotiation
8.03	Supply and Install Blue RTA/Council Directional Signs - each	A		\$152.60
8.04	Wyong LEP Instruments - each	A	\$70.00	
8.05	Resuscitation Signs for Swimming Pools - each	A		\$25.00
8.06	Noxious Weed Section 64 Certificates - each	A	\$110.00	
8.07	Noxious weeds reinspections charges for non-compliance			
	Properties up to 1 hectare - base charge	A		\$150.00
	Properties larger than 1 hectare - Base rate \$150.00 plus \$40.00 for every 15 minutes beyond 1 hour	A		\$150.00
	Development Control General Administrative Costs			Base rate
8.08	Charge to recoup research & other costs - per hour	A		\$110.00
8.09	Sediment Control Signs - each	A		\$6.00
8.10	Effluent Disposal Signs - each	A		\$6.00
8.11	Dishonour Cheque Fee	A		\$55.00
8.12	History of Wyong Shire - Softcover	C		\$40.00
8.13	History of Wyong Shire - Hardcover	C		\$75.00
	Plan of Management/Wyong Strategic Council Strategic Plan (hardcopy)	A		100.00
	Plan of Management/Wyong Strategic Council Strategic Plan (CD)	A		4.40
	Shire Strategic Vision (hardcopy)	A		12.00
	Shire Strategic Vision (CD)	A		4.40
	State of the Shire Report (hardcopy)	A		16.00
	State of the Shire Report (CD)	A		4.40
8.14	Tuggerah Lakes Estuary Management Plan	A	\$40.00	
8.15	Tuggerah Lakes Estuary Management Study	A	\$40.00	
8.16	Tuggerah Lakes Estuary Process Study	A	\$40.00	
8.17	Section 94 Contribution Plans - per copy	A	\$25.00	
8.18	Miscellaneous Planning Booklets, Publications and CDs not specified elsewhere - per item	A	\$25.00	
8.19	Plans of Management for Council Buildings & Reserves	A	\$25.00	
8.20	Flora and Fauna Guidelines	A	\$18.00	
8.21	Wyong Shire Photographic Competition Entry Fee - per entry	D		\$6.00
8.22	Calico Bags	E		\$2.00
8.23	Overship enquiry fee - verbal at counter - per assessment	A		\$15.00
8.24	Research Fee, Research Officer - Per 15 minutes or part there of.	A		\$60.00
8.25	Time Based Fees - For works undertaken by Council for outside persons/organisations:			
	Professional Services - per hour	A		\$150.00
	Technical/inspection services - per hour	A		\$130.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
9.06	Application for Tree Identification Application for tree identification - up to 5 trees (When trees are within 3 metres of an approved building) Application for tree identification - 6 or more trees - Base rate \$70 plus \$20 per tree more than 5 trees (When trees are within 3 metres of an approved building) <i>The maximum fee applicable for a staged development in relation to a site and for any subsequent development application for any part of the site, is the maximum fee that would be payable if a single development application was required.</i>	A		\$70.00
		A		\$70.00 Base rate
9.07	Specific Fees for local and State Significant Development <i>These fees include the PlanFirst fee of \$0.64 per \$1,000 over \$50,000 of estimated costs.</i> Fee for Erection of a dwelling-house with Estimated cost of \$100,000 or less Fee for subdivision New Public or Private (community title) Road - Base rate \$665.00 plus \$65.00 per each additional lot created by the subdivision No New Public Road - Base rate \$330.00 plus \$53.00 per each additional lot created by the subdivision Strata or Community Title - Base rate \$330.00 plus an additional \$65.00 per each additional lot created by the subdivision	B	\$455.00	
		B	\$665.00 Base rate	
		B	\$330.00 Base rate	
		B	\$330.00 Base rate	
		A	\$110.00	
		A	\$85.00	
		B	\$36.00	
		B	\$285.00	
9.09	Fee for development not involving the erection of a building, the carrying out of work or the subdivision of land or demolition of a building or work			
9.10	Fee for integrated development In addition to the fee specified elsewhere in Section 9 and Sub-Section 10.1 there is an additional fee for the referral and provision of advice in respect to the general terms of approval to be granted by Council specified in Sections 91 and 91A of the EP&A Act.			
	Advice in respect to the general terms of approval - Base rate \$140.00 plus a \$320.00 referral fee. The referral fee is forwarded to the approval body with the request for general terms of the approval.	B	\$140.00 Base rate	
9.11	Fee for development that requires concurrence from another authority - Base rate \$140.00 plus a \$320.00 payment to each concurrence authority, is payable in respect of an application for development that requires concurrence.	B	\$140.00 Base rate	
9.12	Referral to a design review panel under SEPP65 Design Quality of Residential Flat Buildings Low Level of Service (In addition to relevant fees specified in other sections) Medium Level of Service (Statutory Fee \$600 & Professional Services \$497.25 + 20 minutes with Panel) High Level of Service (Statutory Fee \$600 & Professional Services \$863 + 45 minutes with Panel)	B	\$760.00	
		D	\$1,150.00	
		D	\$1,550.00	
9.13	Fee for designated development (In addition to the fee required under clause 9.1)	B	\$920.00	
9.15	Certificates for Development Assessment of proposed BCA Alternative solution - Base rate \$170.00 first hour then \$70 per hour thereafter	A		\$170.00 Base rate
9.16	Application to amendment CC (sec 80 (12)) Modification - Class 1 & 10 Modification - Class 2 to 9	A		50% or maximum of \$500.00
		A		50% or maximum of \$500.00
9.17	Lodgement and recording of private construction certificate Lodgement and recording of private occupation certificate Lodgement and recording of private Complying Development Certificates	B	\$30.00	
		B	\$30.00	
		B	\$30.00	

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
9.18	Fee for Assessment of Construction Certificate Applications			
	Class 1 & 10			
	Up to \$20,000	A		\$250.00
	\$20,001 to \$50,000	A		\$400.00
	\$50,001 to \$100,000	A		\$550.00
	\$100,001 to \$300,000 - Base rate \$550 plus 0.4% of the amount in excess of \$100,000	A		Base rate \$1,350.00 Base rate
9.19	\$300,001 to \$500,000 - Base rate \$1,350 plus 0.3% of the amount in excess of \$300,000	A		\$1,350.00 Base rate
	\$500,001 to \$1,000,000 - Fee proposal to be obtained from Council	A		
	Class 2 to 9			
	Up to \$20,000	A		\$400.00
	\$20,001 to \$50,000	A		\$600.00
	\$50,001 to \$100,000	A		\$800.00
	\$100,001 to \$300,000 - Base rate \$800 plus 0.4% of the amount in excess of \$100,001	A		\$800.00 Base rate
	\$300,001 to \$500,000 - Base rate \$1600 plus 0.3% the amount in excess of \$300,001	A		\$1,600.00 Base rate
	\$500,001 to \$1,000,000 - Base rate \$2200.00 plus 0.2% of the amount in excess of \$500,001	A		\$2,200.00 Base rate
	Exceeding \$1,000,000 - Fee proposal to be obtained from Council	A		TBA
9.20	Fee for Assessment of Complying Development Certificate Applications			
	<i>Council has revised its Complying Development Certificate fees after a review which included comparisons to adjoining councils, cost neutrality, and user friendliness.</i>			
	Class 1 & 10			
	Up to \$20,000	A		\$350.00
	\$20,001 to \$50,000	A		\$450.00
	\$50,001 to \$100,000	A		\$700.00
	\$100,001 to \$300,000 - Base rate \$700 plus 0.4% of the amount in excess of \$100,000	A		\$700.00 Base rate
	\$300,001 to \$500,000 - Base rate \$1,500 plus 0.3% of the amount in excess of \$300,000	A		\$1,500.00 Base rate
	\$500,001 to \$1,000,000 - Base rate \$2,100 plus 0.2% of the amount in excess of \$500,000	A		\$2,100.00 Base rate
	Exceeding \$1,000,000 - Fee proposal to be obtained from Council	A		TBA
9.21	Class 2 to 9			
	Up to \$20,000	A		\$500.00
	\$20,001 to \$50,000	A		\$700.00
	\$50,001 to \$100,000	A		\$900.00
	\$100,001 to \$300,000 - Base rate \$900 plus 0.4% of the amount in excess of \$100,000	A		\$900.00 Base rate
	\$300,001 to \$500,000 - Base rate \$1,700 plus 0.3% of the amount in excess of \$300,000	A		\$1,700.00 Base rate

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	\$500,001 to \$1,000,000 - Base rate \$2300 plus 0.2% of the amount in excess of \$500,000	A		\$2,300.00 Base rate
	Exceeding \$1,000,000 - Fee proposal to be obtained from Council	A		TBA
9.22	Fees for critical stage inspections. Where Council has issued the Construction Certificate and is the nominated Principal Certifying Authority (PCA)			
	Class 1 & 10 Buildings			
	Up to \$20,000	A		\$360.00
	\$20,001 to \$50,000	A		\$480.00
	\$50,001 to \$100,000	A		\$600.00
	\$100,001 to \$300,000	A		\$720.00
	\$300,001 to \$500,000	A		\$840.00
	\$500,001 to \$1,000,000	A		\$960.00
	\$1,000,000 to \$2,000,000	A		\$1,200.00
	Over \$2,000,000	A		By Negotiation
9.23	Class 2 to 9 Buildings (12 inspectors estimated. Per inspection)			
	Up to \$5,000	A		\$360.00
	\$5,001 to \$20,000	A		\$600.00
	\$20,001 to \$100,000	A		\$720.00
	\$100,001 to \$200,000	A		\$960.00
	\$200,001 to \$1,000,000	A		\$1,440.00
	\$1,000,00 to \$2,000,000	A		\$1,680.00
	Over \$2,000,000	A		By Negotiation
	Inspection over and above the number of inspections in the service agreement	A		\$120.00
	Nomination of Council as PCA, where Council has not issued the CC - 100% of CC fee levied under 9.18 for class 1-10 buildings and 9.19 for class 2-9 buildings	D		
9.24	Fee for Occupation Certificate (or interim Occupation Certificate) Where a construction certificate is not required			
	Not obtained as part of Construction Certificate			
	Occupation Certificate Inspection	A	\$150.00	
	Occupation Certificate Re-Inspection	A	\$110.00	
9.25	Fee for Swimming Pool Certification			
	Swimming Pool Certificate of Compliance	B	\$70.00	
	Swimming Pool Certificate (if applied for within 14 days of receiving satisfactory final inspection letter)	B		\$40.00
	Swimming Pool Application for exemption	B	\$70.00	
9.26	Bushfire Certificate (for Complying Development Certificate in bushfire prone areas)			
	Additional Fees are Payable for Advertised Development - Council will refund the amount of the fee paid under this section that is not spent in giving the notice.			\$300.00
	Designated Development	B	\$2,220.00	
	Advertised Development	B	\$1,105.00	
	Prohibited Development	B	\$1,105.00	
	Environmental Planning Instrument Requirement not listed above	B	\$1,105.00	
	Notification Fee as required under DCP 70			\$220.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
10	OTHER DEVELOPMENT FEES AND CHARGES			
10.01	Environmental Assurance Fee This fee will automatically apply to commercial properties as a fee for service. It will be a voluntary fee for residential developments.			
	Application value less than \$50,000	B	0.2% up to \$75.00	
	Application value \$50,001 - \$100,000	B	0.175 up to \$150.00	
	Application value \$100,001 - \$250,000	B	0.15% up to \$275.00	
	Application value \$250,001 - \$500,000	B	0.125% up to \$500.00	
	Application value \$500,001 - \$1,000,000	B	0.1% up to \$750.00	
	Application value \$1,000,001 to \$5,000,000	B	0.075 up to \$2,250.00	
	Application value greater than \$5,000,000	B	\$3,700.00	
10.02	Fee for a request for a review of determination Maximum Fee under 82A (3) EP&A Act Doesn't involve erection, carrying out work or demolition of a building - 50% of the fee for the original development application Does involve erection, carrying out work or demolition of a building < \$100,000 Any other development as set out in table below	B	TBA	
	Does involve erection, carrying out work or demolition of a building < \$100,000	B	\$190.00	
	Any other development as set out in table below			TBA
	<i>Note: An additional amount of not more than \$620.00 if notice of the application is required to be given under Sec 82A (3) of the EP&A Act. Please refer advertising fee under 9.26</i>			
	Up to \$5,000	B	\$55.00	
	\$5,001 - \$250,000 Base plus index - Base rate \$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	B	\$85.00 Base rate	
	\$250,001 - \$500,000 Base plus index - Base rate \$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	B	\$500.00 Base rate	
	\$500,001 - \$1,000,000 Base plus index - Base rate \$712 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	B	\$712.00 Base rate	
	\$1,000,001 - \$10,000,000 Base plus index - Base rate \$987 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	B	\$987.00 Base rate	
	More than \$10,000,000 Base plus index - Base rate \$4,737 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	B	\$4,737.00 Base rate	
10.03	Modification of a consent for local development or State significant development Council will refund so much of the additional amount as is not spent in giving the notice under Section 96 (2) or 96AA (1) of the EP&A Act and will refund the additional fee paid under Section 9.12 above if the development is not referred to the design review panel. Plus an additional amount of not more than \$665 if notice of the application is required to be given under section 96(2) or 96AA(1) of the EP&A Act. An additional fee, not exceeding \$760, is payable for residential flat development to which clause 115 (1A) EP&A Reg 2000 applies. Council will not charge a fee for applications lodged under s96(1) of the EP & A Act where it can be clearly established the modification is a result of a Council error. Modification of a development consent Dwelling - house with an estimated cost of construction of \$100,000 or less Minimal Environmental Impact - Consenting Authority - 50% of the fee for the original development application or \$645.00 (whichever is the lesser)	B	TBA	
	Modification of a development consent	B	\$71.00	
	Dwelling - house with an estimated cost of construction of \$100,000 or less	B	TBA	\$190.00
	Minimal Environmental Impact - Consenting Authority - 50% of the fee for the original development application or \$645.00 (whichever is the lesser)	B	TBA	

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Not of Minimal Environmental Impact - Consenting Authority Original Application less than \$100 - 50% of the original fee	B	50% of the original fee	
	Original Application Greater than \$100	B	50% of the fee for the original DA	\$190.00
	Doesn't involve erection, carrying out work or demolition of a building < \$100,000	B		
	Does involve erection, carrying out work or demolition of a building < \$100,000	B		
	Any other development Up to \$5,000	B		\$55.00
	\$5,001 - \$250,000 Base plus index - Base rate \$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	B	Base rate	\$85.00
	\$250,001 - \$500,000 Base plus index - Base rate \$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	B	Base rate	\$500.00
	\$500,001 - \$1,000,000 Base plus index - Base rate \$712 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	B	Base rate	\$712.00
	\$1,000,001 - \$10,000,000 Base plus index - Base rate \$987 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	B	Base rate	\$987.00
	More than \$10,000,000 Base plus index - Base rate \$4,737 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	B	Base rate	\$4,737.00
10.04	The fee for the extension of a development consent	A		\$300.00
10.05	Confirmation of Commencement of Consent where Council is nominated as principal certifying authority.	A		\$580.00
10.06	The fee for a planning certificate			
	Fee for Certificate under s149 (2) of the EP&A Act	B		\$53.00
	Fee for Certificate under s149 (2) & (5) of the EP&A Act	B		\$133.00
	Fee for certificate indicating ability to utilise SEPP (exempt and complying developments codes) 2008	B		\$53.00
10.07	Fee for a Building Certificate 149B			
	<i>Additional fees applicable for unauthorised works in certain circumstances - works completed in previous 24 months and applicant, or the person on whose behalf the application is made, was responsible for the work. Maximum amount payable for application for Development Consent or Complying Development Consent PLUS maximum amount payable for application for a Construction Certificate. Amounts payable are as per the Environment Planning Acts and Regulations</i>	B	TBA	
	Residential (Class 1 and 10 and combinations) - Per Dwelling / unit	B		\$250.00
	Any other Class of building - not exceeding 200m ²	B		\$250.00
	Any other Class of building - 201m ² to 2000m ² - Base rate \$250.00 plus \$0.50 for each additional m ² over 200m ²	B	Base rate	\$250.00
	Any other Class of building - exceeding 2000m ² - Base rate \$1,165 plus \$0.075 for each additional m ² over 2000m ²	B	Base rate	\$1,165.00
	Part Building - No Floor Area	B		\$250.00
	More than one inspection before issuing a building certificate	B		\$90.00
10.08	Fee for a copy of a building certificate	B		\$13.00
10.09	Fee for a certified copy of a document, map or plan held by Council	B		\$53.00
10.10	Other fees and charges			
	Amount determined by the Director - The cost of the Minister, Corporation, Department or Director of doing anything referred to in that subsection.	B	TBA	

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	No relevant determination force - 120% of the cost of the Minister, Corporation, Department or Director of doing anything referred to in that subsection.	B	TBA	
10.11	Preliminary assessment of development proposal prior to lodgement Where estimated value is \$1.0m or less - Base rate \$320.00 plus minimum \$150 per hour (Planning, Arborist, Health & Building Surveyor, Engineering and Ecologist) and/or minimum \$350 per hour (Manager DAU, Director, General Manager) Where estimated value is greater than \$1.0m - Base rate \$640.00 plus minimum \$150 per hour (Planning, Arborist, Health & Building Surveyor, Engineering and Ecologist) and/or minimum \$350 per hour (Manager DAU, Director, General Manager)	A		\$320.00 Base rate \$640.00 Base rate
10.12	Building Specification Booklet - each	A		\$18.00
10.13	Moved Building Inspection Fee Within Shire Lake Macquarie/Gosford Elsewhere (eg. Sydney)	A A A		\$390.00 \$530.00 \$705.00
10.14	Fee for finalisation of incomplete building applications under the Local Government Act 1919 (prior to 1998) Fee for Urgency Certificates issued under s149 of the EP&A Act	A A	\$220.00 \$30.00	
10.15	Outstanding Notice Certificate	A	\$172.00	
10.16	Objection to Application of Regulations and Local Policies	A	\$345.00	
10.17	Rezoning Applications - Phase 1 Fee (Lodgement Fee)	A	\$9,250.00	
	Rezoning Applications - Phase 2 Fee - Base rate Initial fee \$8,808.00. If staff time exceeds 60hrs then a rate of \$150.00 (Professional) or \$130.00 (Technical/Admin) per hour is payable by the proponent for additional hours.	A	\$8,808.00 Base rate	
	Rezoning Applications - Phase 3 Fee - Base rate Initial fee \$5,872.50. If staff time exceeds 40hrs then a rate of \$150.00 (Professional) or \$130.00 (Technical/Admin) per hour is payable by the proponent for additional hours.	A	\$5,872.50 Base rate	
	<i>Following the initial 'desktop' assessment, if Council resolves to commence the rezoning process, the full cost of the rezoning process including all necessary studies, Council staff time, etc. must be met by the applicant.</i>			
10.18	Development Consent Service			
10.19	Zoning Maps A3 (Extract) - per sheet A0 (1:4000) - per sheet A3 (1:10000) - per sheet A0 (1:4000) - per sets A3 (1:10000) - per sets A0 (100 dpi) PDF digital - per sheet A0 (100 dpi) PDF digital - per set	C C C C C C	\$22.00 \$30.00 \$25.00 \$1,980.00 \$1,150.00 \$30.00	
10.22	Bonus Provisions Contributions Berkeley Vale / Tumbi (Value per hectare of 7a land) Ourimbah (Value per hectare of 7a land) Jilliby (Value per hectare of 7a land) Up to 5 Plans per set More than 5 Plans per set	D D D A A		\$13,420.00 \$10,470.00 \$8,470.00 \$17.00 \$33.00
10.23	Additional Sets of Stamped Plans	A	\$17.00	
10.24	Noise Monitoring - per site visit	A	\$33.00	
10.25	Temporary connection to sewer or building site (per IPART Final Determination May 2009)	A		\$176.00
10.26	Lodgement of Notice of Completion for the installation of a relocatable home or associated structure (Caravan Park)	A	\$41.00	\$54.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
10.27	Application for a Certificate of Completion and the inspection of a manufactured home and associated structure (Manufactured Home Estate)	B	\$65.00	
	Reinspection required because of non compliance with the regulations at the initial inspection	B	\$65.00	
10.28	Application for a Certificate of Completion and the inspection of an associated structure not included on the Certificate of Completion previously issued for the manufactured home installed on the site. (Manufactured Home Estate)	B	32.5	
	Reinspection required because of non compliance with the regulations at the initial inspection	B	32.5	
10.29	Applications For Events (Community & Private) Involving the Erection of Temporary Structures			
	<i>Note: Inspection Fee prior to use is also applicable.</i>			
	Application fees	B	\$220.00	
10.30	Fire Safety Audit	E		\$130.00
	Lodgement of annual Fire Safety Statement	A	\$44.00	
10.31	Construction & Compliance Certificate			
	Administration Costs - Certificates each	B	\$36.00	
	Urban Development			
	Roads & Drainage - per lineal metre	A		\$65.00
	Roads & Drainage on Public Roads - per lineal metre	A		
	Rural Development			
	Roads & Drainage - per lineal metre	A		\$30.00
	Roads & Drainage on Public Roads - per lineal metre	A		
	Other Development			
	Half Road Width Roads and Drainage - per lineal metre	A		\$35.00
	Infill Kerb & Gutter Works (max. 50m)	A		\$1,800.00
	Miscellaneous Development Engineering Works - Minimum Charge (eg footpaving and VAC - 2 lot development)	A		\$800.00
	Additional Fees - Depending on extent, scope and number of assessments required. Additional fees range from 5% to 50% of initial fee	A		TBA
10.32	Public Roads			
	Section 138 Roads Act 1993 Consent	A		\$240.00
	Hoarding/compound on Council land			
	Class A Hoarding			
	Class B Hoarding	E	\$16.70 per linear metre pre month minimum \$271.70	
		E	\$57.50 per linear metre per month minimum \$543.40	
	Hoarding Charges- Application assessment fee	D	\$175.00	
	Contiguous or other piling anchors into roads	A		\$11,025 per month development plus bond of \$26,125 per road frontage
10.33	Section 307 Certificate, Water Management Act 2000			
	Administration Costs - certificates	B	\$36.00	
	Water and Sewer works (refer W&S Section of Mgt Plan)			
10.34	Natural Occurance Information	A	\$65.00	
10.35	Development Control Plan 2005: Development Controls for Wyong Shire			
	CD Version	A	\$26.00	
	Full Hard copy version	A	\$565.00	
	Chapter 67: Engineering Requirements for Development	A	\$190.00	
	All other individual chapters or pages	A	\$2.00	

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
10.36	Fee for Subdivision Certificate <i>For the subdivision \$214 plus \$16 additional lot each lot created in the subdivision. The fee payable for the lodgement and recording of privately issued subdivision certificate is \$52.25.</i>			
	Fee for Subdivision Certificate - Non Strata	A	\$240.00	\$265.00
	Fee for Subdivision Certificate - Strata	A		
	Linen Release - Non Strata - per lot	A	\$50.00	\$55.00
	Linen Release - Strata - per lot	A		
	Re-sign/endorse Linen / 888 - Non Strata - per plan	A	\$100.00	\$105.00
	Re-sign/endorse Linen / 888 - Strata - per plan	A		
	Processing land dealings (such as easements, change of restrictions etc.)	A	\$260.00	
	Civil Works Maintenance Bond	A	Minimum 5% value of works with a minimum of \$2,250	
	Reinspections for Maintenance or other bond releases - per inspection	A		\$150.00
	Application and release of bonding of works	A		\$260.00
	Residential Performance Bond - Erosion & Sediment Controls per lot	A	\$410.00	
	Industrial Performance Bond - Erosion & Sediment Controls - per lot	A	\$1,100.00	
10.37	Referrals from Statutory Authorities	A	\$180.00	
11	COMPANION ANIMALS			
	<i>In 2009/10 the Companion Animal fee structure has been reviewed to encourage the rehoming of animals and discourage the abandonment of animals.</i>			
11.01	Lifetime Registration Fee - per animal			
	Desexed dog or cat owned by Pensioner	B	\$15.00	
	Desexed dog or cat	B	\$40.00	
	Non-desexed dog or cat	B	\$150.00	
	Dog or cat owned by Registered Breeder	B	\$40.00	
	Trained seeing eye or hearing dogs	B	No Charge	
11.02	Seizure - Registered Dogs/Cats			
	Seizure release fee for registered dogs/cats			
	Same Day - per animal	D	\$21.00	
	Subsequent Days - per animal			
	1 to 3 nights	D	\$53.00	
	4 to 8 nights	D	\$105.00	
	9 to 14 nights	D	\$195.00	
	Seizure - Unidentified and or unregistered Dogs/Cats			
	Seizure release fee for unidentified and/or unregistered dogs/cats where the owner agrees to the animal being desexed. These fees include the desexing costs			
	Same Day owned by Pensioner - per animal			
	Dog - Female	D	\$170.00	
	Dog - Male	D	\$130.00	
	Cat - Female	D	\$120.00	
	Cat - Male	D	\$85.00	
	Subsequent Days owned by Pensioner - per animal			
	1 to 3 nights			
	Dog - Female	D	\$200.00	
	Dog - Male	D	\$160.00	
	Cat - Female	D	\$150.00	
	Cat - Male	D	\$115.00	
	4 to 8 nights			

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Dog - Female	D	\$250.00	
	Dog - Male	D	\$210.00	
	Cat - Female	D	\$200.00	
	Cat - Male	D	\$165.00	
	9 to 14 nights			
	Dog - Female	D	\$335.00	
	Dog - Male	D	\$295.00	
	Cat - Female	D	\$285.00	
	Cat - Male	D	\$250.00	
	Same Day Non-pensioner - per animal			
	Dog - Female	D	\$175.00	
	Dog - Male	D	\$155.00	
	Cat - Female	D	\$145.00	
	Cat - Male	D	\$110.00	
	Subsequent Days Non-pensioner - per animal			
	1 to 3 nights			
	Dog - Female	D	\$205.00	
	Dog - Male	D	\$185.00	
	Cat - Female	D	\$175.00	
	Cat - Male	D	\$140.00	
	4 to 8 nights			
	Dog - Female	D	\$255.00	
	Dog - Male	D	\$235.00	
	Cat - Female	D	\$225.00	
	Cat - Male	D	\$190.00	
	9 to 14 nights			
	Dog - Female	D	\$340.00	
	Dog - Male	D	\$320.00	
	Cat - Female	D	\$310.00	
	Cat - Male	D	\$275.00	
11.03	Sundry Services			
	Surrender			
	All animals (dogs and cats only) per animal. Voluntary surrender	A		\$195.00
	Recovery of fees & charges when animal destroyed	A		\$195.00
	Inspection / Reinspection of Dog Enclosure	B		\$100.00
11.04	Impounding - Other Animals			
	Impounding release - per animal	A	\$190.00	
	Impounding release 2nd and subsequent animals - per animal	A	\$120.00	
	Daily sustenance	A	\$55.00	
	Veterinary Care	A	Market price	
	Advertising/notification	A	\$105.00	
	Driving fee - per km	A	\$5.00	
	Sundry			
11.05	Motor Vehicle & Article Release Fee - per vehicle or article	A	\$273.00	
	Release of impounded/abandoned/shopping trolleys/articles	A	\$75.00	
	Release of impounded advertising signs	A	\$75.00	
	Storage - if released	A	\$35.00	
	Sale of Animals			
11.06	Sale of male dogs (desexed & immunised) per male dog	D		\$200.00
	Sale of female dogs (desexed & immunised) per female dog	D		\$225.00
11.07	Sale of male cats (desexed & immunised) per male cat	D		\$85.00
	Sale of female cats (desexed & immunised) per female cat	D		\$85.00
11.08	Micro chipping - per dog or cat	A		\$5.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
13	INSPECTIONS AND REINSPECTIONS			
	Based on average inspection time of 45 minutes			
13.01	Food Shops Annual Administration Charge – per food premises Up to 5 FTE food handlers	B	\$390.00	\$390.00
	With between 5 to 50 FTE food handlers	B	\$800.00	\$800.00
13.02	Improvement Notice Served Under Food Act - per food premises	B	\$330.00	\$330.00
13.03	Reinspection - per food premises	A		\$165.00
13.04	Pre Purchase Inspection Food Shop - per food premises	A		\$165.00
13.05	Temporary Food Business – Annual Approval to Operate <i>Per temporary food business. Applies to commercial food businesses and does not apply to food operations carried out by community service or charitable organisations.</i>			
	Annual Approval to Operate	A		\$165.00
	Single Event Approval to Operate	A		\$80.00
	Business Inspections			
13.06	Hairdressers/Beauty Salons/Barbers - Per premises.	A		\$130.00
13.07	Skin Penetration - Per premises.	A	\$130.00	
13.08	Mortuaries/Crematoriums - Per premises.	A		\$200.00
13.09	Undertaker Approval (5 years) - Per premises.	A		\$200.00
13.10	Legionella/Water Cooling Tower Registration (Annual) First System on the property (includes water sample) Subsequent Systems on the property (includes water sample) Reinspection (Each system on the property requiring reinspection) Warm Water Systems - Health Care facilities	A	\$390.00	
		A	\$130.00	
		A	\$130.00	
13.11	Pre-purchase Inspection Reports - Fee to be equivalent to the respective inspection fees	A	\$130.00	TBA
13.12	Swimming Pools - per property	A		\$130.00
13.14	Protection of the Environment Cost Recovery Charges <i>Recovery costs for regulatory services under the Protection of the Environment Operations Act 1997.</i>			
	Management - per hour	E		\$225.00
	Senior Technical - per hour	E		\$185.00
	Technical - per hour	E		\$125.00
	Administrative - per hour	E		\$110.00
	Recovery of cost of entry and inspection for enforcement action - Base rate \$150.00 first hour plus \$37.50 per 15 min thereafter	D		\$150.00
				Base rate
	On-Site Sewerage Management Fees			
13.15	Application for initial approval to operate on site sewage management system	D	\$55.00	
	Domestic	D	\$205.00	
	Commercial			
13.16	Application for renewal of approval to operate sewerage management facility	A	\$45.00	
	Domestic	A	\$100.00	
	Commercial			
13.17	Application to install or construct a sewerage management facility	A	\$575.00	
	Domestic	A	\$800.00	
	Commercial			
13.18	Application to alter an existing sewerage management facility	A	\$200.00	
13.19	Inspection Fees Pre-purchase Inspection of Domestic or Commercial On-site Sewerage Management System - per property On-site sewerage management system Audit Re-inspection - (Applicable when the schedule of works has not been complied with)	A	\$175.00	
		A	\$130.00	
13.20	Additional Expenses			

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Laboratory Testing & Travelling Time	A	Cost recovery basis plus 15%	
13.21	Inspections. Caravan Parks - Periodic inspection required as conditions of approval			
	Minimum (17 sites or less)	B		\$65.00
	Per Site (greater than 17 sites)	B		3.75
14	MISCELLANEOUS ENVIRONMENT AND PLANNING SECTION			
14.01	Booklets and publications	A	\$14.00	
14.03	Food Receivable Stamp - fee per stamp	A		\$30.00
14.04	Publication - 4 Year Delivery Program (Hard Copy)	A		\$35.00
14.05	Publication - 4 Year Delivery Program (CD)	A		\$5.00
14.06	Publication - Community Strategic Vision (Hard Copy)	A		\$35.00
14.07	Publication - Community Strategic Vision (CD)	A		\$5.00
14.08	Publication - SOS (Hard Copy)	A		\$17.00
14.09	Publication - SOS (CD)	A		\$5.00
15	SEWERAGE PLANNING FEES			
	Sundry Services			
	Copy of Septic Tank Approvals			
15.01	Per Quarter	A	\$50.00	
	Per Annum	A	\$185.00	
15.02	Owner Builder Investigation	C	\$200.00	
16	TREE PRESERVATION (Application for permit to remove) - DELETED			
16.01	Application for permit to remove			
	Note: See item 9.01			
17	RECYCLING			
17.01	ReIn Compost Bins	A		\$35.00
17.02	Palamount Compost Bins	A		\$60.00
17.03	Worm Farms	A		\$80.00
18	BUS PARKING			
18.01	Using Council amenities on camping grounds and picnic areas - per bus	C		\$65.00
19	PARKS, PLAYING FIELDS, OVALS, BEACHES			
19.01	Events/Functions			
	Bonds refundable in part or full after deducting any sum required for cleaning, damages, other costs incurred plus GST on forfeiture of bonds.			
	Event/Function Administration Fee (Basic admin processing fee. All applicants to pay admin fee including "not-for-profit and wedding function")	C		\$65.00
	Event/Function clean up fee (Minimum charged where a hired site is left in an unacceptable state and Council is required to resource a significant clean up effort. Manager of Sport, Leisure and Recreation will set the fee per site)	C		\$350.00
	Event Fee - Not for profit groups (Per day, per location fee. Eg. Charity, fund-raising, club presentation days)	C		\$100.00
	Event Fee - Private Functions (Per day, per location fee. Eg. weddings, receptions, birthday parties, etc)	C		\$200.00
	Event Fee: For Commercial events charging entry fee (Per day, per location fee. Minimum charge Per day, per location fee. Rate to be determined by the Manager of Sport, Leisure and Recreation on a case by case basis. Eg. Fee for commercial events, charaina, etc)	C		\$500.00
	Event Fee - (Bond) (Where a hired site is left in an unacceptable state and Council is required to resource a significant clean up effort, the cost of that effort will be taken from the bond. Where the group is a not-for-profit group, that group will be charged the full recoverable clean-up cost, as determined by the Manager of Sport, Leisure and Recreation. Note: not-for-profit groups are not charged event bonds as per resolution of Council)	C	\$609.00	

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
19.02	Electrical inspections			
	Fee per inspection	C		\$500.00
	Fee per inspection - Not for Profit			\$0.00
	Event -pre-function request - foreshore cleaning <i>(Mark undertaken in addition to scheduled foreshore work. Requested by event hirer. Per 3 hrs work)</i>	C		\$500.00
19.03	Event -pre-function request - reserves and parks mowing <i>(Mark undertaken in addition to scheduled foreshore work. Requested by event hirer. Per 3 hrs work)</i>	C		\$200.00
	Filming / Photography			
	Occasional activity with minimal impact	C		\$0.00
	Occasional/infrequent low impact activities - Fee	C		\$0.00
	Occasional/infrequent low impact activities - Bond	C	\$0.00	
	Occasional/infrequent medium impact or regular low impact activities - Fee	C		\$0.00
	Occasional/infrequent medium impact or regular low impact activities - Bond	C		\$0.00
	Occasional high impact or regular medium impact activities - Fee	C		\$0.00
	Occasional high impact or regular medium impact activities - Bond	C		\$0.00
	Activities with considerable impact for extended periods - Fee	C		\$0.00
	Activities with considerable impact for extended periods - Bond	C		\$0.00
	Filming Administration Fee	C		\$65.00
	<i>(Mark undertaken in addition to scheduled foreshore work. Requested by event hirer)</i>			
	19.04	Key Bonds <i>For seasonal users, event holders, sports groups etc. This bond is refundable in part or in full after deducting any sum required for key(s) and lock replacement and other costs incurred plus GST on forfeiture of bonds.</i>		
	One set per facility	C	\$264.00	
	Two sets per facility	C	\$495.00	
	Three or more sets per facilities	C	\$605.00	
19.05	Fitness			
	Fitness Administration Fee	C		\$65.00
	<i>Paid bi-annually to review all applications, insurances, qualifications and registrations for all PT's & groups. Seasons are April 1st to Sept 31st & Oct 1st to May 31st</i>			
	Personal Training Fee - 1 to 3 clients (per time slot, per day, per location)	C		\$270.00
	<i>Paid per season (6 months) per time slot (5 1/2 hours) per day, per location for up to 3 clients per session. Note: Able to do only PT in this slot for the prescribed season. (Slots: 5am - 10.30 / 10.30- 3.30/ 3.30 - 8.30)</i>			
	Group Fitness Fee - 3 to 18 clients (per time slot, per day, per location also includes Personal Training)	C		\$525.00
	Fitness - Bond per company	C	\$1,050.00	
19.06	<i>Bond paid at the beginning of the season booking. Returned after season end on review of the area by OSR team. Bond is paid per company - so even if you have several slots in several locations. bond is only paid once</i>			
	Commercial use of Parks, Playing Fields, Beaches, Ovals	C		\$500.00
	Apex Park Wyong display banner exhibition fee			
	Surf School	C		\$65.00
19.07	Surf School Administration Fee	C	Y	
	<i>Paid bi-annually to review all applications, insurances, qualifications and registrations for all Surf Schools.</i>			
	Surf Schools Fee - per beach per annum at a Council approved location. Maximum of 5 hrs per day.	C	Y	\$525.00
	<i>Paid per season (6 months) per location for up to 18 clients per session. (time slots not relevant as it will depend on the tide). Seasons are April 1st to September 31st / October 1st to May 31st.</i>			
19.08	Surf School Bond	C	N	\$1,050.00
	Oval / Pitch Hire			
	Level 1 - (Highest Quality of Facilities Available)			
	Level 2 - (Medium Quality of Facilities Available)			
	Level 3 - (Lowest Quality of Facilities Available)			

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	per day per field			
	Per day per field - Level 1	C		\$70.00
	Per pitch for winter sports, per cricket oval, per pitch per summer sports. Daily hire rate for training or competition			
	Per day per field - Level 2	C		\$60.20
	Per pitch for winter sports, per cricket oval, per pitch per summer sports. Daily hire rate for training or competition			
	Per day per field - Level 3	C		\$49.00
	Per pitch for winter sports, per cricket oval, per pitch per summer sports. Daily hire rate for training or competition			
	Per field per day - enclosed ground - charging entry fee	C		\$1,245.00
	Per pitch for winter sports, per cricket oval, per pitch per summer sports. Daily hire rate for training or competition			
	per day per field - Seasonal			
	Seasonal - day - level 1			\$1,400.00
	Seasonal charge/perpitch/oval/per Saturday or Sunday (or a permanent booking midweek)			
	Seasonal - day - level 2			\$1,204.00
	Seasonal charge/perpitch/oval/per Saturday or Sunday (or a permanent booking midweek)			
	Seasonal - day - level 3			\$980.00
	Seasonal charge/perpitch/oval/per Saturday or Sunday (or a permanent booking midweek)			
	School Usage - ground only			Free
	School usage - ground only in school hours			
	NB. Excludes inter-school competitions.			
	per night per field			
	Per field, per night: level 1			\$21.00
	Per pitch for winter sports, per cricket oval, per pitch per summer sports. Night hire rate for training or competition. From 4-30 to 9.30pm inclusive			
	Per field, per night: level 2			\$18.20
	Per pitch for winter sports, per cricket oval, per pitch per summer sports. Night hire rate for training or competition. From 4-30 to 9.30pm inclusive			
	Per field, per night: level 3			\$15.40
	Per pitch for winter sports, per cricket oval, per pitch per summer sports. Night hire rate for training or competition. From 4-30 to 9.30pm inclusive			
	per night per field - Seasonal			
	Seasonal - night - Level 1	C		\$420.00
	Seasonal - night - Level 2	C		\$364.00
	Seasonal - night - Level 3	C		\$294.00
	Casual Ground Hire fees (summer and winter seasonal users)			
	Grounds being enclosed, eg. Fencing, hessian, brattice etc & charging fees. Organisations are required to submit a recommended ground entry fee to Council for approval.			
	Out of Season Competition Games (all grounds)			
	Per field, per day for all out of season competition games (all grounds)	C		\$140.00
	19.10			
	Sundries			
	Special mowing requests (Per request, maximum area 5,000m2)	C		\$168.00
	Key / padlock replacement fee (Per key / padlock)	C		\$238.00

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Sportsground / Amenities cleaning fee - per hour	C		\$56.00
	Linemarking (set up and Paint) - per field	A		\$336.00
	Linemarking (Paint only) - per field	A		\$168.00
	Fines - 1st offence	C		\$420.00
	<i>Charged for all unauthorized use including but limited to out of season use, usage of closed grounds, or in wet weather. 1st Offence</i>			
	Fines - 2nd offence	C		\$840.00
	<i>Charged for all unauthorized use including but limited to out of season use, usage of closed grounds, or in wet weather. 2nd Offence</i>			
	Fines - 3rd offence	C		\$1,400.00
	<i>Charged for all unauthorized use including but limited to out of season use, usage of closed grounds, or in wet weather. 3rd Offence</i>			
19.11	Floodlights - Electrical & Maintenance charge per pitch per night			
	Floodlights - Level 1	C		\$28.00
	Floodlights - Level 2	C		\$22.40
	Floodlights - Level 3	C		\$14.00
	Seasonal Fee - Floodlights Level 1	C		\$672.00
	Seasonal Fee - Floodlights Level 2	C		\$538.00
	Seasonal Fee - Floodlights Level 3	C		\$336.00
19.12	Netball Courts - Baker Park Complex			
	Seasonal day - Baker Park Complex - Saturday, Sunday or permanent booking midweek	C		\$2,410.00
	Seasonal night - Baker Park - per night - fees cover the period from 4pm to 9.30pm	C		\$723.00
	Per night Fee - Baker Park Complex - fees cover the period from 4pm to 9.30pm	C		\$36.15
	Per day - Baker Park Complex	C		\$120.50
19.13	Netball Courts - other complex			
	Seasonal day - Other Complex - per complex, per season, per day	C		\$578.40
	Seasonal night - Other Complex - per complex, per season per night	C		\$482.00
	Per Day - Full complex	C		\$28.92
	Per night - Full complex	C		\$24.10
19.14	Floodlights per night - Grass and asphalt netball courts all complexes except Baker Park			
	Basketball Courts - other complex	C		\$16.87
	Basketball	C		\$24.10
19.15	Tennis Court Hire fees			
	Membership Fee	C		\$25.00
	Tennis courts hire fee - Hard courts - per hour	C		\$15.00
	Tennis courts hire fee - Synthetic courts - per hour	C		\$20.00
	Tennis courts hire fee - Private coaching - per hour	C		\$75.00
	Tennis courts hire fee - Use of Floodlights	C		\$15.00
19.16	Building/Construction access (Bond)			
	Access to the reserve is subject to the approval of the Manager of Sport, Leisure and Recreation.			
	Building/Construction access Bond (no plant / small machinery eg. bobcat, delivery vans) includes commercial fisherman beach permit	C	\$384.00	
	Building/Construction access Bond (large plant / machinery eg. excavator, concrete trucks)	C	\$1,740.00	
20	WATER & SEWERAGE			
20.01	Conveyance Certificate (Section 360 Water Management Act 2000)			
	Statement of Outstanding Charges - Conveyance Certificate	B	\$17.80	
20.02	Property Sewerage Diagram - Up to and including A4 size - Diagram showing the location of the house-service line, building and sewer for the property.			
	Certified	B	\$17.80	
	Uncertified	B	\$17.80	

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
20.03	Service Location Diagram <i>Location of Sewer and / or Water mains in relation to a property's boundaries</i> Sewer Service Location Diagram	B	\$17.79	
20.04	Special Meter Reading Statement	B	\$54.60	
20.05	Billing Record Search Statement - Up to and including 5 Years	B	\$17.79	
20.06	Water Reconnection During business hours Outside business hours	B B	\$36.78 \$151.83	
20.07	Workshop Test of Water Meter <i>Removal and full mechanical test of the meter by an accredited organisation at the customers request to determine the accuracy of the water meter. This involves dismantling and inspection of meter components. Note: If the meter is faulty no charge will be levied.</i>			
	20mm	B	\$182.66	
	25mm	B	\$182.66	
	32mm	B	\$182.66	
	40mm	B	\$182.66	
	50mm	B	\$182.66	
	60mm	B	\$182.66	
	80mm	B	\$182.66	
20.08	Application for Disconnection - All Sizes Physical Disconnection	B B	\$30.83 \$120.30	
20.09	Application for Water Service Connection (all sizes)	B	\$30.80	
20.10	Metered Standpipe Hire Security Bond (25mm) Security Bond (63mm)	B B	\$376.02 \$723.57	
20.11	Metered Standpipe Hire Annual Fee - As per water service charge based on meter size (pro-rata for part of year on monthly basis) Quarterly Fee - As per water service charge based on meter size (pro-rata for part of year on monthly basis) Monthly Fee - As per water service charge based on meter size (pro-rata for part of year on monthly basis)	B B B		
20.12	Standpipe Water Usage Fee (All Usage) As per standard water usage charges per kilolitre	B		
20.13	Backflow Prevention Device Application and Registration Fee	B	\$62.87	
20.14	Major Works Inspection Fee <i>This fee is for the inspection, for the purpose of approval, of water and sewer mains, constructed by others that are longer than 25 metres and/or greater than 2 metres in depth.</i>			
	Water Mains (\$ per metre)	B	\$5.46	
	Gravity Sewer Mains (\$ per metre)	B	\$7.28	
	Rising Sewer Mains (\$ per metre)	B	\$5.46	
20.15	Statement of Available Pressure Flow	B		\$132.85
20.16	Plumbing and Drainage Inspection Residential - single dwellings, villas and units - per unit Caravans and mobile homes - per permit Commercial/Industrial Alterations - per permit Additional Inspections - per inspection	B B B B B		\$161.79 \$81.54 \$161.79 plus \$46.96/wc \$81.54 \$60.02
20.17	Billings Record Search - Further Back than 5 Years - Base fee \$17.79 for the first 15 minutes or part thereof then \$11.85 per 15 minutes or part thereof	B	\$17.79 Base fee	
20.18	Relocate Existing Stop Valve or Hydrant - Base fee \$121.58 for the first hour or part thereof then \$30.24 per 15 minutes or part thereof	B	\$121.58 Base fee	
	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i>			

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
20.19	Provision of Water Services <i>Application for water service connection fee is also applicable.</i>			
	Meter only (20mm)	B	\$104.38	
	Short Service - 20mm	B	\$633.42	
	Long Service - 20mm	B	\$633.42	
	Short Service - 25mm	B	\$768.65	
	Long Service - 25mm	B	\$768.65	
	Short Service - 40mm	B	\$1,444.77	
	Long Service - 40mm	B	\$1,920.43	
	Short Service - 50mm	B	\$2,061.58	
	Long Service - 50mm	B	\$2,541.98	
	Larger Service - provision of live main connection only - Base fee \$121.58 for first hour per part thereof then \$30.24 per 15 minutes pr part thereof	B	\$121.58 Base fee	
	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i>			
20.20	Relocate Existing Service			
	Short - 20mm	B	\$308.40	
	Long - 20mm	B	\$480.41	
	Larger services - provision of live main connection only	B/E	By Quote	
	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i>			
20.21	Alteration from Dual Service to Single Service 20mm service only	B	\$368.91	
20.22	Sewerage Drainage Arrester Approval Annual Inspection	B	\$99.64 \$30.24	
20.23	Sewerage Junction Cut-in (150mm)	B	\$300.10	
20.24	No excavation, no concrete encasement removal, no sideline, junction within property. Excavation provided by customer. Sewerage Junction Cut-in (150mm) with sideline less than 3m	B	\$314.33	
20.25	No excavation, no concrete encasement removal, sideline, junction outside the property. Excavation provided by customer. Sewerage Junction Cut-in (225mm)	B	\$702.21	
20.26	No excavation, no concrete encasement removal, no sideline, junction within property. Excavation provided by customer. Sewerage Junction Cut-in (225mm) with sideline less than 3m	B	\$741.35	
20.27	No excavation, no concrete encasement removal, sideline, junction outside property. Excavation provided by customer. Sewerage Junction Cut-in Greater than 225mm or where excavation or removal of concrete encasement required by Council - Base rate \$133.73 per hour for first hour or part thereof then \$33.27 per 15 minutes or part thereof	B	\$133.73 Base rate	
20.28	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i> Sewer Main Encasement with Concrete Encasement inspection fee when construction is not by Council Construction by Council	B B/E	\$101.41 By Quote	
20.29	Sewer Advance Scheme - Administration Charge	B	\$264.87	
20.30	Raise and Lower Sewer Manholes greater than 300mm. Price listed is the manhole adjustment inspection fee. Charge for actual physical adjustment is by quote.	B	\$101.42	
20.31	Underground Services Locations - Council assists in on-site physical locations. Customer provides all equipment - Base rate \$80.24 per hour for first hour or part thereof then \$19.56 per 15 minutes or part thereof	B	\$80.24 Base rate	
20.32	Underground Services Locations - Council undertakes on-site physical locations and provides all equipment - Base rate \$133.73 per hour for first hour or part thereof then \$33.27 per 15 minutes or part thereof	B	\$133.73 Base rate	
20.33	Water Sample Analysis for Water Quality Testing Private Supplies	B	\$81.53	
20.34	Raise/Lower/Adjust existing services (no more than 2 metres from existing location)			

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	20mm service only (no Materials) Larger services or requiring materials	B B/E	\$122.18 By Quote	
20.35	Disconnection of Existing Service	B	\$120.35	
20.36	Supply of reticulated tertiary treated sewerage effluent (except when covered by individual agreement). Per kilolitre	A	\$0.99	
20.37	Time Based Fees per hour For works undertaken by Council for outside persons/organisations: Professional Services Technical/inspection services	A A		\$154.15 \$92.60
20.38	Plan Plotting - per plot On Film			
	B1 size	A	\$62.65	
	A1 size	A	\$38.25	
	A2 size	A	\$30.95	
	A3 size	A	\$30.95	
	A4 size	A	\$30.95	
	On Vellum			
	B1 size	A	\$53.75	
	A1 size	A	\$38.25	
	A2 size	A	\$24.70	
	A3 size	A	\$24.70	
	A4 size	A	\$24.70	
	On 60GSM Paper			
	B1 size	A	\$38.25	
	A1 size	A	\$24.70	
	A2 size	A	\$21.55	
	A3 size	A	\$21.55	
	A4 size	A	\$21.55	
20.39	Development Investigation for Water & Sewerage Requirements <i>Under section 306 Water Management Act</i>			
	Minor Development	B		278.30
	Major Development	B		641.30
21	ROADS AND ASSOCIATED FACILITIES			
21.01	Reinstatement of Footpaths - Concrete 75mm = per square metre			
	Minimum	A		\$261.95
	Less than 10 m2	A		\$261.95
	10 m2 to 20 m2	A		\$174.20
	Over 20 m2	A		\$115.65
21.02	Tar and bituminous on all classes of base other than concrete			
	Minimum	A		\$257.85
	Per m2	A		\$138.80
21.03	Earth and gravel, water bound macadam and all other classes of unsealed footpath.			
	Minimum	A		\$257.85
	Per m2	A		\$107.90
21.04	Construction - per metre Kerbing and guttering - programmed works Footpaving - programmed works	D D		\$91.25 \$41.40
21.05	Other Works "Do and charge basis"	E		By Quote
21.06	Vehicle Crossings Standard 3.6m x 3.0m - each Additional area - per square metre	A A		\$1,606.80 \$105.10

WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
21.07	Industrial 150mm - per square metre Supervision/Design etc Private concreting/vehicle access - Inspection work by approved contractor Private kerbing and guttering - Survey, design and supervision	A		\$117.20 \$192.45 \$385.25
21.08	Road Reinstatement Asphaltic concrete with concrete base Minimum per m2 Concrete Minimum per m2 Tar and bitumen surface on all classes of base other than concrete (including access). Minimum per m2 Earth and gravel, water course macadam and all other classes of unsealed pavement or shoulders. Minimum per m2 Two coat bitumen seal only	A		\$260.00 \$525.00 \$260.00 \$490.00 \$260.00 \$250.00 \$260.00 \$200.00 \$90.00
21.09	Tests Deflection testing with Benkleman Beam Application Fee - Plus includes travelling, traffic control & truck hire Hourly charge - Plus includes travelling, traffic control & truck hire	A		\$100.00 \$480.00
21.10	Road Openings Application Fee - each	A	\$110.00	
21.11	Road Closure Fee Council Road - Includes application fee and reimbursement of external party expenses	A		\$10,845.00
21.12	Road Closure Fee Crown Road - Includes application fee and reimbursement of external party expenses	A		\$1,500.00
21.13	Dedication of land from developers administration fee	A		\$495.00
22	TOWN CENTRES			
22.01	The Entrance Town Centre – Outdoor Eating Areas <i>These fees take effect from November 1 of the financial year.</i> Coral Street Northward - per chair, per week Victoria Avenue to Coral Street - per chair, per week Campbell Avenue to Victoria Avenue - per chair, per week	C		\$8.20 \$5.00 \$3.30
22.02	The Entrance Town Centre Outdoor Dining Structures - per structure, per week Town Centres - Outdoor Eating Areas All Areas (excluding The Entrance Town Centre) per chair, per week	C		\$60.00 \$1.35
22.03	Application Fee - Outdoor Eating Areas	C	\$300.00	
22.04	Bonds for Outdoor Eating Areas The Entrance	C	\$1,340.00	
22.05	Bonds for Outdoor Eating Areas Outside The Entrance	C	\$645.00	
22.06	Street Vending Licences - per annum	C		\$75.00
22.07	Advertising Licences - per annum	C		\$75.00
23	AIRPORT			
23.01	Landing fees of aircraft other than commercially operated aircraft - Annual	C		\$295.00
23.02	Landing Fees for commercially operated aircraft permanently based on the airfield - Annual	C		\$620.00
23.03	Parking fees for aircraft permanently based on the airfield and parked on Council land - Annual	C		\$1,030.00
23.04	For itinerant aircraft Landing Fee - per engine per landing Tie Down Fee - per night Parachute landing at Warnervale Airport - per drop	C		\$15.00 \$7.50 \$3.10

WYONG SHIRE COUNCIL - FEES & CHARGES

24	Tip Charges	PRICE CAT	Excludes GST	Includes GST
24.01	Mixed Waste Waste to landfill - per tonne Minimum Charge for mixed waste to landfill up to 60kg - each	E		\$212.60
24.02	Virgin Excavated Natural Material (VENM) - per tonne <i>Virgin excavated natural material not contaminated - required to meet operational requirements.</i>	E		\$12.80
24.03	Building and Demolition Waste - per tonne <i>Excavation material not contaminated - required to meet operational requirements not classified as VENM</i>	E		\$99.60
24.04	Building and Demolition Waste Mixed building and demolition waste - per tonne Minimum Charge - each	E		\$99.60
24.05	Dredge Material - per tonne	E		\$212.60
24.06	Recyclables Clean excavated material aggregates > 40mm in diameter (rocks) Concrete (source separated, free of contaminants) - per tonne Brick (source separated) - per tonne Roof Tiles (source separated) - per tonne Commercial loads of cardboard - per tonne Recyclables generated by commercial operations - per tonne Recyclables - <i>Recyclables generated by caravan parks, shops, restaurants, offices and other businesses</i> Mattresses - each e-Waste (1 to 5 items) e-Waste (more than 5 items) - per tonne	E		\$113.00
24.07	Special Waste Security and Customs Waste - per tonne Asbestos - per tonne Asbestos generated outside Wyong Shire LG area - per tonne (Sydney Metropolitan area) Asbestos generated outside Wyong Shire LG area - per tonne (Extended Regulated area) Animal and food wastes Bulky demolition wastes - per tonne Fine dusty wastes - per tonne Minimum charge for special waste up to 60kg - each	E		\$225.10
24.08	Organic Materials Trees, garden vegetation & untreated timber - per tonne Shredded Green Waste - per tonne Bio solids - per tonne Sea Grass - per tonne Tree Stumps and Trunks (with a diameter greater than 1m measured at the widest point) - per tonne Minimum Charge for organic materials up to 60kg - per tonne	E		\$275.00
		E		\$307.00
		E		\$290.00
		E		\$243.90
		E		\$243.90
		E		\$14.60
		E		\$12.80
		E		\$78.20
		E		\$57.40
		E		\$63.90
		E		\$57.90
		E		\$78.20
		E		\$4.70

WYONG SHIRE COUNCIL - FEES & CHARGES

24.09	Other Waste Mngement Charges Provision of 240litre special event waste bin - per bin, per day Provision of 240litre special event recycling bin - per bin, per day Collection of waste - per tonne. Collection of waste (dumped waste, where the number of allocated kerbside collections are exceeded or for properties that are not entitled to kerbside collections). Waste type must be in accordance with guidelines and collection is at the discretion of Council	E E E	\$28.95 \$27.25 \$60.50
24.10	Commerical Litter Bin Fee - The Entrance Town Centre - Weekly Rate per Unit \$5.15 The Anticipated Yield \$62,000.00	E	\$267.00
25	Care and Education Centre Fees	\$	2011-2012
		\$	Jan - Jun 2012
		\$	Jul-Dec 2011
		PRICE CAT	\$
	Child Care Fee - The proposed fees for Care and Education Centres are set to recover the annual operating and maintenance costs of the centres after Government and Council subsidies. The following fees are proposed for 2011/12		
	Child Care Fee - Under 2 years (per child per day)	D	80.00
	Child Care Fee - 2 to 6 years (per child per day)	D	76.00
	Casual Hourly Fee (Occasional Care Fee) - Under 2 years (per child per hour)	D	11.00
	Casual Hourly Fee (Occasional Care Fee) - 2 to 6 years (per child per hour)	D	10.50
	Other Fees - The other proposed fees (which will not attract Childcare Benefit) for 2011/12 are as follows:		
	Annual Administration Fee (per child)	D	25.00
	Enrolment Fee (per child - one-off payable upon enrolment)	D	60.00
	Waiting List Fee (per child - refundable upon enrolment)	D	10.00
	Nappy Fee (Where not provided, to be charged at the fully absorbed cost)	D	Not provided
	Late Pickup Fee (for every 15 minutes after 6pm)	D	20.00
	Excursion Costs (Per child per excursion)	D	At cost plus 15% admin
	Vacation Care Fees - The proposed fees for Vacation Care Centres are set to recover the annual operating and maintenance costs of the Vacation Care Centres net after Government Subsidies. The following fees are proposed for 2011/12:		
	Vacation Care - excluding excursions costs (per child per day)	D	41.00
	Vacation Care - excluding excursions costs (per child per day not pre-booked (incl.\$5 admin charge)	D	46.00
	Excursion Costs - (per child per excursion)	D	Cost +.15% Admin

WYONG SHIRE COUNCIL - FEES & CHARGES

Budgewoi Holiday Park		PRICE CAT		Off Peak 2011/12	Shoulder 2011/12	Peak 2011/12	
Tourist Fees							
Powered Sites							
	Nightly - 2 Persons			23.00	30.00	50.00	
	Weekly - 2 Persons			138.00	180.00	350.00	
Powered Sites - Prime							
	Nightly - 2 Persons			25.00	33.00	55.00	
	Weekly - 2 Persons			150.00	198.00	385.00	
Additional Persons							
	Nightly - Additional Adult (17 years and over)			15.00	15.00	15.00	
	Nightly - Additional Child (6 to 16 years)			8.00	8.00	8.00	
	Weekly - Additional Adult (17 years and over)			90.00	90.00	105.00	
	Weekly - Additional Child (6 to 16 years)			48.00	48.00	56.00	
Permanents							
CPI increase based on March 2011 Sydney all groups index							
Cabins Fees (The rate is up to 4 persons. Including linen for 4)							
Sheerwater							
	Nightly - Mid Week - Garden Cabin			100.00	120.00	240.00	
	Weekend Package			250.00	345.00	N/A	
	Weekly			600.00	720.00	1,680.00	
Ibis							
	Nightly - Mid Week			115.00	145.00	265.00	
	Weekend Package			290.00	415.00	N/A	
	Weekly			690.00	870.00	1,855.00	
Lorikeet							
	Nightly - Mid Week			110.00	130.00	245.00	
	Weekend Package			275.00	375.00	N/A	
	Weekly			660.00	780.00	1,715.00	
Kingfisher							
	Nightly - Mid Week			125.00	155.00	280.00	
	Weekend Package			315.00	445.00	N/A	
	Weekly			750.00	930.00	1,960.00	
Additional Linen hire							
	Single Bed			8.00	8.00	8.00	
	Queen Bed			12.00	12.00	12.00	
Storage							
Standard							
	Option 1					4,400	
	Option 2					5,050	
	Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.						
	Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.						
				Annual Fee			

WYONG SHIRE COUNCIL - FEES & CHARGES

PRICE CAT	Off Peak 2011/12	Shoulder 2011/12	Peak 2011/12
Prime			
Option 1 <i>Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.</i>	E		5,000
Option 2 <i>Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.</i>	E		5,600
Other			
Late Fee (Where applicable)	E		40.00
<i>Late payment fee of \$40 will be levied on any account that is outstanding 7 days after payment falls due.</i>			
Occupation Agreement Fee	E		45.40
<i>General fee for preparing each new Occupation Agreement for storage van owners.</i>			
Additional Housekeeping (linen, curtains, lounges)	E		64.00
<i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i>			
Additional cleaning (washing / cleaning lounges, linen, carpet)	E		38.00
<i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i>			
Locksmith charges	E		65.00
<i>For locksmith to gain entry to bad debtors vans, as required by Consumer, Trader, Tenancy, Tribunal</i>			
Local partnership/business - Annual Fee or \$10.00 per month	E		100.00
<i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i>			
4 hour per vehicle day use fee	E		30.00
<i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i>			
Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday			
Note:- Rates for Ensuites, Powered and Unpowered sites are for two people.			
Canton Beach Holiday Park			
Tourist Fees			
Powered Sites			
Nightly - 2 Persons	E	28.00	46.00
Weekly - 2 Persons	E	168.00	322.00
Unpowered Sites			
Nightly - 2 Persons	E	22.00	40.00
Weekly - 2 Persons	E	132.00	280.00
Additional Persons			
Nightly - Additional Adult (17 years and over)	E	15.00	15.00
Nightly - Additional Child (6 to 16 years)	E	8.00	8.00
Weekly - Additional Adult (17 years and over)	E	90.00	105.00
Weekly - Additional Child (6 to 16 years)	E	48.00	56.00
Permanents			
CPI increase based on March 2011 Sydney all groups index			
Cabins Fees (The rate is up to 4 persons. Including linen for 4)			
Jabiru			

WYONG SHIRE COUNCIL - FEES & CHARGES

	Nightly - Mid Week	85.00	100.00	165.00
	Weekend Package	215.00	285.00	N/A
	Weekly	510.00	600.00	1,155.00
Osprey				
	Nightly - Mid Week	100.00	120.00	235.00
	Weekend Package	250.00	345.00	N/A
	Weekly	600.00	720.00	1,645.00
Sandpiper				
	Nightly - Mid Week	90.00	115.00	185.00
	Weekend Package	225.00	330.00	N/A
	Weekly	540.00	690.00	1,295.00
Sheerwater				
	Nightly - Mid Week - 2 bedroom Cabin with Disabled Access	110.00	130.00	245.00
	Weekend Package	275.00	375.00	N/A
	Weekly	660.00	780.00	1,715.00
Kingfisher				
	Nightly - Mid Week - Luxury 2 Bedroom Cabin	125.00	155.00	280.00
	Weekend Package	315.00	445.00	N/A
	Weekly	750.00	930.00	1,960.00
Additional Linen hire				
	Single Bed	8.00	8.00	8.00
	Queen Bed	12.00	12.00	12.00
Storage				
Standard				
	Option 1			4,400.00
	Option 2			5,050.00
	<i>Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.</i>			
	<i>Option 2</i>			
	<i>Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.</i>			
	Late Fee (Where applicable)			40.00
	<i>Late payment fee of \$40 will be levied on any account that is outstanding 7 days after payment falls due.</i>			
	Occupation Agreement Fee			45.40
	<i>General fee for preparing each new Occupation Agreement for storage van owners.</i>			
	Private Ensuite Fee			360.00
	<i>Annual fee for standard sites with private ensuite.</i>			
	Additional Housekeeping (linen, curtains, lounges)			64.00
	<i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i>			
	Additional cleaning (washing / cleaning lounges, linen, carpet)			38.00
	<i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i>			
	Locksmith charges			65.00
	<i>For locksmith to gain entry to bad debtors vans, as required by Consumer, Trader, Tenancy, Tribunal.</i>			

WYONG SHIRE COUNCIL - FEES & CHARGES

PRICE CAT	Off Peak 2011/12	Shoulder 2011/12	Peak 2011/12
<p>Local partnership/business - Annual Fee or \$10.00 per month <i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i></p>			
E			100.00
E			30.00
<p>4 hour per vehicle day use fee <i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i> Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday Note:- Rates for Ensuite, Powered and Unpowered sites are for two people.</p>			
Norah Head Holiday Park			
Tourist Fees			
Ensuite Sites			
	37.00	44.00	70.00
	222.00	264.00	490.00
Powered Sites - Std			
	25.00	32.00	55.00
	150.00	192.00	385.00
Powered Sites - Prime			
	27.00	35.00	60.00
	162.00	210.00	420.00
Unpowered Sites			
	19.00	23.00	42.00
	114.00	138.00	
Additional Person			
	15.00	15.00	15.00
	8.00	8.00	8.00
	90.00	90.00	105.00
	48.00	48.00	56.00
Permanents			
CPI increase based on March 2011 Sydney all groups index			
Cabins Fees (The rate is up to 4 persons. Including linen for 4)			
Bunkhouse - 2 Persons * Includes linen for 2 people			
	60.00	70.00	120.00
	150.00	200.00	N/A
	360.00	420.00	840.00
Bunkhouse - 4 Persons			
	60.00	70.00	120.00
	150.00	200.00	N/A
	360.00	420.00	840.00
Jabiru			
	85.00	97.00	160.00

WYONG SHIRE COUNCIL - FEES & CHARGES

Weekend Package	E	215.00	280.00	N/A
Weekly	E	510.00	582.00	1,120.00
Pelican/Osprey				
Nightly - Mid Week	E	105.00	125.00	235.00
Nightly - Weekend Package - Garden Villa	E	290.00	375.00	N/A
Weekly	E	630.00	750.00	1,645.00
Sandpiper * Includes linen for 2 persons				
Nightly - Mid Week	E	100.00	120.00	190.00
Weekend Package - 1 bedroom Cabin	E	275.00	360.00	N/A
Weekly	E	600.00	720.00	1,330.00
Sheerwater/Seagull				
Nightly - Mid Week	E	110.00	135.00	250.00
Weekend Package - 2 bedroom Cabin	E	305.00	405.00	N/A
Weekly	E	660.00	810.00	1,750.00
Kingfisher				
Nightly - Mid Week	E	130.00	160.00	285.00
Weekend Package - Luxury 2 bedroom Cabin with Spa	E	360.00	480.00	N/A
Weekly	E	780.00	960.00	1,995.00
Additional Linen hire				
Single Bed	E	8.00	8.00	8.00
Queen Bed	E	12.00	12.00	12.00
Storage				
Standard				
Option 1				
<i>Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.</i>	E			4,450.00
Option 2				
<i>Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.</i>	E			5,050.00
Late Fee (Where applicable)				
<i>Late payment fee of \$40 will be levied on any account that is outstanding 7 days after payment falls due.</i>	E			40.00
Occupation Agreement Fee				
<i>General fee for preparing each new Occupation Agreement for storage van owners.</i>	E			45.40
<i>Additional Housekeeping (linen, curtains, lounges)</i>				
<i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i>	E			64.00
<i>Additional cleaning (washing / cleaning lounges, linen, carpet)</i>				
<i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i>	E			38.00
Locksmith charges				
<i>For locksmith to gain entry to bad debtors vans. as required by Consumer, Trader, Tenancy, Tribunal.</i>	E			65.00
PRICE CAT				Annual fee

WYONG SHIRE COUNCIL - FEES & CHARGES

Local partnership/business - Annual fee or \$10.00 per month <i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i>	PRICE CAT	Off Peak 2011/12	Shoulder 2011/12	Peak 2011/12
4 hour per vehicle day use fee <i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i> Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday <i>Note:- Rates for Ensuites, Powered and Unpowered sites are for two people.</i>	E			100.00
Toowoan Bay Holiday Park				
Tourist Fees				
Powered Sites - Std				
Nightly	E	27.00	33.00	58.00
Nightly - Additional Adult (17 years and over)	E	15.00	15.00	15.00
Nightly - Additional Child (6 to 16 years)	E	8.00	8.00	8.00
Weekly	E	162.00	198.00	406.00
Weekly - Additional Adult (17 years and over)	E	90.00	90.00	105.00
Weekly - Additional Child (6 to 16 years)	E	48.00	48.00	56.00
Unpowered Sites				
Nightly - Not available				
Nightly - Additional Adult				
Nightly - Additional Child				
Weekly - Not available				
Weekly - Additional Adult				
Weekly - Additional Child				
Powered Sites - Prime				
Nightly	E	29.00	36.00	63.00
Weekly	E	174.00	216.00	441.00
Ensuite sites				
Nightly	E	39.00	45.00	73.00
Weekly	E	234.00	270.00	511.00
Permanents				
CPI increase based on March 2011 Sydney all groups index				
Cabins Fees (The rate is up to 4 persons. Including linen for 4)				
Studio Rooms				
Nightly - Mid Week * Includes linen for 2 people	E	85.00	110.00	180.00
Weekend Package - 2 berth Studio	E	215.00	315.00	N/A
Weekly	E	510.00	660.00	1,260.00
Jabiru				
Nightly - Mid Week	E	100.00	125.00	195.00

WYONG SHIRE COUNCIL - FEES & CHARGES

<p>Occupation Agreement Fee <i>General fee for preparing each new Occupation Agreement for storage van owners.</i></p> <p>Private Ensuite Fee <i>Annual fee for standard sites with private ensuite.</i></p> <p>Local partnership/business - Annual fee or \$10.00 per month <i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i></p> <p>Additional Housekeeping (linen, curtains, lounges) <i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i></p> <p>Additional cleaning (washing / cleaning lounges, linen, carpet) <i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i></p> <p>Locksmith charges <i>For locksmith to gain entry to bad debtors vans, as required by Consumer, Trader, Tenancy, Tribunal</i></p> <p>4 hour per vehicle day use fee <i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i></p> <p>Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday</p> <p>Note:- Rates for Ensuites, Powered and Unpowered sites are for two people.</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>			<p>45.40</p> <p>360.00</p> <p>100.00</p> <p>64.00</p> <p>38.00</p> <p>65.00</p> <p>30.00</p>
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