



ANNUAL REPORT
**TURNING
THINGS
AROUND**

Wyong Shire Council
2012/13



Wyong
Shire
Council
CENTRAL COAST



**TURNING
THINGS
AROUND
AROUND**
CHAPTER 1

Front Cover: Blue Bay
Inside Cover: Blue Bay

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Turning Things Around

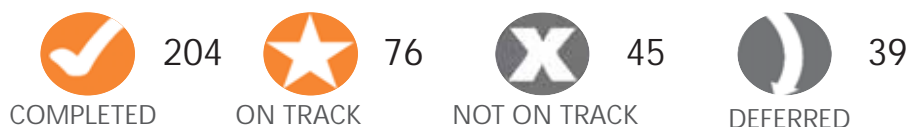
Welcome to Wyong Shire Council's Annual Report, covering the period 1 July 2012 to 30 June 2013. The report provides the Wyong Shire community with information on how Council has performed over the past financial year against its commitments in the 2012/13 Operational Plan.

The theme of the 2012/13 Annual Report is *Turning Things Around*, reflecting on a year where Council reviewed services, assessed community needs, focused on meeting those needs and made positive improvements to business delivery. Council concentrated on cutting red tape, enhancing waterways to increase community usage, campaigning for Federal and State Government support of key community projects, attracting development to deliver local jobs and positioning the Shire for future economic and social sustainability. Further information on work undertaken to *Turn Things Around* is provided in *Chapter 4 – A Change in Direction* and throughout this document.

This report is prepared in accordance with the Integrated Planning and Reporting Guidelines under the *Local Government Act 1993*. Copies of the Annual Report are available in both hard copy and electronic format. If you require further information on the report or would like to have your say about the contents or future direction of the Shire, visit Council's website at www.wyong.nsw.gov.au/contact-us/

Performance Overview

Council identified **364** actions in its 2012/13 Operational Plan. The actions support delivery of the Community Strategic Plan and are published in the Wyong Shire Council Strategic Plan 2012-16. An overview of performance results is as follows, with full details provided in Council's Quarter 4 report, accessible at www.wyong.nsw.gov.au/minutes28August2013



Those actions that were 'not on track' or 'deferred' included the development and endorsement of plans, implementation of strategies, delivery of capital works projects, implementation of technology and upgrading of systems that were not completed due to delays in strategy development and limited access to funding. These projects have been rephased into future works for 2013/14 and beyond.

An overview of key projects delivered is provided in *Chapter 5 - Performance*.

Key Projects



Our Civic Leadership

Community Engagement

Over 40 community forums were held during the year to engage residents in setting direction for the Shire. Read more on page 34

Special Rate Variation

After extensive consultation with the community Council applied for, and was granted, a 6.9% ordinary rate rise over the next four years. Read more on page 36

Our Environment

Tuggerah Lakes Estuary Management Plan

Finalisation of the \$20 million dollar project to improve the health of the lakes. Read more on page 52

Wrack Harvesting

A project focused on enhancing the the lakes. Read more on page 53

The Entrance Coast to Lake Walk

A new tourist attraction that showcases the natural wonders of The Entrance Peninsula. Read more on page 45

Sohier Park Ourimbah

A new district playground to support the hub of existing facilities at the Ourimbah Sports Precinct. Read more on page 46

Our Economy

Central Coast Youth Skills and Employment Centre

\$2.7 million in funding will be provided to build a new centre focused on developing career opportunities for the Shire's youth. Read more on page 57

Local Environmental Plan

A new plan that defines land use and zoning maps to facilitate development within the Shire. Read more on page 58

Our Community

Significant Events

The vast array of events held across the Shire - music festivals, art shows, markets, fetes, sports carnivals – bring colour, connection and fun to the community. Beyond the cultural and social benefits, a vibrant events calendar attracts visitors from further afield, boosting the local economy and enhancing our reputation as a preferred holiday and residential destination.

The following events were supported or hosted by Council during 2012/13.



Whale Dreamers Festival



Gathering of the Clans



Reconciliation Week Event

1 Whale Dreamers Festival

2 NAIDOC Week Flag Raising Ceremony

15 Indigenous Jobs Market

19 Paws & Claws for A Cause

7 National Threatened Species Day

9 Bumble Hill Burn Wyong Shire Garden Competition

13 Dads Day Out

14 Coast To Lake Scenic Walk Opening

1 Kayaking Catchment Crawl

1 Tuggerah Lakes Mardi Gras Festival

3 San Remo / Blue Haven Community Christmas Celebration Fishing Clinics

10 KBT Christmas Funfest

July	August	September	October	November	December
27 National Tree Day	24 Yarramalong Valley Spring Festival	14 Ken Duncan Coastal Paradise Revealed	23 Water supply system tour	24 Frog Landowner Workshop	18 Carols By Candlelight
30 Coast Connect Day The Entrance Winter Jazz and Blues Festival	25 Gathering of the Clans	19 Central Coast Business Expo	26 Chromefest	25 Central Coast Half Marathon	31 New Year's Eve Celebrations
	26 Central Coast Ukulele Festival	28 Wyong Shire Spring Horticultural Competition	30 Kayaking Catchment Crawl	27 Primary Schools Environment Awards	

The Entrance Winter Jazz and Blues Festival



Chromefest



Fishing Clinics





Beach Bash



Sculpture on the Greens



Ngura Indigenous Estuary Tour

- 18** X-Up Festival
- 21** Jewel By The Lake Festival
- 2** Beach Bash
- World Wetlands Day 'Breakfast With The Birds'
- 10** Surf Life Saving Club Championships
- 3** Easy Street Hot Rods Show 'N' Shine
- 11** Central Coast Country Music Festival
- 17** Harmony Day
- 3** GOATS Festival
- 5** Sculpture on the Greens
- Studio Scribbly Creative Enterprise Launch
- Youth Week Events
- 12** Saltmarsh Workshop
- Soldiers Beach Body Boarding Pro
- 4** Magoo Charity Classic
- 9** Celebration Event - Central Coast Mariners
- 11** Ngura Indigenous Estuary Tour
- 5** Water Supply System Tour
- 11** Food Fun & Music Festival

January	February	March	April	May	June
24 Australia Day Awards Evening	16 SUP Australia Surf Titles	19 Ourimbah Creek Catchment Crawl	13 Wet Wild 'N' Rhythm	26 Summer City Rumble	29 Mingara Orchid Fair & Show
26 Australia Day Celebrations	23 NSW Country Rugby Union Championship Match	20 Seniors Week Event	18 Executive Women's Leadership Breakfast	27 Reconciliation Week Event	
	24 Surf Life Saving Club Championships		24 Water Supply System Tour	31 Reconciliation Week Inter - Schools Touch Football Tournament	
			25 ANZAC Day Services		

Australia Day Celebrations

Ourimbah Creek Catchment Crawl

Reconciliation Week Inter - Schools Touch Football



PROFILE PROFILE

Council

Wyong Shire Council is an independent statutory body responsible for administering the local government area of Wyong Shire, over which it has jurisdiction. It is one of 152 Councils in New South Wales, all operating under the *Local Government Act 1993* (more information www.dlg.nsw.gov.au). The main responsibilities of Council are to provide community facilities, look after regulations and provide opportunities for the community to grow through supporting local events and activities. In 2012/13 Council provided over 90 different services to its community, including roads, water supply, sewerage services, open spaces (parks and sporting fields), community infrastructure (such as halls), library services, leisure facilities (including pools and beach maintenance). A full list is provided on page 236.

Norah Head

TURNING
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AROUND
AROUND
CHAPTER 2





35 km
Coastline

820.42 km² Area

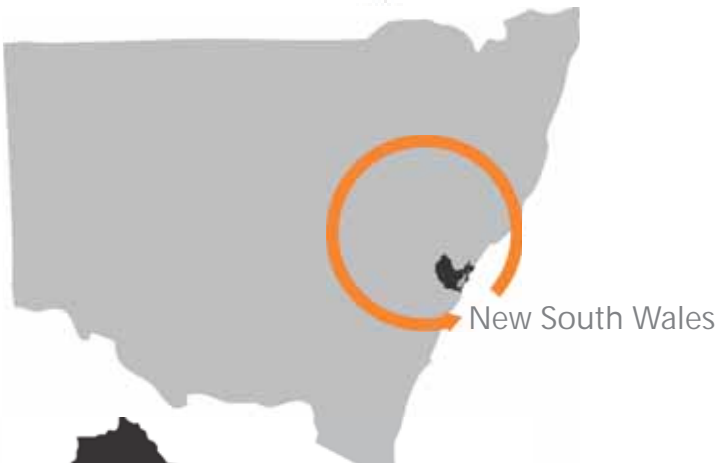
47,400 ha
National parks and state forests



155,767 Population
(*ERP2012)



Australia



New South Wales



Wyong Shire

Location

Wyong Shire covers 820 square kilometres and is located on the Central Coast of New South Wales, approximately 90 kilometres north of Sydney and 75 kilometres south of Newcastle. It borders the local government areas of Lake Macquarie City in the north-east, Cessnock City in the north-west and Gosford City in the south and south-west. The Shire contains state forests, lakes, coastline and beaches, as well as land for farming, residential and commercial purposes.



65,662

Total number of dwellings

*Estimated Residential Population



Heritage


The original inhabitants of Wyong Shire were the Darkinjung and Guringai peoples. The Shire has over 300 registered sites of Aboriginal cultural importance including open camp sites, scarred trees, axe grinding grooves, rock engravings, shelters with art and/or deposits, kitchen middens, burial areas and stone arrangements. In addition, there are many places which hold spiritual, ceremonial, social and educational value including the Tuggerah Lakes Resting Place - the first Aboriginal 'place' to be registered within Wyong Shire. The place holds great spiritual presence to the local Aboriginal people and is recognised as an Aboriginal reburial site where ancestral remains have been returned to Country and where other cultural material may be repatriated to the Aboriginal community.

Recorded European settlement commenced in the 1820s, though timber getters worked and lived in the area from the 1790s. Settlement spread at a different pace in different areas, not taking up the poorer land of Warnervale and Gorokan until the 1870s. The opening of the Great Northern Railway in the late 1880s created a much closer link to Sydney, encouraging agriculture and fishing, sparking the development of Wyong as a railway town and initiating tourism. The timber industry peaked in the early 1900s,

giving way to citrus growing, dairy farming, pastoralism and tourism. The Shire has 97 items of local European heritage significance including houses, barns, holiday homes, war memorials and bridges. There are four sites registered in the State Heritage Register including The Entrance Ocean Pools, Hargraves House, Noraville, St Barnabas Anglican Church, Yarramalong and Norah Head Lighthouse.

Community

In 1947, when Erina Shire was split into Gosford and Wyong Shires, Wyong had a population of 10,000 residents. A number of retirees settled in the area after World War II and population growth continued in the 1960s with the opening of the freeway from Sydney. This resulted in rapid growth with the population increasing from 47,000 in 1976 to 82,000 in 1986, reaching about 100,000 in 1991. Today the Shire has over 155,000 people, with a high percentage in the 'under 15' or 'over 65' age brackets. Population is expected to reach over 200,000 by 2031 with an identified 27,000 more jobs needed to cater for the increased population.



"Great service means our customers walk away with a smile" - Natalie
Receptionist Civic Centre

Vision

*Creating our ideal
community
caring... prosperous...
sustainable...*

Mission

In delivering this vision Council will work with the community to
build a better tomorrow.

Corporate Values

Council staff developed a set of values and behaviours that are used in every day dealings with each other and other stakeholders. These values help to deliver against the Mission and Vision statements and ensure that:

- we are committed to caring for each other
- we have pride in our work
- we show integrity and unity
- we strive for excellence
- we are treated with respect

Guiding Principles

During the preparation of the Shire's original Community Strategic Plan four principles were identified to guide the organisation in the planning and delivery of services to our community. These principles are applied in the everyday conduct of the business and evidence of these can be seen throughout this annual report and specifically in *Chapter 5 - Performance*:

- Government is conducted with openness and transparency involving the community in the decisions that affect it
- All three levels of government work closely together
- There is environmental, social and economic sustainability
- There is fiscal responsibility

Brand Essence

In 2012/13, Council began working with staff to define its brand essence and other brand elements to better reflect where the organisation is now and where it is heading in the future. The brand essence is the powerful thought or philosophy at the core of the organisation that guides every decision and action. It is supported by a Brand Circle of Influence (brand beliefs, brand values, brand personality and brand voice). The draft Brand elements will be finalised in 2013/14.



13%
of residents are involved
in a community based
Council, board or committee



85%
of residents
are satisfied with their job



TURNING
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CHAPTER 3

LEADERSHIP LEADERSHIP



Council Meeting

Message from the Mayor

In my 22 years on Council, the past 12 months stand out as a time of unprecedented progress.

We have delivered on getting the structure of the organisation right, created investment opportunities which deliver local jobs, taken direct action on the Lakes and got our finances in order.

There has been a team effort between the elected Councillors, management and the staff who actually deliver the outcomes to the community.

We have taken difficult decisions including rightsizing the organisation, resulting in a 10 per cent reduction in staff.

Earlier this year, after extensive community consultation, we took the tough decision to push ahead with an application to the Independent Pricing and Regulatory Tribunal (IPART) for a modest special rate increase to address our \$130 million infrastructure backlog. We will now expand our capital works program to eliminate our \$130 million infrastructure backlog over the next decade. We will be able to fix our roads, replace timber bridges and rebuild boat ramps such as the one at Norah Head.

While our financial turnaround is a credit to all staff, I would like to pay particular credit to General Manager Michael Whittaker. It was his job to implement the reform program and turn the Council around and he has achieved this.

This year has also seen a real focus on economic development. Council has worked on three significant projects that have the potential to change the face of Wyong Shire and see us become a real powerhouse region in the country. These three projects have already received a lot of attention both nationally and internationally and will provide millions of dollars of investment, create thousands of jobs and boost the local economy. They are a regional airport, an international university and the Chinese Cultural Village Theme Park.

- Regional airports attract business, investment and tourism to grow local economies. An airport would also generate hundreds of local jobs. Even conservative estimates place an airport's value to our economy at around \$250 million per annum.
- The proposed development of an international university at Warnervale is certainly incredibly exciting. This is still very much in the planning stage, but we are talking about 7,000 students - both local and international - and a staff of 1,500 as well as a language centre to support international students to offer opportunities in education and employment.
- The sale of land for a Chinese Cultural Village Theme Park at Warnervale is a big step forward. Last December, we officially signed an agreement to sell Council land at Warnervale to be developed for this purpose. The developers plan to commence construction late next year.

In addition, we have also established an Employment and Economic Development Committee, with a focus on fostering economic development and sustainable growth within Wyong Shire and the Central Coast community in alignment with Council's Strategic Plan.

The adoption of our Local Environmental Plan (LEP) earlier this year was a significant moment in the history of our Shire. This document establishes planning directions for the Shire over the next 25 years. At the time of writing, we were still waiting on the LEP to be gazetted by the NSW Department of Planning.

Some of the initiatives in the LEP are designed to boost investment and jobs in the Shire, streamline the process for establishing a business in a designated employment zone and create affordable housing options for the Shire's growing population. Our new Development Control Plan (DCP) simplifies Council's requirements for investment to take place and makes it easier for investors to plan businesses in the Shire.

In addition to these major programs and planning documents, we have also gone back to basics.

Last financial year, we spent a record amount - \$23.5 million - on our roads, undertaking 49 kilometres of road reseals and 16 kilometres of road surface pavements renewals. This year, we will surpass that by spending \$31.4 million on our roads, with a target of resealing 75 kilometres of road and 13.8 kilometres of road renewals. This is on top of other projects like doubling the removal of wrack in our lakes, providing new parks such as the Sohler Park Playground, and upgrading our sporting facilities and amenities.

The long awaited Warnervale Town Centre is finally underway with Council installing the water and sewer infrastructure and approving the first residential Development Application. In turn, the NSW Government have commenced work on the Sparks Road intersection to the town centre and just approved the Woolworths Shopping Centre.

We have worked hard to ensure our community is receiving value for money services that reflect its needs, and will continue to do so.



Cr Doug Eaton
Mayor

Doug Eaton
Mayor Wyong Shire Council

"The past 12 months have been a
time of unprecedented progress"



Councillor Profiles

Councillors represent the community in two electoral areas, called Wards, with five Councillors elected in 'A' Ward, which covers the northern part of the Shire, and five elected in 'B' Ward which covers the southern part (a list of suburbs in each Ward is provided on page 240).

A WARD

Greg Best
COUNCILLOR
(IND)

WARD A

0408 001 597

bestg@wyong.nsw.gov.au



First elected : 1995



Ken Greenwald
COUNCILLOR
(ALP)

WARD A

0400 389 985

ken.greenwald@wyong.nsw.gov.au



First elected : 2012



Councillor Best, as a strong Independent Councillor for more than 18 years, is committed to his civic role in helping local residents with their day-to-day issues around Council's services. His experience and track record as a Councillor is invaluable to residents in getting things done. Greg is passionate about our Coast and understands the need to protect our beautiful environment however as General Manager of CCGT, Central Coast Group Training, the Coast's largest employer of apprentices and trainees, he also understands the importance of local employment. This balance provides Greg with the unique opportunity to address competing interests with common sense. Throughout his time on Council he has served on numerous Committees, Government Boards and Community Organisations. Over the past 25 years as a local resident, Greg with wife Maree have raised and educated three young children. This family foundation provides Greg with a genuine understanding of local families and their needs. Also, throughout this time Greg has been a strong advocate for our Seniors. Again, this understanding has come first hand through his parents living locally. Since his election to Council in 1995 Councillor Best has served as Deputy Mayor in 1996-97 and 2001-02 and as Mayor in 2002-04.

A resident of Watanobbi, Councillor Ken Greenwald and his family have lived in Wyong Shire for over 27 years. Councillor Greenwald's background was in rail transport where he worked in Operational Resource Management. In recent years Ken has been working in project and administrative roles. He is experienced in the areas of information technology and workplace training. Councillor Greenwald has also studied real estate practice. A long term community worker, Councillor Greenwald has spent the most part of the last decade as either the secretary or chairperson of the Watanobbi Warnervale Community Precinct Committee. In line with this he has worked with the community in campaigns to improve roads and facilities. Councillor Greenwald continues this community focus as a councillor. Councillor Greenwald serves on the Wyong Shire Council Economic, Employment and Development Committee and is the alternative Wyong Shire Council delegate to the Wyong Regional Chamber of Commerce, and is a member of the Australian Labor Party, NSW Branch.

A WARD KEY PROJECTS



Woolworths Distribution Centre



Minnesota Road Upgrade



Luke Nayna

COUNCILLOR

(LIB)

WARD A

0421 832 611

luke.nayna@wyong.nsw.gov.au

@CrLukeNayna

First elected : 2012



Adam Troy

COUNCILLOR

(STL)

WARD A

0412 000 665

adam.troy@wyong.nsw.gov.au

First elected : 2012



Councillor Luke Nayna grew up in Wyong Shire, living here for more than 20 years. After finishing school on the Central Coast, Councillor Nayna completed a Bachelor of Arts from the University of New South Wales with a Double Major in Human Resource Management and Social Science and Policy. He is now undertaking a Masters in Public Policy and Politics from Macquarie University. Currently working as a Media and Communications Officer, Councillor Nayna has been involved with local community precinct committees, working with both Wyong Shire Council and the community to address local issues and concerns. Councillor Nayna's priorities include economic development, job creation, a simplified planning system with less red and green tape and increased investment in infrastructure including roads and sports facilities. As well as his membership on Wyong Shire Council Committees he chairs Council's Sports Advisory Group and is a Delegate to Greater Toukley Vision and the Central Coast Regional Organisation of Councils.

Born on the Central Coast, Councillor Adam Troy has lived in the Wyong Shire since he was a young child. He is married with three adult children and resides near the Tuggerah Lakes at Tuggerawong.

Councillor Troy has owned and operated a bobcat excavation business for the last 23 years as well as undertaking communication and confined space work as a sub-contractor. He has been an active volunteer with the Rural Fire Service for almost 25 years and is currently a Deputy Captain and former Captain of the Wadalba Rural Fire Brigade. Honoured to have been given the opportunity to work hard for the community, Councillor Troy is committed to ensuring Council responsibly and effectively uses ratepayers' money to provide quality services, improve the Tuggerah Lake system, encourage tourism and enhance local employment opportunities.

A WARD KEY PROJECTS



Youth Week GOATS Festival



Anti-graffiti Mural Wadalba Sports Facility

Doug Vincent
COUNCILLOR
(ALP)
WARD A

0417 224 105

doug.vincent@wyong.nsw.gov.au

First elected: 2008



Councillor Doug Vincent has lived in the Budgewoi area of the Wyong Shire for 36 years and is married with five children.

With elderly parents who live on the coast and kids who enjoy sports, parks and libraries he understands that keeping the services and infrastructure provided by Council is an essential part of maintaining our way of life.

Councillor Vincent believes the community knows what's best for their neighbourhood and therefore listens to local residents and works hard to represent their views. He considers local jobs and worker's rights to be extremely important and advocates for Council to focus on its core business activities to improve the Shire's roads, footpaths, stormwater and lake systems.

Doug has held a variety of positions on Council Committees which include Gosford/Wyong Councils Joint Water Authority, Chairperson Wyong/Lake Macquarie Joint Bushfire Management Committee, Status of Women Committee, Risk and Audit Committee, Wyong RFS District Liaison Committee, Multicultural Committee, Finance committee and the Governance Committee.

Doug is employed as a Project Manager in the energy sector and holds qualifications in the electrical trade, air-conditioning and refrigeration trade and electrical engineering. He has also completed a Business Degree and a Masters of Management at Newcastle University.

Former A Ward Councillors (September 2008 - September 2012)



Councillor John McNamara



Councillor Bill Symington



Councillor Sue Wynn



Sohier Park Playground

B WARD

Doug Eaton

MAYOR

(IND)

WARD B

(02) 4350 5211

eatond@wyong.nsw.gov.au

@CrDougEaton



First elected : 1991

Councillor Eaton is Council's longest serving Councillor. He was Mayor in 1996-97 when Council won the Bluett Memorial Award for best council in NSW and in 2012 when Council finished second. Councillor Eaton has degrees in Commerce and Law from the University of NSW. He lives in Wyong and is a local businessman, owning Eaton's Mitre 10 at Wyong and also having a conveyancing practice. Councillor Eaton is a member of the NSW State Parole Authority, which decides on the granting of parole to prisoners; the Home Building Advisory Council, a consultative reference group that provides the Minister for Fair Trading with advice about issues relating to the home building industry; the State Government's Joint Regional Planning Panel for the Central Coast Hunter region; and has previously served as a member of the executive of the Local Government Association.

Councillor Eaton aims to bring a professional business approach to Council decisions. His current major project is the replacement of the Wyong Memorial Hall with a performing arts centre and he has been the driving force behind the proposed \$500 million Chinese Cultural Village Theme Park at Warnervale. He is the chair of Council's Advisory Committee on the proposed Performing Arts Centre and also is a regular attendee at the Ourimbah Community Precinct Committee meetings.

Bob Graham

COUNCILLOR

(IND)

WARD B

0408 439 155

grahamb@wyong.nsw.gov.au



First elected : 1999

Councillor Graham is married to Lorraine and they have lived at Berkeley Vale for over 35 years. They have two adult children both living and working in Wyong Shire and six grandchildren. From 1988-1991, Councillor Graham was the State Member for The Entrance, and before that he owned the "Butchers Hook Butchery" at Chittaway and was proprietor of "Bob Graham's Wholesale Foods" smallgoods and fresh food distributors at Long Jetty. From 1992 to 2007, he had a Public Relations and Consulting company. Councillor Graham has long been active in the community. He spent eight years as a member of the Board of Directors of the Central Coast Mariners Football Club, only retiring this year, and is Patron of Wyong Race Club. His other community involvement includes President of Berkeley Vale Public School Council, Patron of Central Coast Soccer Association, Berkeley Vale Soccer Club, Tuggerah United Soccer Club, Ourimbah United Soccer Club and Wyong Soccer Club, The Entrance Leagues Club, The Entrance Rugby Club, The Entrance Amateur Swimming Club, Shelly Beach S.L.S.C, Tuggerah Tufts Winter Swimming Club and many more.

Since his election to Council in 1999 Councillor Graham has served five terms as Mayor and four terms as Deputy Mayor. He has also served on numerous Council Committees, and has also been a Justice of the Peace since 1971.

B WARD KEY PROJECTS



Sohier Park District Playground, Ourimbah



Long Jetty Streetscape Improvement Project



Lisa Matthews

COUNCILLOR

(ALP)

WARD B

(02) 4350 5555

lisa.matthews@wyong.nsw.gov.au



First elected : 2008

Councillor Matthews is the 2261 Out of the Box Family Connections Project Worker with Spirited Communities. She has been living on the NSW Central Coast for 10 years with her husband and two children. Councillor Matthews was formerly employed in the Community Development team of Wyong Council as well as running her own Natural Beauty business.

Lloyd Taylor

COUNCILLOR

(STL)

WARD B

0416 234 000

lloyd.taylor@wyong.nsw.gov.au

@ClrLloydTaylor



First elected : 2012

A Toukley businessman, Councillor Lloyd Taylor is married with three children. He is a long term resident of Wyong Shire and operates a consultancy that specialises in environmental solutions, solar products and wastewater treatment. Councillor Taylor is a Graduate of the Australian Institute of Company Directors and a firm believer in the importance of corporate governance, equitability and accountability. He is a former chairman of the Central Coast Agri-Business Alliance. He is also a member of the Warnervale Chamber of Commerce and a founding member of Wyong Land Owners Rights Association.

A keen sailor, he enjoys scuba diving, bush walking, trekking and travelling.

B WARD KEY PROJECTS



Cresthaven Avenue, Bateau Bay



Mingara Track and Field, Tumbi Umbi

Lynne Webster**DEPUTY MAYOR****(LIB)****WARD B**

0414 853 788

lynne.webster@wyong.nsw.gov.au

First elected : 2008



Councillor Lynne Webster is married and has five children and nine grandchildren. She is currently Company Director for her family business located at Tuggerah. A former journalist, Lynne has lived on the Central Coast for 24 years. She was initially employed at the former Tuggerah Lakes Tourist Association. It was here she developed a strong interest in the community and its needs. She spent many years as Secretary of the Tuggerah Lakes Mardi Gras Festival as was involved in assisting in the organisation of the numerous festivals that have been staged in The Entrance over the years. She was Secretary/Treasurer/Public Officer of The Entrance Town Centre Management Corporation Inc for eight years and has again taken on the position of Secretary/Treasurer for the coming financial year. Lynne understands the need for continuous improvement and change to the local community to ensure that it satisfies the basic principles of local government and address the basic needs of our local community. She is obsessive about the local area and its community. Lynne welcomes comments, complaints and enquiries from residents and local businesses.



Former B Ward Councillors (September 2008 - September 2012)



Councillor Emma McBride



Wrack Harvester
Removing dead
seagrass leaves and
other vegetation
from Tuggerah Lakes

Council Elections 2012

Every four years voters in each Ward elect five community members as Councillors to represent the interests of the residents and businesses in those Wards. NSW Local Government Elections were held on 8 September 2012 with four new Councillors joining six returning Councillors for the 2012 to 2016 electoral term.

Each September, Councillors elect a Mayor and Deputy Mayor to lead them for the following year. In September 2012 the elected Mayor was Councillor Doug Eaton and the Deputy Mayor was Councillor Lynne Webster. On the same day as the 2012 election, Council held a referendum to find out whether the community wanted to elect its own Mayor. The result was that an absolute majority of voters resolved that in future, Mayoral elections would be decided by voters with Mayors being elected for a four year term. This means that the number of councillors will increase by one, with the first public election of a Mayor due in 2016.

Council's Role

Councillors

Councillors are democratically elected to represent the interests of the Shire's residents and ratepayers. They provide leadership and guidance to the community and assist with communication between the community and Council. Their role includes making policies on the Shire's direction, funding, expenditure, investment, borrowing, finance, strategic development and growth.

The role of the Mayor also includes chairing Council

meetings, carrying out civic and ceremonial functions, exercising urgent policy-making functions that happen between council meetings, if required, and other functions determined by Council.

Council Decisions

Under the *Local Government Act 1993*, Council has delegated authority to the General Manager to make decisions, which are then implemented by Council officers. Where the General Manager does not have a delegated authority, recommendations are made to Council for consideration and determination. Councillors consider policies and programs as a group, with decisions made on a majority basis. Once decisions are made they are implemented by the General Manager.

Council Meetings

Ordinary Meetings of Council are held in the Civic Centre (2 Hely Street, Wyong) at 5.00pm on the second and fourth Wednesday of each month from February to November inclusive, and the 4th Wednesday of January and 2nd Wednesday of December. There is only one meeting in December, held on the second Wednesday, and an Extraordinary Council Meeting each September for the election of the Mayor and Deputy Mayor. Additional Extraordinary Meetings may be convened if the need arises. Councillors attend inspections on the first Wednesday and briefing/ workshop sessions are conducted on the second, third and fourth Wednesdays of each month. Council meetings are open to the public and the community is encouraged to attend. The meeting schedule and copies of agendas and minutes are available at www.wyong.nsw.gov.au/about-council/council-meetings/

In 2012/13, 19 Ordinary and 32 Extraordinary Council meetings were held with the following attendance:

Councillor	Ordinary Council Meetings attended	Extra Ordinary Council Meetings attended
Councillor Greg Best	17 out of 19	3 out of 3
Councillor Doug Eaton	19 out of 19	3 out of 3
Councillor Bob Graham	18 out of 19	3 out of 3
Councillor Ken Greenwald ~	16 out of 16	3 out of 3
Councillor Emma McBride (retired) *	3 out of 3	Retired
Councillor John McNamara (retired) *	3 out of 3	Retired
Councillor Lisa Matthews	15 out of 19	2 out of 3
Councillor Luke Nayna ~	16 out of 16	3 out of 3
Councillor Bill Symington (retired) *	3 out of 3	Retired
Councillor Lloyd Taylor ~	14 out of 16	3 out of 3
Councillor Adam Troy ~	15 out of 16	3 out of 3
Councillor Doug Vincent	19 out of 19	3 out of 3
Councillor Lynne Webster	19 out of 19	3 out of 3
Councillor Sue Wynn (retired) *	3 out of 3	Retired

* There were 3 Ordinary Council Meetings held prior to the 2012 Local Government Elections when Councillors McBride, McNamara, Symington and Wynn retired

~ There were 16 Ordinary and 2 Extraordinary Council Meetings held after the 2012 Local Government Elections when Councillors Greenwald, Nayna, Taylor and Troy were elected

Code of Meeting Practice

Council meetings operate under a Code of Meeting Practice, made under the *Local Government Act 1993* and in accordance with the *Local Government (General) Regulation 2005*. The Code provides a structure for the orderly and efficient proceedings of Council meetings, informs Councillors and staff of their obligations, aims to ensure meetings are held in an environment that facilitates respect and maintains and builds good working relationships. A copy of Council's Code of Meeting Practice can be found at www.wyong.nsw.gov.au/codeofmeetingpractice

Code of Conduct

Council operates under a Code of Conduct in accordance with Section 440 of the *Local Government Act 1993*. The Code incorporates the provisions of 'The Model Code of Conduct for Local Councils in NSW' and sets minimum compliance requirements for administrators, members of Council staff, independent conduct reviewers, members of Council committees, including the conduct review committee and delegates of the Council. A copy of Council's Code of Conduct can be found at www.wyong.nsw.gov.au/codeofconduct

Committees of Council

Formal committees provide advice to Council on specific issues. Committee membership is made up of Councillors and internal/external stakeholders. The following formal Committees operated in 2012/13:

Committee	Member Councillors
Audit and Risk Management Committee	Mayor Eaton, Deputy Mayor Webster, Councillors Nayna and Vincent
Bushfire Management Committee	Councillors Troy and Taylor
Economic and Employment Development Committee	Councillors Best, Greenwald, Nayna, Troy and Webster
Fire Control District Liaison Committee	Councillors Taylor and Troy
Heritage Committee	Councillor Taylor
Joint Regional Planning Panel	Mayor Eaton and Councillors Best, Nayna and Taylor
Traffic Committee	Councillors Nayna and Webster
Tuggerah Lakes Estuary, Coastal and Floodplain Management Committee	Deputy Mayor Webster, Councillors Taylor and Troy

Advisory Groups

These groups are not statutory or governed by a Code of Meeting Practice. Group membership includes Councillors and internal/external stakeholders. The following advisory groups operated in 2012/13:

Advisory Group	Member Councillors
Grants Advisory Group	Mayor Eaton, Deputy Mayor Webster and Councillor Nayna
Multicultural Advisory Group	Mayor Eaton, Councillors Vincent and Webster
Sports Advisory Group	Mayor Eaton, Councillors Nayna, Taylor and Troy
Status of Women Advisory Group	Deputy Mayor Webster, Councillors Matthews and Troy

Further information regarding each of Councils' Advisory Committees can be found on Council's website at www.wyong.nsw.gov.au/about-council/councilcommittees/

Message from the General Manager

Working in local government is like a long distance sport – we need to keep our eye firmly on where we need to get to as an organisation, a business and an employer - in order to serve our community best, now and in the future.

Our planning processes have become more sophisticated over the last few years and the results are starting to pay off.

This past year stands out to me as one where the hard work of many - our councillors, our staff and our community - has resulted in major achievements and a real sense of moving forward.

First and foremost, our financial result of an operating surplus after a decade of deficits is testament to the Council's commitment, staff innovation and community support. Costs have been contained and reduced wherever possible, efficiencies sought and found, new revenue streams opened up and existing ones maximised to ensure we could turn the organisation around.

Internally, there was a restructure following the election of a new Council in September. Change focused on streamlining the organisation with the practical reduction in the number of managers from 26 to 16, and a reduction in overall staff of 10%. It should be noted this was done with no loss of permanent award staff. Our unions (USU, DEPA and APESMA) showed leadership in how they assisted us in achieving this outcome.

The new structure in particular provided a focus on economic development to attract jobs and investment to the region. The creation of a new internal service unit - Waterways and Asset Management ensures catchment, lake and flooding issues will be managed for the long term, regardless of state and federal funding, in recognition that the Tuggerah Lakes are central to the identity of our Shire both for tourism and recreation.

Already these new internal focus areas have started to achieve results on the ground with the purchase of large scale wrack harvesting equipment for the lakes and preliminary work on proposals for a university, theme park and airport.

With the same drive to attract investment and support Council's priorities, a new Wyong Local Environmental Plan was drafted and included the reclassification of 393 Council-owned properties. The high level of technical skill and community consultation involved in the development of this guiding document for land use, saw an outcome that I hope will meet the needs of our diverse community well into the future.

However, the largest community engagement exercise of 2012/13 was without doubt our Service Standards Review which saw over 9,000 people take up the opportunity to have their say on what Council's priorities and spending levels should be. This process led to our decision to apply to IPART for a modest Special Rate Variation on Ordinary Rates of 6.9% to address a \$130 million asset maintenance backlog.

I was very pleased to see our community get involved in this fundamental debate around what we collectively value and what we can reasonably afford.

At the end of the day, it was clear that people do highly value the services we provides via our extensive asset portfolio - roads, bridges, water and sewerage infrastructure, community buildings, recreational facilities and natural asset management - and our ratepayers are prepared to pay a modest increase in rates to help us get these assets up to a satisfactory standard. The additional funds are already going into a list of pre-determined projects which will be reported on regularly. The community's support has also given staff a morale boost, showing that the services we deliver are valued.

Internally, we conducted our first 'climate' survey - a way to gauge and benchmark a number of important indicators around how staff feel about Wyong Shire Council as an employer and where improvements in the internal culture will lead to productivity and service enhancements for our customers.

I am proud to say we are now in a position where our day-to-day spending, year in year out, is within our means and we can focus our efforts on facilitating investment in our Shire to create employment.

I want to thank the Mayor, Councillors and 1200 staff for their efforts over the last year and look forward to working with them into the future to make Wyong a better place to live and work.



**Michael Whittaker,
General Manager**

Executive Profiles

Michael Whittaker GENERAL MANAGER

Mr Whittaker has held the position of General Manager of Wyong Shire Council since May 2010. He previously held senior positions at the City of Sydney, City of Ryde, South Sydney City Council, Bunbury City Council, Brisbane City Council and the Queensland Department of Environment and Heritage.

Mr Whittaker has a broad set of qualifications including a Master of Business Administration in Accounting, Bachelor of Business, Associate Diploma in Health Surveying, Diploma in Company Directing and a Graduate Diploma in Urban Planning (not completed). He is also a Member of the Local Government Managers Association and the Australian Institute of Company Directors.

He is a qualified company director and has served on numerous high profile boards including the Great Barrier Marine Park Authority, South Sydney Development Corporation, the Coastal Protection Advisory Committee and the Wet Tropics Management Authority. Mr Whittaker was also the General Manager of a major private sector development company specialising in providing high density and medium density residential properties. He has specialist skills and extensive experience in delivering complex civil works in particular roads, drainage, water and sewerage.

Mr Whittaker is presently a Director of the Central Coast Tourism Board, the Central Coast Regional Development Corporation, Central Coast Water Corporation and a member of the Consultative Committee for the Central Coast University

“This past year stands out to me as one where the hard work of many - our councillors, our staff and our community - has resulted in major achievements and a real sense of moving forward.”



Services provided by this department include:

- Organisational management
- Internal governance in the areas of legal, risk, finance, human resources and information management
- Strategic planning for the community and Council
- Overall management of Council's staff and budget

**FAST
FACT**

Department budgeted FTE	146.13
Revenue (\$000)	\$559
Expenditure (\$000)	\$1,561
Fixed asset value (\$000)	\$1,113

Jari Ihalainen

**DIRECTOR
PROPERTY AND ECONOMIC
DEVELOPMENT**

Jari joined Council in March 2013, bringing an incredible depth of experience to the role.

He has worked on a number of high profile award-winning projects including the refurbishment of the heritage-listed Gresham Hotel in Sydney; in asset management and development with Australian Growth Properties; as a trouble shooter at Sinclair Knight Merz bringing a number of non-performing contracts back on-line; in South-East Queensland where he was the General Manager of Education City – a major joint venture project between Mirvac and Springfield Land Corporation; as Queensland State Manager with Valad Property in Brisbane; and as CEO of an international development company based in Bahrain.

Jari holds a Bachelor of Building, Bachelor of Law (1st class honors), Bachelor of Visual Arts and Graduate Diploma of Legal Practices. He is a qualified legal practitioner and was admitted as a barrister in Queensland where he worked on complex legal matters in property and construction.

Services provided by this department include:

- Strategically planning for future development
- Managing and planning town centres
- Developing and managing iconic sites
- Managing Council's property portfolio
- Identifying and supporting opportunities for economic development
- Land management planning
- Collection of domestic waste and receipt of commercial waste
- Provision and maintenance of corporate vehicles and items of plant
- Provision of holiday parks

Lin Armstrong

**DIRECTOR
DEVELOPMENT AND BUILDING**

Lin joined Council in March 2013. She has over 25 years experience as a practicing town planner and holds a Degree in Geography and Planning and a Graduate Diploma in Urban and Regional Planning from the University of New England.

She has had a stellar career in both public and private practice working on major developments such as the Vintage Residential and Golf Estate in Pokolbin. For the last 17 years she worked in the property development area and also spent 12 months with the NSW Growth Centres Commission, project managing the major North Kellyville and Edmondson Park Urban Release Areas.

Services provided by this department include:

- Assessment of development and rezoning applications
- Certification of buildings
- Ensuring environmental compliance
- Ensuring public safety through immunisation programs; inspections and licensing of food premises, caravan parks and other businesses to ensure public health; inspections of swimming pools
- Enforcing local laws such as parking
- Ensuring responsible animal ownership and managing Council's Animal Care Facility
- Ensuring fire safety requirements in public and private buildings
- Undertaking development engineering for new subdivisions
- Inspecting and licensing On Site Sewage Management Systems
- Managing and educating the public on noxious weeds and pests



**FAST
FACT**

Department budgeted FTE	84.31
Revenue (\$000)	\$2,956
Expenditure (\$000)	\$13,548
Fixed asset value (\$000)	\$411,017

**FAST
FACT**

Department budgeted FTE	83.95
Revenue (\$000)	\$4,316
Expenditure (\$000)	\$9,881
Fixed asset value (\$000)	\$539

Greg McDonald

DIRECTOR INFRASTRUCTURE AND OPERATIONS

Greg has been with Wyong Shire Council since December 2008, having over 20 years experience as a professional civil engineer - the majority of which has been spent in senior engineering roles in the local government sector.

His qualifications include a Master of Business Administration, Master of Engineering Science and Bachelor of Engineering. He has received several awards including the Institute of Public Works Engineers Public Works Australia's Leader of the Year 2013 and the GA Taylor Award 2007. Greg is also a Graduate of Australian Institute of Company Directors and an executive committee member of the NSW Water Directorate.

Greg has a broad depth of knowledge of working in large and small urban and regional centres and has directed major projects such as the Mardi - Mangrove Link, the largest infrastructure project undertaken on the Central Coast designed to provide drought relief to 350,000 residents.

In his role as Director Infrastructure and Operations, he leads a multi-disciplinary team of over 475 staff, manages an operational budget of \$160 million and a capital works budget of \$80 million, one of the largest capital works budgets in local government.

Services provided by this department include:

- Management of corporate contracts and projects
- Design, construction and maintenance of local roads, bridges, bus stops, pathways and drainage
- Supply of water
- Disposal of Sewage
- Maintenance of waterways and environmental assets
- Management of community assets

Maxine Kenyon

DIRECTOR COMMUNITY AND RECREATION SERVICES

Maxine started with Wyong Shire Council in 2010 as the Director Community and Recreation Services, establishing a new department focused on the community.

Maxine has a background in community development, community planning and service delivery. She has a Bachelor of Welfare and is undertaking a Master of Business Administration.

She has been employed in local government since 1999, holding a range of positions across NSW. Maxine's experience ranges from front line services, working with community groups and businesses, developing long term strategies and plans to managing capital works projects. Prior to moving into local government, Maxine worked in the 'not for profit' sector and has a high level understanding of the challenges faced by these organisations

She is passionate about providing best value services and has a strong focus on customer connection and engagement. Through the Community and Recreation Services Department Maxine has developed and delivered a range of services, providing better value to the community and meeting their changing needs.

Services provided by this department include:

- Planning, development and operation of community infrastructure including playgrounds, parks, sporting fields, halls, multi-purpose centres, beaches, swimming pools
- Support for and delivery of community programs events and education activities
- Management of Council customer service, communications and engagement with the community
- Management of community grants
- Planning for sporting and open space areas
- Delivery of community programs
- Provision of Library Services, and Child Care Centres



**FAST
FACT**

Department budgeted FTE	476.71
Revenue (\$000)	\$135,755
Expenditure (\$000)	\$159,854
Fixed asset value (\$000)	\$1,914,992

**FAST
FACT**

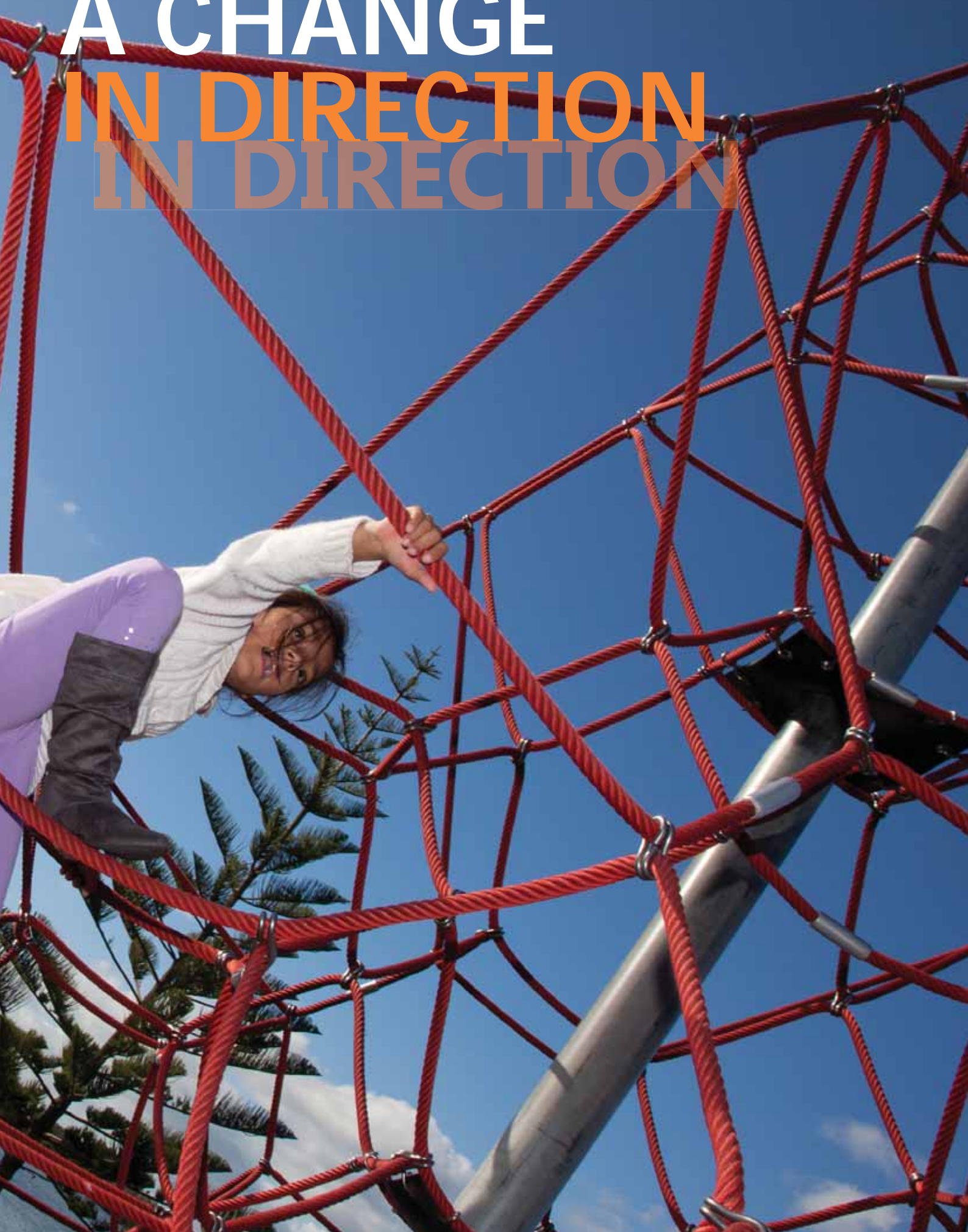
Department budgeted FTE	277.89
Revenue (\$000)	\$16,389
Expenditure (\$000)	\$38,130
Fixed asset value (\$000)	\$157,348



Picnic Point
The Entrance

**TURNING
THINGS
AROUND
AROUND**
CHAPTER 4

A CHANGE IN DIRECTION IN DIRECTION



A CHANGE IN DIRECTION

In the process of turning things around, Council faced the following key challenges and opportunities.

Conversations

During the year Council dealt with a number of issues that directly impacted the community. To ensure organisational decisions were transparent and properly reflected community needs, extensive consultation was undertaken on a range of issues. Council held over forty structured community engagement opportunities, with thousands of community members involved. The high participation rate clearly demonstrated active engagement in the Shire's civic leadership and provided direction for the future.

Consultation topics included:

- Reclassification of land
- Planning proposals Precinct 7A and Key Site – The Entrance
- Corporate and community strategic plans
- Learning Community Strategy
- Long Jetty, Toukley, Budgewoi, Lake Haven and Bateau Bay Masterplans
- Revenue Policy
- Engage Me and Resident ePanel
- Pesticide Use notification plan
- Your Place, Your Say, Your Future rate options
- Quality of Life
- Tumby Creek Bridge
- Draft Wyong Local Environmental Plan, Development Control Plan and Settlement Strategy
- Sohier Park Playground and proposed playground at Kurraba Oval
- Estuary Management Plan
- Vision to boost Central Coast region
- Mardi landfill remediation
- Key transport infrastructure study
- Mains cleaning program
- Policy for control of open burning
- Central Coast Positive Ageing Strategy
- Ourimbah Creek flood study
- Future library planning
- Automated parking system at The Entrance
- Gwandalan Boat Ramp
- Frank Ballance Park improvements
- Minnesota Road upgrade
- Ourimbah communications pole
- Swaddling Reserve, Toowoona Bay
- The Entrance Channel closed circuit television camera
- Tunkawallin Oval upgrade

Social media networks were extensively used with:





“I love coming to work and the changes Council is making to truly engage with our community” - Colby
Community Engagement Officer

HAVE YOUR SAY

Service Standards Review

In May 2012, Council commenced a review of the level of services it provides to the community. The project was undertaken to identify those services that the community valued most and to provide information to help Council address a gap in the level of available income versus what was needed to maintain and renew existing assets and levels of service.

The project included community engagement, surveys and management reviews to assess community needs, service priorities, desired levels of service and the preparedness to pay in order to achieve targeted annual change in services or service levels. Assessment also included consideration of what services were legally required, along with State Government areas of regional focus.

The review resulted in increased understanding of what the community valued, expected and prioritised so that more informed and targeted service planning could be undertaken. It highlighted that the community values ease of access to services; quality, affordable and reliable services; good governance with equity in the provision of services; sustainability (both environmental and financial); and services which provide community benefit and promote community spirit. Priorities for services were highest for roads, drainage and governance; followed by environment, community recreation, community education, waste, economic and property development, and finally regulation and compliance. Council staff used this information to develop various funding scenarios to meet community expectations.

Special Rate Variation

Over the past fifty years focus has been on the construction of new assets to meet community needs, rather than the maintenance of existing assets such as roads, parks, sporting fields and playgrounds, beach access, community centres and water and sewerage pipes.

To understand the extent of this maintenance backlog, Council undertook a condition assessment of all built assets and formulated an asset management strategy. A number of assets were ranked in a 'less than satisfactory' condition, requiring \$130 million to bring them back to a 'satisfactory' standard.

Council faced the tough decision on how to pay to bring these assets back to a 'satisfactory' standard to ensure they are safe and in a condition that matches the community's expectations. After significant consultation with the community, resulting in over 8,800 responses, an application was made to the Independent Pricing and Regulatory Tribunal (IPART) for a

Special Rate Variation of 6.9% (including the standard 'rate peg' set by IPART of 3.4%) per year for seven years. IPART responded by allowing Council to increase rates by 6.9% (including the standard rate peg) per year for a period of four years, from 1 July 2013. This increase applies to ordinary General Rates (not Water and Sewer rates and other annual charges which are set by different methods).

As part of its application, Council had to be specific about the type of work that will be carried out using the Special Rate Variation. Information on the capital works projects to be undertaken during 2013/14 under the Special Rate Variation can be found at www.wyong.nsw.gov.au/capitalworks. IPART has placed strict requirements on Council to ensure that the progress of capital works funded by the Special Rate Variation income is regularly and clearly reported to the community. Information on Council's application and IPART's decision can be found at www.ipart.nsw.gov.au/Home/Industries/Local_Govt/Special_Variations_and_Minimum_Rates/Applications_Determinations

Number Crunch



Total annual increase to Ordinary Rates 2013/14 to 2016/17



the average extra annual increase per ratepayer in 2013/14



Total value of Council's asset portfolio



Total additional revenue Council will receive over next four years



\$130M

Total cost to address the asset maintenance backlog



8,800

Total number of people who responded during consultation

Innovation

Council reviewed and implemented a number of efficiencies that assisted in a \$20 million reduction in operating deficit through activities including:

- Recycling old road pavement materials as road base for heavy patching, reducing costs from \$118 per square metre to \$21 per square metre, enabling renewal at six times the amount of paving for the same budget;
- Bringing legal services into the organisation saving \$300,000;
- Cutting project management costs by \$250,000 and dramatically reducing the overall use of external consultants;
- Installing energy efficient lighting in Council buildings resulting in approximately \$17,000 in savings during the year; and
- Designing a new style of boat ramp that can be constructed off site and installed in one day, saving an estimated \$50,000 per boat ramp and reducing the impact on site due to the ease of installation - two single ramps and one double ramp have been installed to date (Mannering Park, Chittaway and Chain Valley Bay North).

Council conducted a review of vacation care services, noting that when the service commenced there were few options for parents to access child care during school holidays. With an increase in vacation care services within the Shire and rising costs, the decision was made to stop providing these services saving up to \$68,500. Services at Watanobbi, Lake Haven and Killarney Vale closed during the year with Ourimbah and Blue Haven Centres to transfer to other operators once suitable providers are sourced.

Field technology was introduced into various operations including the use of mobile devices to open and close sporting fields, update Council's website, check weather conditions prior to spraying weeds and evaluate and monitor bushfire issues.



\$7.3
MILLION
operating surplus
(excluding capital income)
in 2012/13

External Influences

During the reporting year there were a number of changes in the local government sector with relation to industry reviews and legislative changes, all of which impact on business operations.

Local Government Destination 2036

In 2011 the Division of Local Government, in conjunction with local Councils, developed Destination 2036, a planning document designed to provide local government with a forum to explore issues, consider and develop structures and approaches to managing local government in NSW. The plan was developed as the strategic plan and delivery program for NSW local government, mirroring key elements of the integrated planning and reporting framework which individual councils are implementing.

Independent Local Government Review Panel

Following the development of the Destination 2036 plan, an independent review panel was formed to take a closer look at local government structures and finances and the way that councils would deliver services in the future. The panel developed 20 essential steps that would guide local government reform in NSW over the next few years. The paper included a proposal for the voluntary merger of Wyong Shire and Gosford City Councils into one Central Coast Regional Council. In May representatives of the panel attended the Central Coast to hold a community workshop to discuss the proposal, and other report recommendations with residents. Information gathered from community sessions held around the state will be collated into a final report due for release in late 2013.

Legislative Changes

The NSW Government continued extensive consultation on a review of NSW Planning legislation, being redesigned to increase community participation, provide up front strategic planning, enhance stakeholder participation, streamline approval processes and identify infrastructure needs at planning stage. Consultation on the White Paper finished on 28 June 2013 with implementation intended for 2013/14.

The NSW Local Government Act, which deals with the legal and governance framework of councils, is also under review, with consultation undertaken in 2013. The review ensures that legislation supports the Destination 2036 project and the work of the review panel and provides greater alignment to the methodology of integrated planning and reporting.



**TURNING
THINGS
AROUND
AROUND**
CHAPTER 5

PERFORMANCE PERFORMANCE

Council's performance is structured around the planning themes of Our Community, Our Environment, Our Economy and Our Civic Leadership as detailed in the Community Strategic Plan. This section is led by a Community Financial Report, which provides a snapshot of the more detailed Audited Financial Reports in *Chapter 8*.



Five All Terrain Vehicles (ATVs) were purchased during 2012/13 to assist Council Lifeguards and volunteer Lifesavers respond quickly to emergency situations and safely set up beaches

PERFORMANCE

Community Financial Report

Overall the 2012/13 financial year has presented many challenges and opportunities as the organisation has focused on its correction pathway towards achieving financial sustainability.

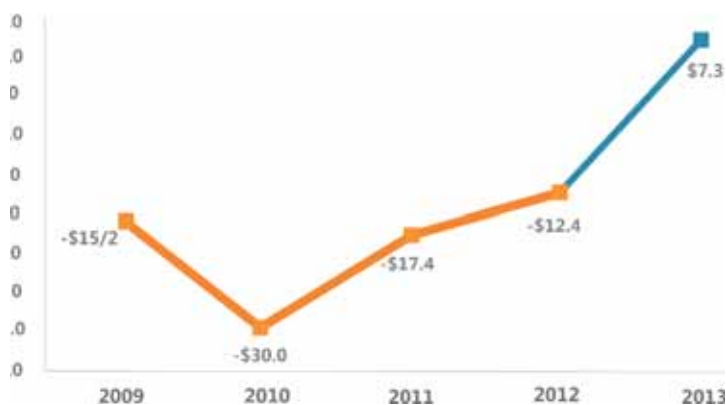
After many years of operating shortfalls (before capital related grants and contributions income), the 2012/13 result of a \$7.3 million surplus (excluding capital income) is an important milestone for Council and represents successful achievement of a strong commitment towards the long term financial viability of Council.

Operating Result	2008/09	2009/10	2010/11	2011/12	2012/13
	\$ m	\$ m	\$ m	\$ m	\$ m
Total Income from Continuing Operations	208.2	231.7	251.2	238.0	247.6
Total Expenses from Continuing Operations	205.7	232.3	225.2	235.8	225.2
Net Operating Result (inclusive of Capital Income)	2.5	(0.6)	26.0	2.2	22.4
Capital Grants and Contributions	17.7	29.4	43.4	14.6	15.1
Net Operating Result (excluding Capital Grants and Contributions)	(15.2)	(30.0)	(17.4)	(12.4)	7.3

This successful year end result for 2012/13 has been achieved through a culture of cost containment across the organisation while still delivering on acceptable levels of service to our community.

Council's integrated planning is continuing to be developed to address long term financial sustainability and to meet the challenges of economic growth and development in the Shire.

Financial Performance Trend Net Operating Results (before capital)



Overall, Council has achieved a sound financial result and responded to ensuring a turn-around of past unfavourable trends and the Responsible Accounting Officer considers that Council's financial position is 'satisfactory' – not withstanding that further continued management rigour is required to maintain that position.

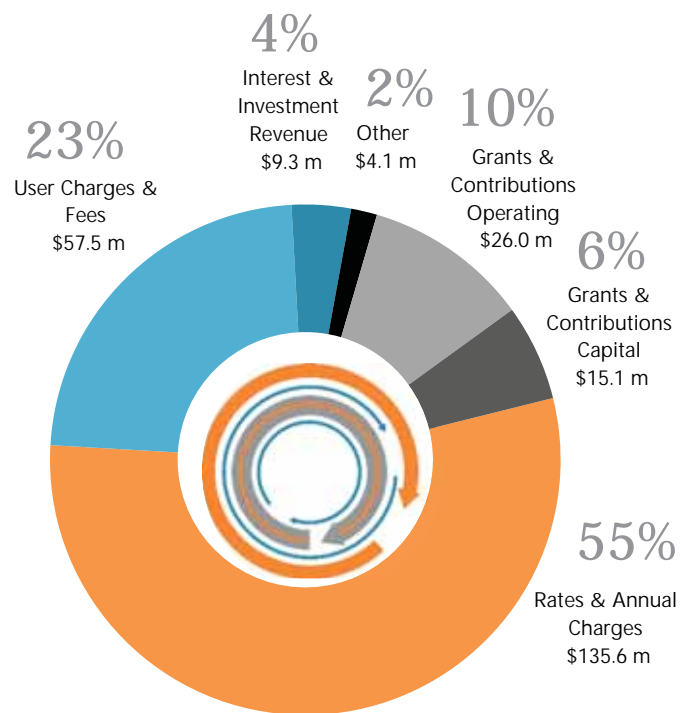
Sources of Income

Where does Council's revenue come from? Council received \$247.6 million in revenue during 2012/13 primarily from rates and annual charges (\$135.6 million or 55%).

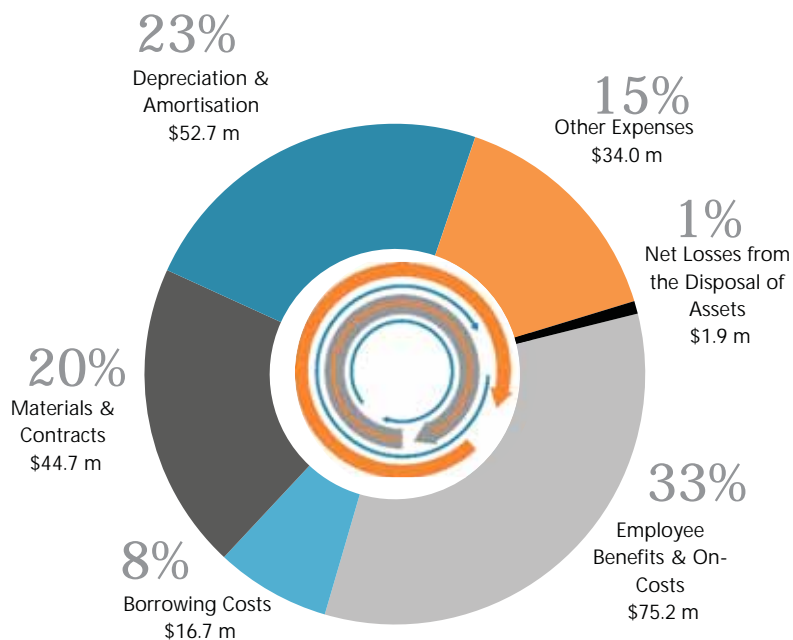
Sources of Operating Expenditure

Where are the funds spent on operating activities? Council incurred operating expenses of \$225.2 million during 2012/13 with employee benefits and on-costs still the largest expense item (\$75.2 million or 33%).

Sources of income



Sources of operating expenditure



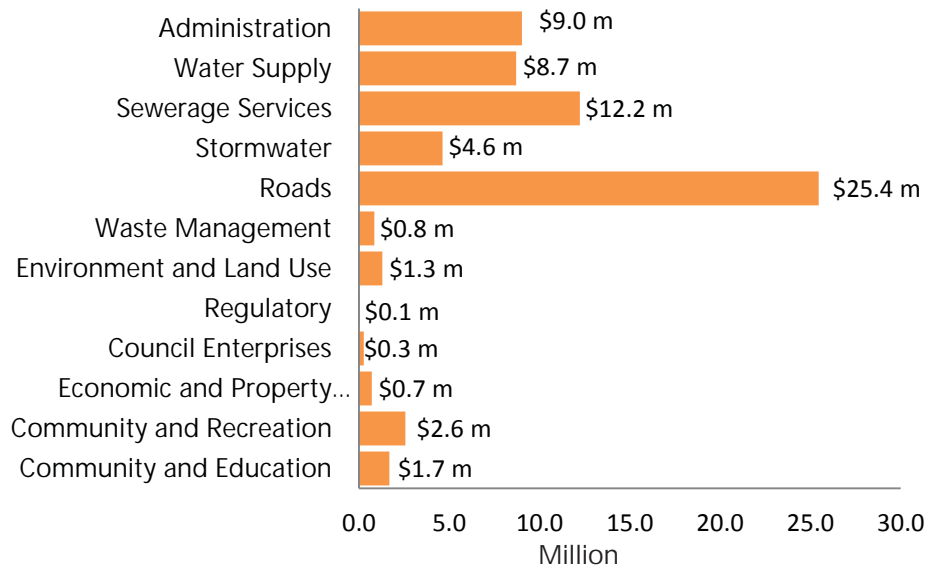
Capital expenditure 2012/12 by Principal Activity

Capital Expenditure

During 2012/13 Council spent \$67.4 million on its capital works program, with over a third of this (\$25.4 million or 38%) being dedicated to the Shire’s road network that included \$4.8 million specifically related to the road reseal program.

Council remains committed to improving its diverse asset portfolio of over \$2.5 billion in infrastructure, property, plant and equipment and will use the funds generated from a Special Rate Variation over the next four years to improve the condition of its existing assets.

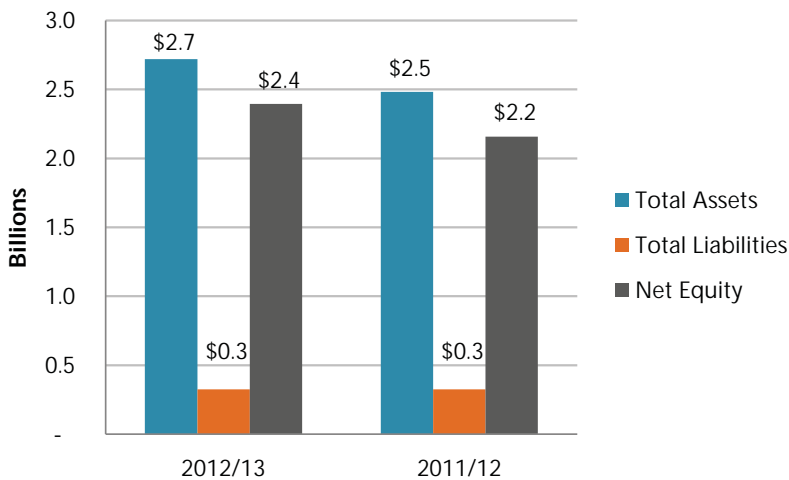
Capital Expenditure 2012/13 by Principal Activity



Financial Position

Council’s net worth strengthened during 2012/13 to provide a closing equity amount of \$2.4 billion primarily attributed to the \$230.5 million increase in the value of infrastructure, property, plant and equipment related to the rolling revaluation program that focuses on a review of buildings; plant and equipment; and operational land.

Financial Position



Performance Measures

Measurement Indicators	2012	2013	Target (DLG)	Result	Trend
Unrestricted Current Ratio	2.68	1.87	> 1.50	✓	✓
Debt Service Ratio (%)	13.02%	12.19%	< 15%	✓	✓
Rates & Annual Charges Coverage Ratio (%)	53.52%	54.80%	> 50%	✓	✓
Rates Outstanding (%)	6.28%	6.10%	< 5%	×	✓
Building & Infrastructure Renewals Ratio	74.35%	71.91%	> 100%	×	×

Over the past 18 months, Council has introduced a range of new practices and procedures in credit management, effectively reducing the amount of rates owed to Council by over \$1.5 million. The new practices include the introduction of policies to assist in situations of financial hardship and in debt recovery, and practices such as the engagement of external specialist law firms to recover large, severely overdue debts. Of the 64,380 rateable properties in Wyong Shire, only a small proportion of property owners are behind on payments, attracting interest on overdue amounts.

Council's building and infrastructure renewals ratio will see improvement over the coming four years as the asset management strategy focuses on addressing the infrastructure backlog with the assistance of the Special Rate Variation.

Council will continue to monitor and improve on its key performance measures as it continues to deliver a diverse range of services to the community in an area of growth.

"My job is about making a positive difference within our community and I love the fact that no two days are the same"
- Emma
Ranger



Our Community

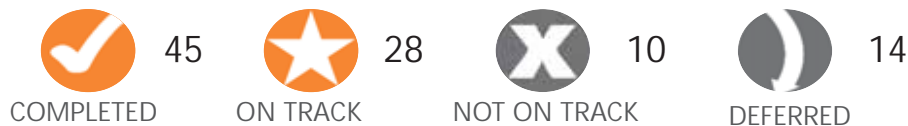
Focus for the reporting year has been on improving recreational facilities and supporting programs that enhance community connectedness.

Challenges

As the community continues to grow, Council's focus is on providing facilities to meet a wide range of community needs through reviewing existing facilities and working with the community through precinct committees, consultation hubs and community forums to understand, deliver and plan against current and future needs.

Performance

97 actions were set in Council's 2012/13 Operational Plan to support the community objectives under the Community Strategic Plan, with delivery results as follows.



Those actions that were 'not on track' or 'deferred' included the implementation of strategies and capital works projects that were not completed due to delays in strategy development and inability to access funding. These projects have been rephased into future works for 2013/14 and beyond.

Achievements against Community Strategic Plan objectives:

- vibrant, caring and connected communities
 - ease of travel
 - access to facilities, programs and services
 - educated, innovative and creative communities
- are provided below.

Strengthening vibrant, caring and connected communities

Promoting Cultural Respect

Council formed a Multicultural Advisory Group in 2013 to promote harmony and equality for all people across the Shire. With over 12 per cent (2011 Census), or 18,000 people, living in the Shire who were born overseas, the Committee's focus is on building social and cultural understanding through the promotion of advocacy for people from a multicultural, cultural and linguistically diverse background; provision of advice to Council on key issues impacting these residents; promotion of harmony and equity across the Shire and

building connections across the community. Committee members represent a diverse cross section of the community and discuss issues such as social isolation, cultural differences, safety and security and communication barriers.

Quality of Life Survey

In a partnership project between Wyong Shire and Gosford City Councils, the Central Coast Research Foundation was engaged to undertake the second Central Coast Quality of Life Survey.

This involved a telephone survey of 1,500 residents to gain information on resident's attitudes and perceptions on such topics as work-life balance, family, community belongingness, the environment, health services, education, safety, transport, commuting and employment and identify aspects of quality of life that are important to Central Coast residents.

The information provided Council with a better understanding and insight into our community and the ability to measure and monitor quality of life compared with the baseline survey conducted in 2007. Overall there was no significant change in the mean wellbeing score for the Central Coast between 2007 and 2012, with the score of 4.1 reflecting a high level of community wellbeing. The research provides an important tool to assist Council with planning and providing services and programs to improve resident's quality of life. A copy of the Quality of Life Survey can be found at www.wyong.nsw.gov.au/mu-community/quality-of-life/





requests to remove graffiti per week

Graffiti & Vandalism Costs 2012/13



Graffiti Management

Vandalism and graffiti costs Council over \$400,000 per year in maintenance. In an innovative approach to combat vandalism, Council worked with community groups in Wadalba, Colongra and Blue Haven to install murals on community buildings, and formed agreements with the Department of Juvenile Justice and Corrective Services to reduce the costs of removing graffiti.

In one project, Council partnered with the Wadalba Community School to create an anti-graffiti mural at Wadalba Sporting Club. The mural includes sporting themes and the students' view of the area's local identity. This project cost \$10,000, funded from part of an \$88,500 grant from the Department of Attorney General and Justice to help prevent graffiti and enhance the Wadalba Sporting Facility and Colongra Bay Community Hall.

During the year Council also provided programs to educate and enable the community to reduce graffiti vandalism. This included providing information on removal methods and reporting options, a specialist education program for Year Eight students, support of state and national initiatives such as "Graffiti Removal Day", resourcing multiple groups and organisations to reduce and remove graffiti, providing access to graffiti removal buckets (including safe removal products and relevant protective equipment) and a "graffiti beater" trailer containing a pressure washer for larger scale removal.

Financial Assistance

During 2012/13 Council provided \$1,113,206 in funding support to the community. Refer to page 90 for details.

Easing our travel

The Entrance Peninsula Coast to Lake Scenic Walk

In October 2012, Council officially opened the Coast to Lake Scenic Walk, a new tourist attraction that showcases the natural wonders of The Entrance Peninsula. The walk covers 7.6 kilometres over a timber boardwalk, concrete paths and steps, grass, sand and rock platforms. It is designed for people of all abilities to complete at least part of the route over four main sections: Memorial Park to The Entrance Surf Life Saving Club, The Entrance Surf Life Saving Club to Toowoan Bay Beach via Edith Ring Rest, Toowoan Bay Beach to Long Jetty and Long Jetty to Memorial Park.

The project was funded in partnership between Council and the Central Coast Regional Development Corporation, with the NSW Government contributing \$800,000. Construction included new and upgraded landmarks including new viewing platforms, lookouts, seating, exercise stations, pathways, signage and community art. It also involved the installation of an outdoor gym circuit (fitness station) at Picnic Point; seating and signage along the route; refurbishment of the amenities block at The Entrance Surf Life Saving Club and installation of filtered water stations at Toowoan Bay Beach and Picnic Point. More information can be found at: www.wyong.nsw.gov.au/coasttolake

\$5.6 million Upgrade of Minnesota Road, Hamlyn Terrace

During the reporting year Council continued a high priority upgrade of Minnesota Road, Warnervale, to improve a 1.2 kilometre section of the road between the Pacific Highway and Warnervale Road. The road was in poor condition, narrow, had no sealed road shoulders, poor pavement condition and suffered from regular flooding. The \$5.6 million upgrade, funded by the Federal Government (\$3 million) and Council (\$2.6 million), was designed to provide safe and fit-for-purpose vehicle and pedestrian movements between the Pacific Highway and the new population and commercial growth areas in the northern suburbs of Wyong Shire, including Warnervale and Hamlyn Terrace.



of reported graffiti is removed within 10 days



Over 250 kilometres of pathways

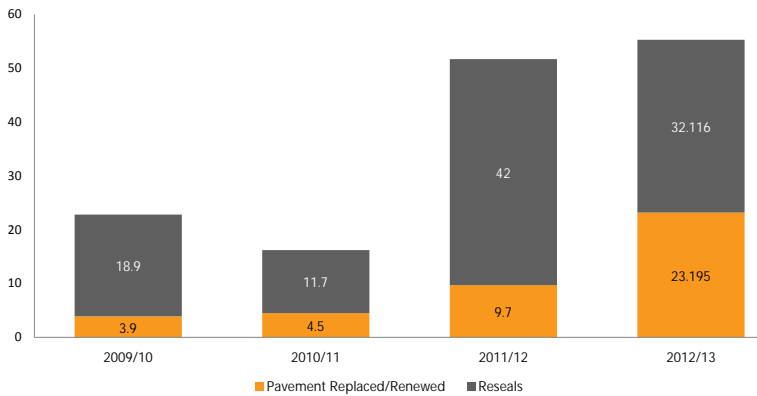
Renewing Local Road Surfaces

Council continues to realise an overall improvement in the condition of its road pavements with over \$23 million in pavement renewal work undertaken in 2012/13.

Specific works were undertaken at Shelly Beach Road, Shelly Beach; Hillcrest Avenue, Tacoma; Arizona Road, Charmhaven; McPherson Road, Mardi; Bateau Bay Road, Bateau Bay; Cresthaven Road, Bateau Bay; Kullaroo Road, Summerland Point; Gavenlock Road, Tuggerah; Cadonia Road, Tuggerawong; Wall Road, Gorokan; Boronia Road, Lake Munmorah; Bass Avenue, Killarney Vale; Ourimbah Creek Road, Ourimbah; South Tacoma Road, South Tacoma, Bluebell Avenue, Berkeley Vale; Grevillea Circuit, Berkeley Vale; Thomas Mitchell Road, Killarney Vale; Playford Road, Killarney Vale; Tuggerah Parade, Long Jetty; and Jensen Road, Wadalba.

Works included \$2 million brought forward from 2013/14, allowing acceleration towards addressing the \$130 million asset maintenance backlog.

Road maintenance



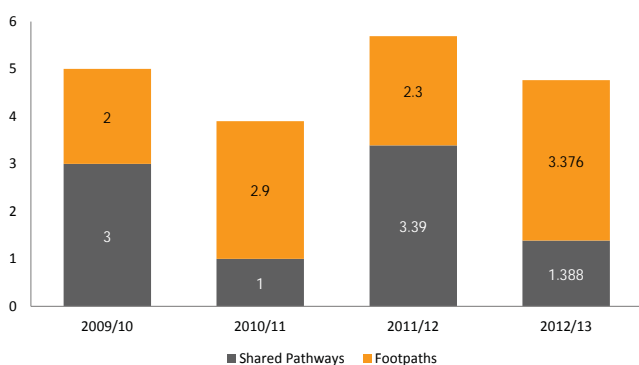
Fixing Local Bridges

Following an asset condition assessment in 2011 that identified local timber bridges which required replacement or upgrade works, rehabilitation works were undertaken on bridges at Palm-dale, Mardi, Ourimbah, Fountaindale, and Little Jilliby, reducing Council's asset maintenance backlog.

Extending Shared Pathways

An important piece of the shared pathway network was built along Budgewoi Lake. The missing link at Buff Point now provides users with 14 kilometres of continuous shared pathway from Norah Head to Blue Haven. Works on the \$110,000 project included concrete pathways, installing a bridge and a raised access ramp to prevent damming from upstream floodwaters.

Shared pathways and footpaths



Providing access to facilities, programs and services

Sports and Recreation Playground Management Program

As part of its review of playgrounds, Council removed all dangerous playgrounds and repaired identified safety issues. Playgrounds were upgraded at Shore Park The Entrance, Harrington Close Watanobbi, Sandy Beach Reserve Summerland Point, Myrtle Brush Reserve Berkeley Vale and Baker Park Wyong.

Sohier Park, Ourimbah

In June 2013 a new district playground was completed at the Sohier Park Sports Complex in Ourimbah. It was officially opened by the Mayor in August 2013 in an event sponsored by Newcastle University Ourimbah Campus. The success of this playground is a great result for Council and staff who planned, designed and delivered this important recreation facility within an already active recreation area.

The new playground contributes to the hub of existing community facilities at the sports precinct, providing public access for all users as it is adjacent to existing parking and a shared pathway. Its position takes advantage of existing mature trees, provides an entry feature to the area and is visible to passing traffic.

Playground development had direct involvement from the local play group who provided ideas and inspiration for some of the interpretive elements and equipment. There is a range of play equipment, some iconic items like the explorative dinosaur and some which are the largest in the Shire such as a 7.4 metre high climbing net and a 25 metre long cableway (flying fox). There is also a large shelter, picnic tables and bike racks.

Ourimbah United Football Club Upgrade

Upgrades at the Ourimbah United Football Club were finalised in May 2013 with the opening of the \$210,000 amenities building, concluding four years of work and an investment of nearly \$500,000.

The building was funded by Council, the State Government and the Ourimbah United Football Club. Works were also undertaken on the playing surface with funding from Council and State government.

Rebuild of Alison Homestead

Following the destruction of the historic Alison Homestead by arson attack in 2011, Council prepared an Options Feasibility Study, Heritage Report and Concept Design.

These documents support the reconstruction of the least damaged southern pavilion of the building as well as to build a new building close to the footprint of the original homestead. The building will be designed to be reminiscent of the original structure, but with a more open plan display area for the Museum displays.

The original Alison Homestead was established in 1875 and was the oldest in the Shire. The Homestead is located on Wyong Shire's first land grant to William Cape in 1825 and was subsequently purchased by William Alison in 1875.



"In my role I fix problems with roads and stormwater. It allows me to work in a lot of places and meet different people." - Luke Ganger

"I enjoy working at Council because of the many and varied challenges involved in designing infrastructure improvements throughout the Shire." - Michael

Group Leader, Engineering Design



The Entrance Community Cafe



The Art House, Wyong Shire Performing Arts and Conference Centre

During 2012/13 design and business planning continued for the Art House, Wyong Shire's Performing Arts and Conference Centre flagship arts facility. Council has allocated \$12 million in capital expenditure for the facility, which is scheduled to open in December 2015. The Art House will complement facilities in Gosford, Lake Macquarie and The Hunter, supporting local amateur and professional arts, enhancing creative industry and vocational training and supporting new opportunities and partnerships for creative industries, tourism, investor confidence and town centre development.

The Art House will be located on the corner of Anzac Rd and Margaret Street Wyong, replacing the ageing Wyong Memorial Hall, which was built in 1964.

Cemeteries Review

A review of cemeteries was undertaken to identify current challenges and opportunities for future growth.

Council manages five cemeteries - Noraville, Jilliby, St Barnabas, Yarramalong and Rokana.

Promoting educated, innovative and creative communities

Social Enterprise

Council continued to work with the community on a range of exciting and innovative social enterprise agreements. Social and creative enterprise is a way to support the development of the local economy, generate employment and build community capacity through bringing people together to trade products or services that achieve social, cultural and environmental outcomes. This is achieved through the use of an effective business model which allows social enterprises to generate income and reinvest profits to support community outcomes.

The success of The Entrance Community Café continued this year. Currently operated by the Samaritans Foundation and offering real-life work skills development and social connection opportunities for people living with a disability, the Café was Council's first social enterprise initiative and has been used by local Registered Training Organisations as a facility to train hospitality students. A staggering 75% of participants, many of whom were early school leavers, obtained local employment after their training, a testament to the success of the project. The café's profits are being reinvested in growing the facility and on related community projects such as the neighbouring community garden.

Lakeside Art Creative Enterprise

Council's most recent social enterprise project is the Lakeside Art Creative Enterprise Centre. The centre was established in partnership with the Lakeside Shopping Centre using a social enterprise model modified for the arts.

Lakeside Art incorporates retail, exhibition, studio and workshop space and provides artists with both creative and enterprise development opportunities. It has successfully demonstrated how sustainable arrangements between artists, commercial property owners and Council can be used to provide art spaces and town centre revitalisation opportunities.

In April 2013 new tenants Studio Scribbly joined the centre, holding workshops for over 100 people including art therapy, children's workshops and play shops. A number of guest artist exhibitions have been held, giving local artists an opportunity to showcase and sell their works. Over 500 people have visited Studio Scribbly since it opened, supporting the centre, nearby Lakeside Shopping Centre and The Entrance area in general.



Library Services

Accessing library items became easier during 2012/13 with an upgrade to Council's website now providing 24 hour/7 day access to eBooks, eMags, eFilm, eAudio, full text journal articles and online databases. A new system called 'ClaroRead' was introduced to convert text to speech to help people with reading difficulties access resources. Self-check loan stations were installed in all libraries. Facilities were also upgraded at Tuggerah and Lake Haven, including installation of new lounge areas, shelving, signage, lap top work areas and window graphics. During this time the libraries also hosted events including a disco, short story competition and the annual Australian Poetry Slam event.

Community Education

Council provides a number of opportunities for community education with workshops for general community, primary and secondary students. Over the past twelve months education clinics have included:

- Litter management
- Impacts of marine debris
- Local marine ecosystems
- Tuggerah Lakes catchment and estuary
- Wetlands
- Saltmarsh
- Tree planting
- Threatened species
- Environmental sustainability
- Water conservation
- Energy usage
- Business sustainability
- Road safety (including speeding, drink driving, bicycle use)

Care and Education

Council's Little Coast Kids Centres undertook a number of activities to support the provision of care and education for 0-6 year olds. These included a 'Tales from a Dilly Bag' kit to support the development of literacy skills; the introduction of BPAY, new fencing at the Tom Stone centre and use of tablets and large screen televisions for educational programs and documentation.

The NSW Ministry of Health extended its funding for a part time speech therapist who will provide free assessment, review and speech programmes to children enrolled in Council's care and education centres.

After rigorous assessment by the Department of Education and Communities, the Spotted Gum Centre qualified as meeting the National Quality Framework. The centre joins 202 other centres in NSW that currently meet quality standards.

The centre also undertook Aboriginal Perspectives Training, to provide educators cultural awareness tools to encourage Aboriginal and Torres Strait Islander families to use the Centres services and participate in programs.



Little Coast Kids Centre



Loans Station

Loan Station - Lake Haven Library

Our Environment

During 2012/13 Council finalised the Tuggerah Lakes Estuary Management Plan, funded under the Federal Government's Caring for our Country Grant, and focused on improving the amenity and usage of Tuggerah Lakes.

Challenges

Increasing amenity and bringing people back to the lakes and foreshores is a key focus and challenge. Council will continue to clean up the lakes area to increase amenity and encourage usage through wrack harvesting, education on catchment activities and their impact on the lakes, and the management of gross pollutant traps.

Performance

35 actions were set in Council's 2012/13 Operational Plan to support the environmental objectives under the Community Strategic Plan, with delivery results as follows.



Actions 'not on track' or 'deferred' included the implementation of strategies that were not completed due to delays in development and inability to access funding. These projects have been rephased into future works for 2013/14 and beyond.

Achievements against Community Strategic Plan objectives:

- enhanced areas of natural value
 - community ownership of the natural and built environment
- are provided below.

Enhancing our environment

Tuggerah Lakes Estuary Management Plan Program

2012/13 saw the finalisation of the Tuggerah Lakes Estuary Management Plan implemented under the Federal Government's \$20 million Caring for our Country (CfoC) grant. The funding was provided following an election commitment in 2007 and enabled Council to focus on improving the health of our lakes through implementing sustainable management practices throughout the catchment and lake areas.

The second stage, worth \$11.4 million, was undertaken between June 2011 and June 2013 in partnership with NSW National Parks and Wildlife Service, Hunter-Central Rivers Catchment Management Authority and the Office of Environment and Heritage. Working with these organisations provided a number of opportunities to implement a wider range of programs and work within areas of the catchment, such as the National Parks Reserves, allowing a more holistic approach to delivery of the program.

A number of excellent results were delivered during this stage including streambank, riparian, wetland and saltmarsh rehabilitation; community engagement workshops, catchment tours and landholder training; and a substantial body of scientific research on the ecological functions of the Tuggerah Lakes estuary to guide how the lakes should be managed into the future – the key message being that changing the way things are done in the catchment is the answer to improving the health of the waterways in the long run.

While all targets under the CfoC funding agreement for works on the estuary were exceeded, it is important to note that there is still work to be done to fully implement the Tuggerah Lakes Estuary Management Plan. Ownership of this work is required by not only Council but the community and stakeholders to ensure a sustainable future for the estuary. Find out more about the Lakes and how to help improve its health and the environment at www.loveourlivinglakes.com.au



"I love my job as I enjoy working outdoors and doing my part at helping the local environment "

- Nadine

Bush Regenerator

Under the Tuggerah Lakes Estuary Management Plan program:

- **42** community groups participated
- **1289.3 Hectares** of Weeds of National Significance treated
- **921.2 Hectares** of native vegetation rehabilitated
- **4** indigenous groups engaged
- **526.5 Hectares** of improved land management practices on private land
- **306** private land managers engaged to improve knowledge and skills in natural resource management

Gross Pollutant Traps help keep the Lakes clean

In late 2012 Council removed the equivalent of five backyard swimming pools (or 295 metres cubed) of rubbish that would have otherwise ended up in the lakes' system. The rubbish was collected from 85 of the Shire's 204 Gross Pollutant Traps (GPTs) which are designed to filter objects from entering the lakes' system. The work was undertaken as part of renewed focus on the amenity of the lakes, which was highlighted as a big issue within the community. Council also replaced six GPTs with more efficient designs at priority locations, and increased the frequency in maintenance of the traps and the 31 artificial wetlands around the lakes.

Wrack Harvesting

Council's future focus is on doubling the volume of wrack collected, to approximately 8,000 metres cubed a year, as part of a new focus on the direct enhancement of the lakes. Wrack accumulates in the shallow water and traps sediment, organic matter and nutrients coming off the catchment in stormwater runoff. All this material sinks and decomposes, resulting in the production of smelly, black organic ooze. To address this Council allocated funding to employ an additional wrack harvester and barge and gained NSW Department of Primary Industries (Fisheries) approval to extend wrack harvesting.



76%
of residents
spend leisure time in
our local natural
environment



Catchment Crawl

Participants on a Catchment Crawl learn about indigenous culture at Kulnura, in the upper Tuggerah Lakes Catchment



Streambank Stabilisation – Wyong River

Council started work on a \$2.5 million project to stabilise a stream bank on Wyong River, just off Alison Road, which was funded jointly by Council and the Australian Government's Caring for our Country initiative. The project is aimed at minimising erosion to protect the nearby roadway as well as stopping sediment from entering Tuggerah Lakes. The work is being undertaken in two stages. The first involves the installation of steel piles into the river, with a rock wall backfill to help stabilise approximately 150 metres of river bank near the junction to Porters Creek. The second involves the continued construction of a rock wall at the top of the bank, new fencing and landscaping. Works are expected to be completed by the end of 2013.

Water Supply

Central Coast water storage reached a number of milestones during the 2012/13 year. The first, in February 2013, saw storage levels reach 50 per cent - a level not seen since 1996. Council and the community celebrated with an event at The Entrance. In May 2013, storage levels topped 60 per cent, a level not seen since August 1994. This was the fastest rise in water levels ever seen on the Central Coast.

The Mardi-Mangrove Link is a major contributor to this exciting rise – at the end of the financial year more than 24,000 million litres had been transferred, nearly one year's worth of water, from Wyong River to Mangrove Creek Dam. The Link was also celebrated during the year, winning two major engineering awards and listed as a finalist in another.

The project won the Engineers Australia Excellence Awards, Newcastle Division for 2012 - Roads & Maritime Services Awards for Infrastructure Excellence in Regional Communities and the Institute of Public Works Engineering Australia (NSW), Engineering Excellence Awards 2013 - Innovation in Water Supply and Wastewater.

This is great news for the Shire's water supply system, which has undergone a number of major improvements in the past ten years. With the community's continued water smart behaviour the region is in a much stronger position for the future.

Visit Council's dedicated water website Living Water Smart on the Central Coast www.gwcwater.nsw.gov.au for saving water in and around the home, details on the water treatment process, information on our dams and much more.

Managing Fire Protection Zones

During the year Council was served with a number of notices from the Rural Fire Service under Section 63 of the *Rural Fires Act 1997*. The notices were to reduce the fire hazard from Council bushland, including Council land at Bateau Bay. A new Asset Protection Zone (or fire break) was created at the rear of houses along Lancaster Parade, Sir Joseph Banks Drive, Charlotte Close and Lady Penrhyn Close. Works included major vegetation clearing, selective tree removal and pruning, new access controls and signage along 1,700 metres of urban-bushland interface at a cost of \$79,000. The management of bush fire risks is a shared responsibility. Council and other agencies undertake maintenance work and residents are required to educate themselves about bushfire risks and safety precautions. More information is at : www.wyong.nsw.gov.au/environment/bush-fire-management/

Engaging in our environment

Coastal Heritage Forum

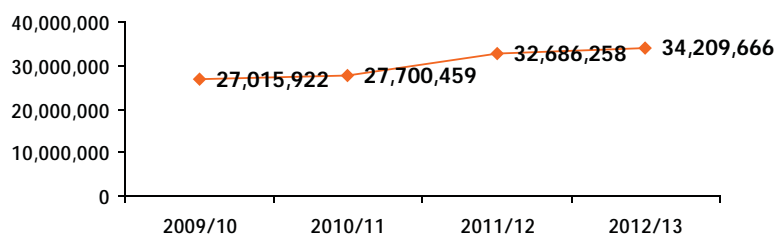
Council, in conjunction with Coastcare, held a Coastal Heritage forum to enable the community to learn about the rich history of the Norah Head coastline. The forum brought together a diverse group of representatives from Council, Coastcare, Wyong Historical Society, Bushcare, Norah Head Lighthouse Trust, local surfers and the State Government. The forum included a presentation about Aboriginal protocols for finding and managing archaeological sites, coastal heritage from the Aboriginal community, maritime archaeology and the science of climate change and sea level rise, all with local content specially relating to Norah Head. Displays included archival and modern material about founding families such as the Rossettis the first commercial fishers of Cabbage Tree Harbour, shipwrecks, Coastcare's threatened fauna such as Eastern Pygmy Possum and Wallum Froglet, and mysteries surrounding the Aboriginal Bullen Aglen myth - a reef known today as "The Bull" - off the rock platform.

Estuary Management Education Program

As part of the Tuggerah Lakes Estuary Management Plan, Council held a number of information sessions to educate the community on improving water quality and estuary health.

Programs included catchment crawls, kayaking trips, bus and walking tours. Talks were held with Council staff about the Estuary Management program and other experts on topics such as indigenous culture and heritage, wetlands, saltmarshes, frogs and platypuses. Staff also worked with landholders in the upper catchment to encourage restoration of stream banks on their properties and with three primary schools to teach the children about their local wetland. To support the program Council developed factsheets, short films, a 3D animation of the lakes system and community handbooks. More information at www.loveourlivinglakes.com.au

Total Energy Consumption



Our Economy

Council declared itself 'open for business' and focused on a sustainable future economy by updating the Local Environmental Plan and associated documents, to ensure appropriate land use planning; revitalising town centres; attracting business investors; and supporting the future creation of local employment.

Challenges

Economic sustainability is reliant on the attraction of investment, development and opportunities that create local jobs. With a projected 27,000 more local jobs required over the next 20 years significant work has been undertaken on allocating necessary land banks and attracting investment. Council will continue to address the challenge of attracting investors through promoting the Shire and its economic benefits to potential investors and supporting increased local skills to meet this future demand.

Performance

36 actions were set in Council's 2012/13 Operational Plan to support the economic objectives under the Community Strategic Plan, with delivery results as follows.



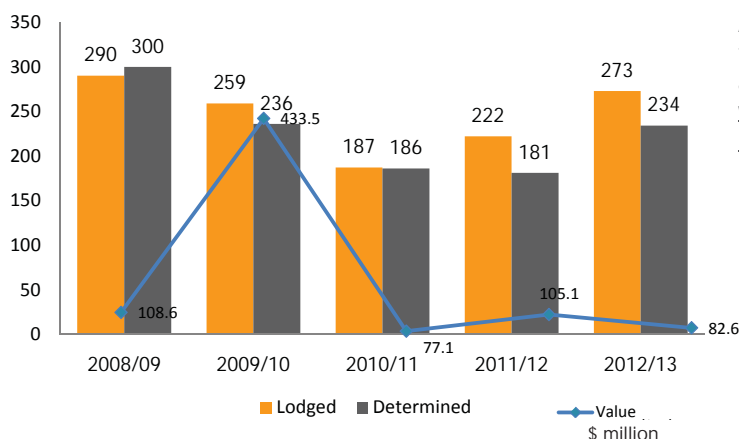
Those actions that were 'not on track' or 'deferred' included the development of plans, delivery of works and endorsement of strategies and plans that were not completed due to lack of funding, delays in documentation and awaiting state government approvals. These projects have been rephased into future works for 2013/14 and beyond.

Achievements against Community Strategic Plan objectives:

- creating a strong sustainable business sector and increased local employment
- supporting advanced information communication technology throughout the Shire

are provided below.

Development Assessment



Creating a sustainable business sector and increased local employment

Town Centre - Long Jetty

Business owners saw a marked change in visitor numbers and commercial uptake of previously vacant shops at Long Jetty during the year. Following consultation with local businesses Council started a number of streetscape improvements in August 2012 including bollards, flag poles, planter boxes and painting of building facades, all designed to provide traders with a distinct point of difference for the area. The improvements resulted in the attraction of new businesses, increased income and local pride. Younger clientele are now visiting the area, mirroring the rejuvenation of the suburb from retirees to younger families. In addition to the streetscape improvements, Council has held a number of workshops with local business owners to develop a Masterplan to further revitalise the Long Jetty town centre. A strong focus of the project will be to develop opportunities that take advantage of the lake foreshore and the retail strip along The Entrance Road. More information is at: www.wyong.nsw.gov.au/building-and-development/town-centres/long-jetty-masterplan/

33%
of residents who work travel outside the Central Coast for employment

Town Centre - Toukley

A revitalisation of the Toukley Town Centre was supported through the endorsement of a Masterplan aimed to improve the town's image, provide information to the community and reinforce destinations such as restaurants and shops. Key projects identified for completion over the next five years include new entry signage at the approaches to Toukley and the Town Centre; Toukley 'Loop' (from the Town Centre to the Lakes and back) and Town Centre way-finding signage; Toukley Loop and Town Centre tree planting; Main Street refurbishment including awning and signage repainting; car park links from Main Road; and North South Pedestrian Linkage upgrade from the Village Green to the Senior Citizens Centre along the eastern edge of the car park.

Town Centre Masterplanning

Draft master plans have been completed for the town centre areas of Budgewoi, Lake Haven and Bateau Bay. These masterplans will enable town centre revitalisation in those areas, updating current streetscapes and providing improved opportunities for businesses to attract customers.

Iconic Development Sites

Council's Iconic Development Site process is designed to facilitate investment and jobs in the Shire. Council has worked closely with property owners to develop proposals to rezone several key sites at The Entrance to accommodate three major projects with a combined development value of more than \$500 million. The proposed developments are projected to create 3,500 jobs over the construction period and 1,300 long term employment opportunities.

The projects include:

- the \$45 million 'Key Site', on the corner of Marine Parade and The Entrance Road, The Entrance which could see potential development of 93 apartments comprising both tourist and residential accommodation and specialty shops and create 247 construction jobs and 120 jobs upon completion. A Voluntary Planning Agreement was also negotiated for the provision of \$1.55 million for public domain upgrades within The Entrance including work at the Memorial Park
- The proposed rezoning of land directly west of The Entrance Bridge, along The Entrance Road near the old boat house, for a potential \$350 million residential and tourist development which could feature an indoor water theme park
- A \$90 million new shopping centre and tourist development at Lakeside Plaza which could include 260 tourist apartments and 256 residential apartments

More information is at: www.wyong.nsw.gov.au/building-and-development/iconic-development-sites/



Precinct 7A

Council endorsed a major planning proposal at Warnervale, with the potential to create more than 1,300 jobs and provide \$1 billion worth of investment. The proposal, known as Precinct 7A, is yet to receive official approval from the State Government. It covers 540 hectares at Warnervale and Hamlyn Terrace, bounded by Sparks Road to the north, North Wyong Industrial Estate to the South and Porters Creek Wetland to the south-west.

Plans include a new neighbourhood retail centre adjacent to the existing Warnervale Railway Station; low and medium density residential and aged housing, accommodating approximately 2,300 new dwellings, or a potential 5,300 new residents. Plans also include a new business park which will provide a significant number of jobs, and a new high school. More information is at: www.wyong.nsw.gov.au/building-and-development/planning-strategies/warnervale-planning-strategy/precinct-7a/

Chinese Theme Park

The Australia Chinese Theme Park (ACTP) company purchased 15 hectares of land in Warnervale from Council at a cost of \$10 million (plus GST) for the construction of a Chinese Cultural Village Theme Park. The tourism project has an investment value of \$500 million and is destined to become a major attraction for NSW, highlighting Wyong Shire both nationally and internationally. More information is at: www.wyong.nsw.gov.au/for-business/chinese-theme-park---warnervale/

Mayor Eaton led a local delegation of Councillors and business people on a nine day trip to China focusing on investment, tourism and economic opportunities for the Shire. The trip resulted in interest for both a regional airport and international university near the tourist site.

Central Coast Youth Skills and Employment Centre

The Central Coast Youth Skills and Employment Centre's \$2.7 million funding was announced by the Federal Government in June 2013 and will be a major employment and training facility located in the Tuggerah Business Park.

Focused on delivering employment pathways and career opportunities to the youth of the Central Coast, it will include a skills centre, direct youth employment pathway opportunities and operate as a registered training organisation.

Currently, the Shire's youth unemployment sits at 16.4%, which is significantly higher than the NSW average of 12.8%. With a low school retention rate of 53%, the new centre represents a significant investment in the future well-being of our community.



30%

of people aged 15 and over
have completed year 12
schooling (or equivalent)

Funding for the new centre has been provided by the Federal Department of Education, Employment and Workplace Relations through a Community Infrastructure Grant and was undertaken in partnership with the Central Coast Group Training organisation, who will oversee the construction (by 30 June 2014) and operate the centre on a long term lease.

The Centre will be multifunctional, offering serviced office/business incubators dedicated to youth excellence or entrepreneurs seeking start up assistance, career opportunities through apprenticeships and traineeships, improved access to employment, hands on learning opportunities and the provision of alternate learning pathways to help increase the school retention rate. Once the centre is operational, it will also place a major focus on providing young people with disabilities and those socially excluded in the community access to employment and training opportunities.

Regional Airport

Councillors endorsed a concept to establish a regional airport on the Central Coast through the adoption of the Draft Local Environmental Plan (LEP), which identifies land in the Shire's north as the potential site of a future Type 3 regional airport. The airport concept, along with the LEP, was submitted to the NSW Department of Planning for endorsement. With the Central Coast population expected to rival that of Canberra by 2030, identification of the land was seen as an important step in securing space for a future regional airport. More information is at: www.wyong.nsw.gov.au/for-business/central-coast-regional-airport/

Wyong Shire Employment Land Study and Industrial Land Audit

With the Wyong Shire projected to require 27,000 more jobs over the next 25 years to meet the employment targets set by the NSW State Government, a significant amount of anticipated jobs growth will be found in existing and planned future employment precincts. Because of this, a Wyong Shire Employment Land Study was undertaken to ensure that existing and future employment lands are suitable to meet needs.

The study examined environmental constraints, infrastructure, accessibility, servicing and zoning provisions. It also identified trends in industrial and employment lands, the availability of employment land and its demand.

Five themes were identified to guide planning and job creation initiatives in Wyong Shire's employment lands. These were:

1. Protecting the employment role of centres while also encouraging employment growth in the Shire by allowing new employment land activities
2. Deciding on the best location for competing candidates for new enterprise corridors and business park zonings
3. Creating incentives and ensuring Wyong Shire is cost

competitive to attract jobs to employment land areas and achieve job targets

4. Promoting and securing the future for some strategic industrial areas
5. Providing directions for innovation to allow for 'non-conventional' economic and employment activities

The results of the study have provided Council with a level of certainty that it can meet the projected growth of the local jobs market by ensuring that there is a suitable amount of well-located and useable employment land available for business.

Local Environmental Plan / Development Control Plan / Settlement Strategy

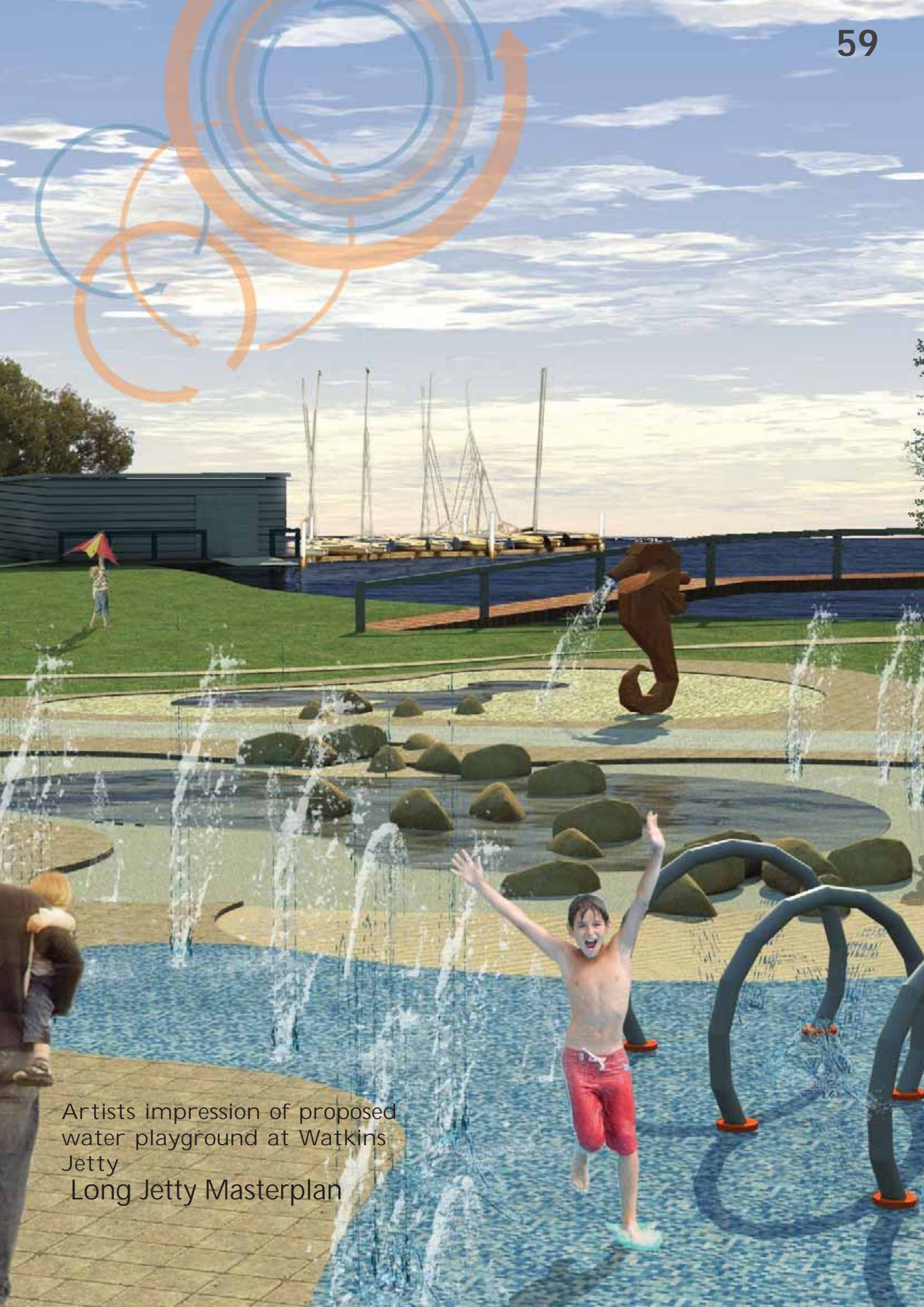
Council prepared a new Local Environmental Plan (LEP) for Wyong Shire based on a standard developed by the NSW State Government. Known as the 'Draft Wyong Local Environmental Plan 2012', now 2013, it is made up of two elements – a written document and a set of maps – and will replace the current 1991 plan. The draft LEP contains definitions of the land uses and terms used in the document, land use tables that relate to zoning maps and a series of clauses that set out what may and may not be done for particular aspects of development in certain areas, such as properties that have a heritage listing.

A comprehensive review of the Wyong Development Control Plan (DCP) 2005 was also undertaken. The DCP is a local policy document containing detailed development and design standards that are applicable to development in the Shire. The new draft DCP includes provisions that complement and support the new zones and clauses within the draft LEP.

To accompany and inform the preparation of the new draft LEP and DCP, Council also prepared a draft Settlement Strategy to examine how to sustainability manage population growth, increase local employment opportunities and provide access to a range of infrastructure including community and recreational facilities over the next 25 years.

After extensive consultation and public workshops, the draft documents were placed on public exhibition in early 2013. Council considered all submissions before the draft LEP was endorsed and submitted to the Minister for Planning and Infrastructure for approval and gazettal, which is anticipated to occur before the end of 2013. Once the draft LEP becomes law, the other documents, which complete the series, will be finalised.

Documents are available on Council's website <http://www.wyong.nsw.gov.au/draft-wyong-lep-dcp-ss-2012>



Artists impression of proposed water playground at Watkins Jetty
Long Jetty Masterplan

Our Civic Leadership

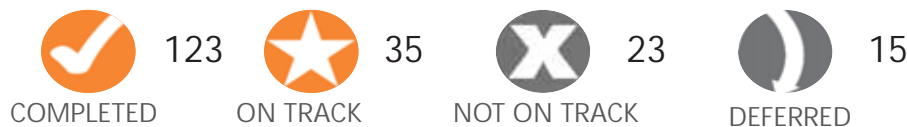
The delivery of services against community needs was assessed with a focus on fiscal responsibility, innovative business practices and productivity improvements.

Challenges

Economic sustainability is reliant on the attraction of investment, development and opportunities that create local jobs. Continued streamlining of services to meet community expectations and regulatory requirements combined with a future focus on continued fiscal responsibility, supporting sustainability and continued engagement with the community, is ongoing to ensure that services continue to meet expectations.

Performance

196 actions were set in Council's 2012/13 Operational Plan to support the overriding guidelines for civic leadership under the Community Strategic Plan, with delivery results as follows.



Those actions that were 'not on track' or 'deferred' included targets for the implementation of field technology, responses to complaints and upgrading internal systems plans that were not completed due to funding restrictions, the requirement for additional research and business process improvements. These projects have been rephased into future works for 2013/14 and beyond.

Performance on Civic Leadership falls under the provision of a number of internal services that ensure the effective operation of the organisation, in line with legislative requirements, effective leadership and corporate governance.

Achievements against Community Strategic Plan principles:

- government is conducted with openness and transparency involving the community in the decisions that affect it
- all three levels of government work closely together
- there is environmental, social and economic sustainability
- there is fiscal responsibility

are provided below.

Sustainability within Council

Council completed its Working Sustainably pilot project, funded under the NSW Government's Environmental Trust's CEEchange program, in 2013. The Program was a sustainability education and engagement partnership between six local government areas and the NSW Government's Office of Environment and Heritage, designed to evaluate staff engagement practices to determine their effectiveness in increasing understanding and application of sustainability. Council delivered the project through training, workshops and leadership programs including:

- community of practice training, professional development

and access to an externally run sustainability leadership program

- team building workshops
- sustainability workshops
- sustainability modules in induction presentations and via Council's Leadership Development Program
- visioning workshop mapping future workforce engagement strategies for sustainability.

While further work is required, Council's workplace sustainability culture has improved, providing positive benefits for the organisation and staff including:

- building of strategic partnerships, relationships and skilling of a diverse mix of staff
- increasing understanding of sustainability issues and principles
- increasing effectiveness of staff engagement activities and enhancing capacity to deliver and lead workforce engagement initiatives
- integration of sustainability principles into key strategic planning, decision making processes and staff training
- sustainability outcomes including measurable efficiencies and cost savings
- cross-organisational capacity building
- knowledge and inspiration from being part of a collaborative group of Councils.



Best Practice at Buttonderry Waste Management Facility

Over the past 18 months, Council has been implementing a Best Practice Management Strategy at its Buttonderry Waste Management Facility (BWMF). Implementation of the strategy has resulted in the facility being voted 'best landfill site' at the Waste Management Association of Australia's 2013 Landfill and Transfer Station Innovation and Excellence Awards.

The Best Practice Management Strategy utilises a combination of state-of-the-art practices, effective management systems and new technologies to increase the site's life span and minimise any impacts on the surrounding environment and the community including:

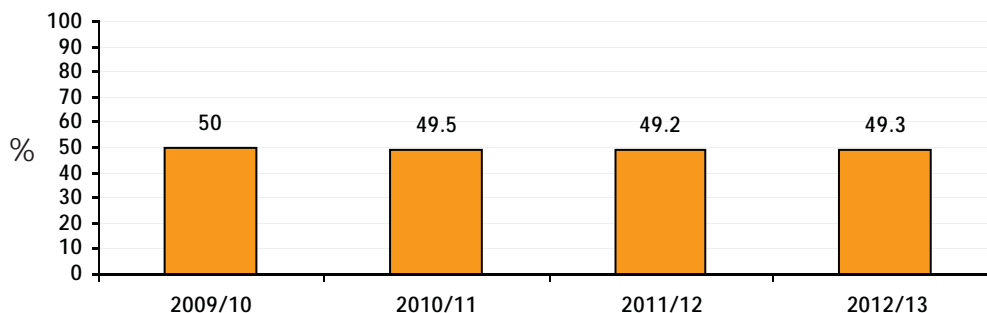
- providing daily, weekly and monthly reporting of environmental compliance
- compulsory monitoring of surface gas, groundwater and stormwater and
- monitoring and analysing the chemical composition of water quality in sediment ponds, of the leachate and the quality of the subsurface gas.

The Buttonderry facility is the only operational landfill site in the Shire. It opened in 1990 and covers an area of 270 hectares. Approximately 200,000 tonnes of waste are received each year – 64,000 tonnes are recycled and recovered and 136,000 tonnes are deposited to landfill. The site includes vegetative buffer zones to contain dust and litter, sealed roads, and a waste transfer station for the general public to unload their waste.

In early 2013, gas extraction at the site increased from 750,000 metres cubed per month to over 1,000,000 metres cubed, creating enough energy to power around 4,000 households.

- > **150,000** services are delivered every week to our community (waste, recycling, litter bins, booked clean-ups)
- > **136,000 tonnes** of waste are landfilled at Buttonderry each year – that is the equivalent of a line of garbage trucks from Wyong to Cronulla
- around **50%** of household waste materials are recycled each year
- **400 tonnes of e-waste** collected and recycled since April 2011 (every tonne of recycled e-waste minimises carbon emissions by around 4 tonnes)
- Council's bi-annual **Chemical Collection** days service around 1,500 vehicles and collect around 70,000 kilograms of chemicals from households every year
- **1,500** community members have completed educational workshops to reduce food waste to landfill since 2011
- recycling one tonne of paper / cardboard saves 30,000 litres of water

Domestic Waste diverted from landfill





Immunisation clinic

Best Practice Procurement

In 2012/13 Council participated in a procurement benchmarking exercise, facilitated by the company PMMS, that compared procurement systems and procedures across 22 NSW Councils. As a result Council was rated as "above average" when compared with other Councils and was singled out as being "progressive" in the areas of Social Procurement, owing to its adoption of a Local Preference Policy and roll out of a Purchase Card system.

The Local Preference Policy is designed to support local business by providing local suppliers with a 10% evaluation weighting for those businesses that provide goods and services procured from a local supplier or that has employees living permanently in the local area; or a business, contractor or industry either permanently based in, or employing permanent staff operating from permanent premises situated within the Wyong or Gosford Local Government Areas for not less than six months prior to the date of first advertising or calling for tenders. A recent review found that 62% of payments over \$145,000 went to local suppliers.

Council's Procurement Card system is a cost-effective tool for the purchase of low value and low risk goods and services where requirements cannot be adequately pre-planned or where it is appropriate not to use the purchase ordering system. The Procurement Card is the preferred method of purchasing adhoc goods and services up to \$1,000. The procurement card is only used for the purchase of goods and services of a low risk value or in the case of an emergency.

The engagement of PMMS has resulted in the development of an 18 month "Road Map" of procurement initiatives which Council is working towards, to achieve procurement excellence.

Managing the Organisation's Information

During the year Council implemented a number of information technology reviews and upgrades to support the organisation deliver on its four year program and annual operational plan. Significant achievements include: the upgrade of the organisation's Standard Operating Environment (SOE) from Windows XP and Office 2003 to Windows 7 and Office 2010; delivery of 13,072 land certificates; processing of approximately 280,000 documents; upgrading of information systems; development and implementation of Council's mobile website.

With a focus on improving productivity, a significant number of mobile devices (tablets) were added to the mobile fleet prompting the implementation of a Mobile Device Management platform to manage iPad and iPhone applications and improve security of all mobile devices. Work also continued on the delivery of the Information Management Resourcing Strategy including enterprise security; standardisation of systems and processes; workforce management; enterprise architecture; and technology enhancements and opportunities.

Immunisation

In the reporting period Council conducted 36 free immunisation clinic days at various locations throughout the Shire with a total of 3,034 children attending and 6,709 vaccines administered. Routine childhood immunisation protects babies, children and the community generally against potentially serious diseases such as measles, mumps, polio, tetanus and whooping cough (pertussis). While the great majority of children in Australia are immunised, it is recognised that maintaining high immunisation rates in the community will reduce the risk of recurrence of these and other diseases.

The latest data available from the National Health Performance Authority for the period July 2011 to June 2012 indicated that the rates of childhood immunisation in Wyong Shire are relatively high compared to other areas. The number of children fully vaccinated in Wyong Shire for ages 1 year, 2 years and 5 years exceeds the national rate for fully immunised children, which can be directly attributed to the immunisation service Council provides for the community.





TURNING
THINGS
AROUND
AROUND
CHAPTER 6

ANNUAL REPORT 2012/13

OPERATIONS OPERATIONS



Corporate Governance

Council has a duty to ensure that decision making and day-to-day activities are undertaken in the best interests of the Shire's current and future generations. Governance is not just a set of processes and structures, but a core responsibility of every Councillor and staff member. To help achieve this, there is a rigorous governance framework in place, above and beyond the standards required by the *Local Government Act 1993*, to guide in making the right decisions and setting the right course for the community at all times.

The framework is made up of structures, systems and practices that fall under the following groups:

- **Engagement framework** - Decision-making - ten Councillors make decisions on behalf of the community and comply with a Code of Conduct and Code of Meeting Practice. The Executive Management team makes day-to-day decisions on operational matters and complies with the same Code of Conduct and a set of policies and procedures (more information on Council's Code of Conduct and Code of Meeting practice can be found on page 27)
- **External controls** - includes compliance with Federal and State Government legislation, NSW Ombudsman, Division of Local Government, Independent Commission Against Corruption, Workcover and external financial audit
- **Internal controls** - includes fraud and corruption prevention, legal and risk management, tendering and procurement and the positions of Internal Audit, Internal Ombudsman and an independent Audit and Risk Management Committee
- **Planning and reporting framework** - strategic planning, performance reporting and financial reporting
- **Policy framework** - includes the Codes of Conduct and Meeting Practice, Sustainability Principles and general policies under the Policy Register.

Engaging our community

Council is committed to ensuring that everyone with an interest in a decision has the opportunity to be informed, participate and have their voice heard. The 'Engage Me' program, part of Council's wider engagement framework, was adopted in 2011/12 to provide a variety of different ways this engagement can occur. The framework provides a set of principles that are used when planning, conducting or participating in community consultation. More information is at: www.wyong.nsw.gov.au/get-involved/engage-me/.

There are a number of opportunities for the community to participate in Council decisions such as:

- **Vote for a Councillor** – local government elections are held every four years (the next one is in 2016)
- **Contact a Councillor** – raise issues of concern within the community (contact details provided on pages 18 to 24)
- **Join a residents' forum** – held, when required, prior to Council meetings to discuss items that are not included on the Council meeting agenda www.wyong.nsw.gov.au/about-council/council-meetings/residents-forum/
- **Address a Council meeting** - arrange through the Mayor to address Council regarding an item on the agenda
- **Make submission on public exhibitions** - Council exhibits a number of strategies and plans for public consultation and comments/submissions can be made on these exhibitions (more information on community engagement is provided on page 34)
- **Join the Resident ePanel** - a database of community members who participate in email and web-based surveys on various Council topics at www.wyong.nsw.gov.au/get-involved/resident-epanel/
- **Join the Consultation Hub** - a community consultation forum on new projects, plans and local issues at <http://consultation.wyong.nsw.gov.au>

External and Internal Controls

Most of Council's functions are set by the *Local Government Act 1993*. However there are many other items of legislation that regulate the way Council does business including environmental, planning, human resource management, governance, regulation and compliance. These external controls are set in place to ensure that Council operates efficiently, effectively and consistently.

While internal functions do not have a significant direct impact on the community, the way in which Council internally operates can impact on the provision of services to the community. Internal controls include fraud and corruption prevention, legal and risk management, tendering and procurement, governance, internal audit and internal ombudsman.

Audit and Risk Management Committee (ARMC)

Council's ARMC has been established in accordance with Section 355(d) of the Local Government Act 1993 and provides advice to Council on governance, risk and control matters.

Representation on the committee includes two councillors and two independent members, one of which is the Committee Chair. These members take an independent view on matters of significance and materiality regarding the operation of the business and provide independent advice. During 2012/13 the committee provided input on a number of matters including Council's Enterprise Risk Management Framework and procedures, major projects, structural changes, internal audits, external audits and compliance matters.

The two independent committee members are profiled below:



Bruce Turner CRMA, CGAP, CISA, CFE, CFIIA, FFin, FIPA, MAICD, AFAIM, JP

Member since 2007, Chairman since 2011.

Bruce is one of Australia's leading chief audit executives (CAE) and has attained international, national and local awards recognising his leadership, ongoing commitment to professional excellence, quality of service, and professional outreach. He is an accomplished technical author and presenter on governance, risk, audit and fraud topics. Bruce has held CAE roles at the Australian Tax Office, Integral Energy and State Rail, sits on the Board of the IIA Australia and is a member of the IIA Global international public sector committee. He chairs five ARMCs, including the Department of Premier and Cabinet. Bruce's tenure as Audit and Risk Management Committee Chair concluded on 30 June 2013.



Jason Masters CRMA, GGEIT, CFE, FIIA, FFin, GAICD, JP

Member since 2009.

Jason has a depth of experience in Internal Audit and Risk Management having been the Chief Audit Executive for the National Rail Corporation and Fujitsu Australia and New Zealand. He has held operational roles at Allianz and a long history of consulting with Ernst & Young and Grant Thornton, and has successfully operated his own consulting business for ten years. Jason has held various board roles and is currently a Councillor (Board Member) of the Medical Council of NSW. Jason has spoken locally and internationally on topics related to internal audit, IT governance, probity, audit and risk committees and ethics and also lectures for the Australian Institute of Company Directors in the areas of finance, strategy and risk.

Managing Risk

Council's Enterprise Risk Management System (ERMS) underwent an organisational review during 2012/13 including:

- training to enable staff to effectively identify, categorise, assess and manage risks within their areas of responsibility
- upgrading of all risk registers
- the development of dedicated ERMS software

The review provided staff with the knowledge and tools to allow more informed decisions regarding potential risks so these can be effectively addressed to ensure an efficient, cost-effective and quality service is delivered to the community.

Planning and Reporting Framework

The Integrated Planning and Reporting framework enables Council to undertake long, mid and short term planning on behalf of the community that identifies, prioritises and delivers against the community's future vision. The framework is cyclical to ensure plans are developed, measured, reported and monitored to ensure continuous alignment with the community's aspirations.



Community Strategic Plan

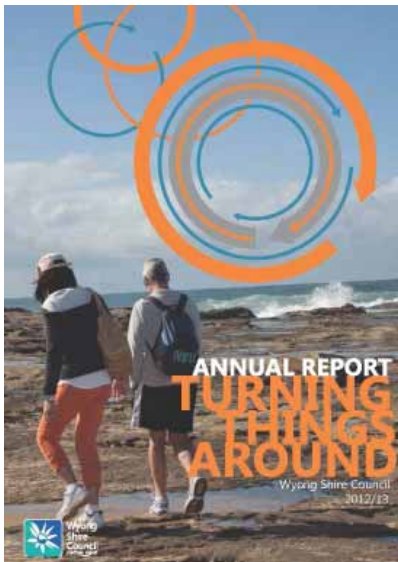
The Integrated Planning and Reporting framework is led by the Community Strategic Plan (CSP) which addresses the question "where do we, as a community, want to be in the future?"

The CSP focuses on the community's long-term aspirations, described under eight priority objectives: vibrant, caring and connected communities; ease of travel; access to facilities, programs and services; educated, innovative and creative communities; community ownership of the natural and built environment; strong sustainable business sector and increased local employment and advanced information communication technology. Delivery of the plan is not the sole responsibility of Council due to a number of strategies that require management by other levels of government, community groups, businesses, non-government agencies and individuals. The CSP underwent a minor review in 2013, with a full review due in 2016.



Council's Strategic Plan

In delivering its services Council develops a four year delivery program (aligned to the term of Council) and an annual operational plan. These plans outline the actions that Council will take to deliver its responsibilities under the Community Strategic Plan, including a resourcing strategy (long term financial, asset management, workforce management and information management resourcing requirements) and a Revenue Policy (which includes rating information and a list of fees and charges).



Annual Report

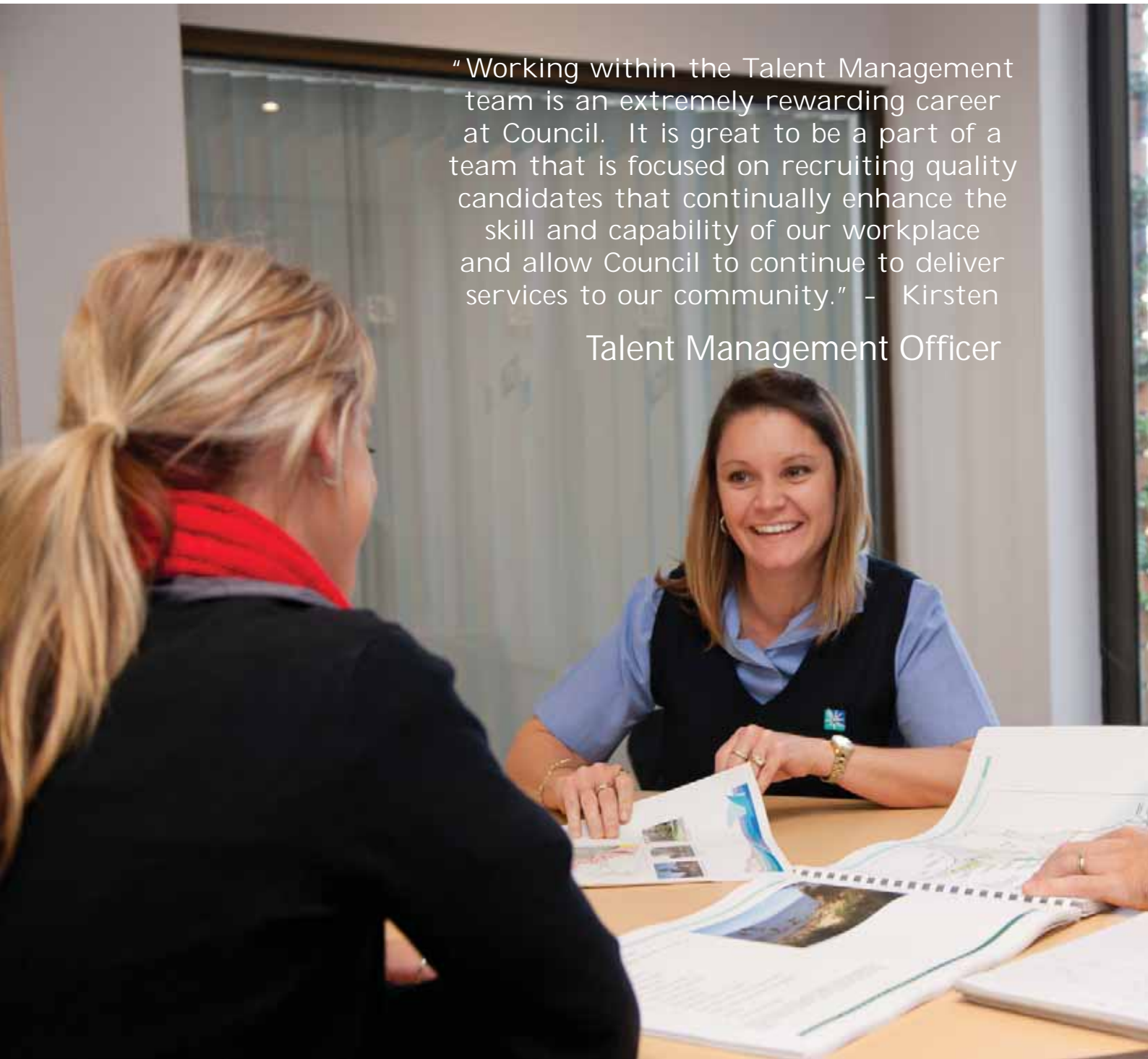
Every year Council reports back to the community on how it is progressing with the delivery of its Strategic Plan, providing statutory information and audited financial statements. The annual report is supported by quarterly reports undertaken during the reporting year to keep the community apprised on progress against financial and operational plans.

Policy Framework

Council's policy framework provides charters, policies, procedures and protocols that ensure consistency and transparency in the way that Council does business.

"Working within the Talent Management team is an extremely rewarding career at Council. It is great to be a part of a team that is focused on recruiting quality candidates that continually enhance the skill and capability of our workplace and allow Council to continue to deliver services to our community." - Kirsten

Talent Management Officer



Organisational Structure

Council adopted a new organisational structure in November 2012 to provide a more direct alignment to the strategic vision that will drive Wyong Shire forward as a customer focused organisation. Major changes included increased focus on economic and financial sustainability, attraction and management of development, governance, lakes and waterways and asset management.



Workforce

Council's Workforce Management Strategy provides a framework to ensure the organisation builds a culture and climate that delivers effective and sustainable services, in line with the Community Strategic Plan. The strategy is developed for a four year period, complementing Council's four year delivery program. Council's Workforce Management Strategy for 2012-16 is targeted at:

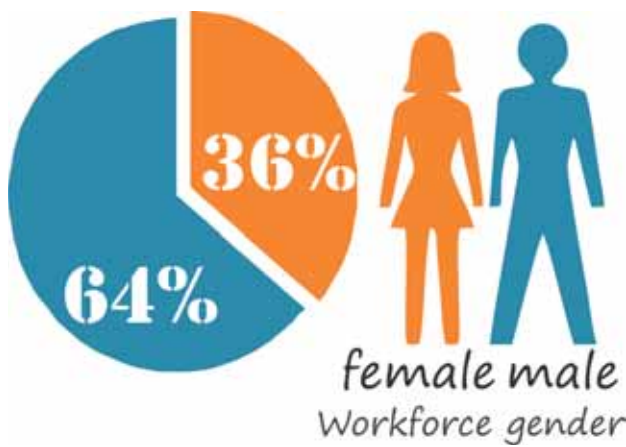
- Providing an environment that is safe and without personal risk so employees can carry out their duties effectively
- Ensuring that the organisation has processes and systems that enable consistent management, cohesive policies, and guidance for decision making
- Ensuring the structure of the organisation allows for efficient delivery of services
- Promoting an inclusive work environment that allows improved understanding employee and community needs
- Building capability to create a more adaptive organisation to meet changing needs of the community
- Attracting and retaining high quality, high performing staff who demonstrate high levels of commitment that assist the organisation to perform at its best
- Using data analysis to assist in determining future direction and improving productivity
- Implementing technology that increases engagement and productivity and allows for cost savings.

972

Full time equivalent staff

@ 30 June 2013
(equating to 1200 staff)



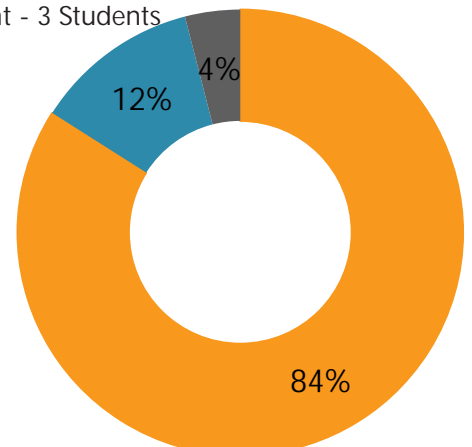


Delivering the Workforce Management Strategy

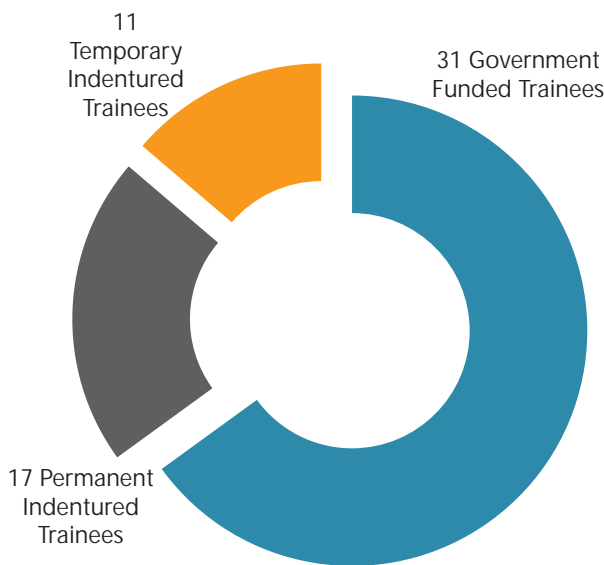
- 68 local students completed work experience with Council
- 59 employees successfully completed accredited training, largely subsidised by either the State or Federal Government in the areas of water operations, child care, management and project management
- Council partnered with State Training Services and TAFE Central Coast to deliver training to 27 Central Coast residents/job seekers, with all participants offered work experience, and 12 offered a one year temporary traineeship
- 8 engineering internships in project management, water and sewer, or roads and drainage were offered to students in their last or second last year of school
- 4 scholarships were offered to students in their first or second year of university studying in a variety of fields including engineering, finance and economics
- Council continued to implement actions identified in its Youth Employment Strategy, undertaking a tender process for the appointment of a Group Training Organisation to provide apprentices. Central Coast Group Training was the successful tenderer.

Work Experience Students Hosted by Department

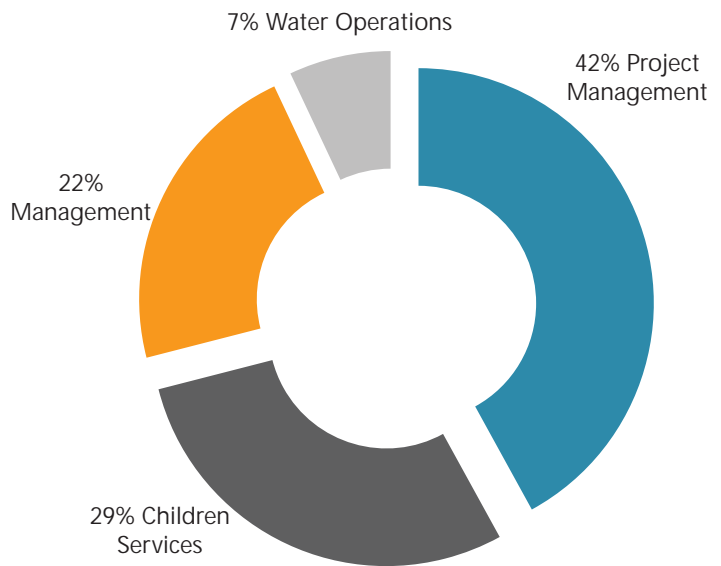
- Community and Recreation Services - 57 students
- Infrastructure Operations - 8 Students
- General Managers Department - 3 Students



Completed Accredited Training by Staff



Completed Accredited Training by Qualification Category



Recruitment and Selection Activities

Careers@WSC is Council's online job search system, released this year. Already over 1,700 job seekers have registered their membership allowing them to store, submit, and track their on-line applications. Users can elect to be notified via email when a job is posted which matches their preferred career choice by registering at www.wyong.nsw.gov.au/careers

Workplace Health and Safety

Council has made significant progress in continuing to reduce lost time injuries through continuous improvement and promoting a positive culture that focuses on ensuring workers return home safely after work. Through proactive engagement of employees and leadership in safety, Council has achieved a Lost Time Injury Frequency Rate (LTIFR) of 26.12 for 2012/13. This is a great achievement as it not only exceeds Council's target of 27.06, but also the benchmark for Local Government NSW.

Financial Year	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14 Target
LTIFR	30.88	30.37	29.20	28.48	26.12	24.81

LTIFR is based on the number of lost time injuries divided by the total number of hours worked and then multiplied by 1,000,000. This allows different sized organisations to accurately compare safety performance and develop improvement strategies.

Council aims to continue this trend by reviewing the Safety Management Plan, which establishes objectives, targets and indicators to drive continuous improvement in occurrence reporting, investigations and corrective actions. A copy of the Workplace Health and Safety Policy is provided on page 242.

Policy Updates

In 2012/13 all Human Resources policies were reviewed and streamlined, resulting in a significant reduction in the number of policies. The new policy suite will assist employees and management in understanding organisational expectations and employee rights and obligations. The policies are compliant with legislation and employment awards, in a modern, easy to read format.

Recognising Years of Service

During 2012/13 dedicated staff were recognised for their long term contribution to the community through their continued years of service:

Years of service	Number of staff
40	4
35	2
30	4
25	37
20	37
15	59
10	97

Water Treatment Plant



MAIN CONTROL CONSOLE

Physical control console featuring several digital displays and buttons:

- Buttons: 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500.
- Digital Displays: 00, 401, -06, 400.

Control desk area with documents and a clipboard:

- Clipboard with a document.
- Yellow sticky note.
- Blue chair back.

Awards

- Institute of Public Works Engineering Australia (NSW) – **Engineering Excellence Awards 2013 - Innovation in Water Supply and Wastewater** award for the Mardi-Mangrove Link project and **Excellence in Road Safety Engineering** award
- Engineers Australia Excellence Awards, Newcastle Division for **2012 Roads & Maritime Services Awards for Infrastructure Excellence in Regional Communities** and **Highly Commended Award Engineering Design** of the Mardi - Mangrove Link
- Council's Director Infrastructure and Operations Greg McDonald received the **Public Works Leader of the Year** award from the Institute of Public Works Engineering Australia (NSW)



Council's Director Infrastructure and Operations Greg McDonald



Little Coast Kids Care and Education Centre at Northlakes received both **State and National Awards for Best Overall Child Care Week Program** at the Australian Childcare Week 2012 Awards (see above)

- Finalist for **Engineers Australia Excellence Awards**, Sydney Division for 2013 - Engineering for Regional Communities
- **Ministry for Police & Emergency Services – 2012 Resilient Australia Award** Winner for NSW in the Local Government category, in recognition of the Natural Areas Bush Fire Management Program
- **Central Coast Group Training Awards** – Nathan Ward 1st Year Apprentice of the Year; Daniel Hemmings – 2nd Year Apprentice of the Year; a number of other apprentices and supervisors were finalists at the awards
- Tuggerah Lakes Estuary Management Plan received: **Winner Sydney Water Sustainable Water Award** and **Highly Commended Biodiversity Conservation Award** at the **2013 Sustainable Cities Awards Program** offered by Keep Australia Beautiful NSW

- **NSW Water Safety Award 2012** – Stay Safe at the Beach
- Australasian Reporting Awards – **Bronze Award for Annual Reporting** for Council's 2011/12 report
- Lifeguard Stuart Sohler received the **Australian Lifeguard of the Year** award and Lifeguard Scott Higgins was awarded first place in the individual **Lifeguard Mission** event (run, swim and board) at the Australian Professional Ocean Lifeguard Association Incorporated (APOLA Inc) 17th Annual Conference
- Care and Education Coordinator Beth Jones received the **Central Coast Women in Business Award for Women in Government or Public Service**
- Tom Stone, Kanwal, Spotted Gum, Northlakes and Treelands Care and Education Centres received **Munch and Move Energiser Awards** from the NSW Department of Health, Central Coast Local Health District
- **2012 Central Coast Community Congress Real People Doing Real Things Community Building Awards** for Social Enterprise Innovation – The Entrance Community Café; **Aboriginal & Torres Strait Islands Project – Bridging the Gap**; and Projects within Government – Landholder Workshops with recognition for Learning and Communities Strategy, Splinters and Threads, Wet Wild and Rhythm, and Creative Enterprise programs; the International Students Volunteer Program and Catchment Crawls also finalists



Sports Turf Association awarded Council apprentice Andrew Spicer **National Sports Turf Graduate of the Year** award

Through holding a fortnightly Casual Friday event and collecting donations, Council staff raised over

75

\$14,500

for local charities during the 2012/13 financial year



RELAY
FOR LIFE



Cancer
Council

Relay For Life

Celebrate

Remember

Fight Back

Vounteer Norah Head



Volunteers

Council has hundreds of volunteers who support the community throughout the year undertaking bush regeneration, community hall bookings, helping out at the animal care facility and the libraries.

Land care: During the year 408 volunteers, working in 40 different land care groups, supported major land restoration projects at Budgewoi dunes, Ourimbah Creek rainforest, various saltmarsh and Norah Head headland – the works undertaken by these volunteers is essential for rebuilding natural areas to support the Shire's ecological communities and biodiversity.

Animal Care: 15 registered volunteers assisted at the Animal Care Facility, providing obedience and behaviour training by exercising the dogs daily, washing, grooming, driving animals to the vets, taking photos of dogs and cats to update the websites for rehoming, educating the community about responsible pet ownership and assisting in a program for kids with special needs (which since its beginning in 2011 has supported an average of 20 kids each week to build their confidence in dealing with dogs). The passion of the animal care volunteers has had a direct impact on increasing animal rehoming and decreasing animal surrender rates.

Community Halls: There are 26 Section 355 Committees that voluntarily manage Council's community halls. Council halls also benefit from the work of three volunteers at Blue Haven Community Centre and the Gravity Youth Centre. These volunteers are responsible for front of house reception, some administration work, customer service, daily site inspections, inductions and, in the case of Blue Haven, setting the booking timetables for users in the centre – providing an invaluable service to the local communities.

Gwandalan Library: Six registered volunteers, with over 40 years of combined service, support the Gwandalan Library Link nine hours per week.

Volunteering provides a great opportunity for people to interact, learn new skills, contribute to and make connections with the community. Without the help of this vast army of volunteers the Shire would not have the breadth of services that currently exist.



Council's Animal Care Facility broke all records collecting over 500 blankets and towels during its annual winter appeal thanks to the generosity of the community who brought in an average of six individual donations per day. Word of mouth and radio stories also meant that local shelters throughout the region benefitted from donations, with Council sharing its collection with animal care facilities in Muswellbrook and Singleton



of animals received at the Animal Care Facility that could be saved were saved



14%

of the population are engaged in some form of volunteer work

Marlene Pennings
"Hidden Treasure"





Volunteer Marlene Pennings is recognised as a 'Hidden Treasure'

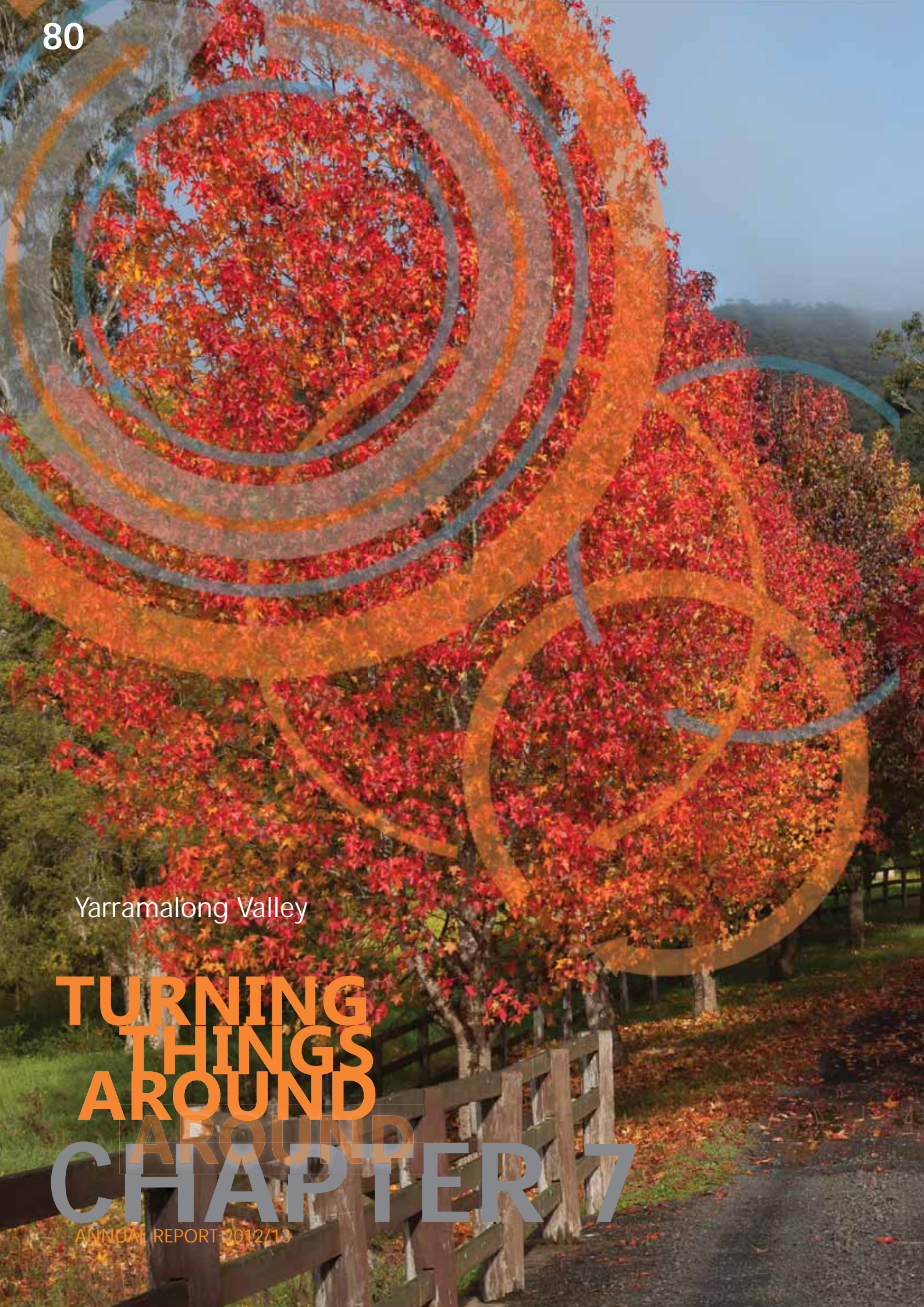
The NSW Government recognised Wyong Shire's Citizen of the Year as a 'Hidden Treasure'.

Over the past 12 years, Marlene has been responsible for obtaining almost \$1 million in grants to help the community. Her work has included a driving role with Coastcare – The Entrance North; The Tuggerah Lakes Estuary, Coastline and Flood Plain Management Committee; The Entrance Community Precinct Committee; The Entrance North Progress Association and Wycare.

She has also volunteered her time for many other community causes including the Wyong Shire Community Nursery; Tuggerah Lake Reserve Trust; Wycare-CEN Liaison Committee; Landcare; the steering committee for Empowering Aboriginal Women and Wyong Shire Council's Vision Committee.

In 2012, Marlene was included on the Hidden Treasures Honour Roll, organised by the NSW Department of Primary Industries to highlight the work of outstanding volunteers in regional and rural areas.





Yarramalong Valley

**TURNING
THINGS
AROUND
AROUND
CHAPTER 7**

ANNUAL REPORT 2012/13

STATUTORY REPORTING REPORTING

Under the Local Government Act 1993 Council is legislatively required to provide a range of information to the community. The information contained in this section is additional to that included elsewhere in this report and is reported to provide transparency in business operations to our community.

Coastal Protection Services

Council did not levy an annual charge under Section 217(1)(e1) of the *Local Government (General) Regulation 2005*.

Companion Animals Act Activities

Under Section 217(1)(f) of the *Local Government (General) Regulation 2005* the following activities were undertaken in relation to enforcing and ensuring compliance with the provisions of the *Companion Animals Act 1998*:

- a) Animal Care Facility data collection returns were lodged with the Division of Local Government with a total of 1,730 animals processed of which 1,418 were saved.
- b) A total of 218 dog attack incidents were reported to and investigated by Council. On completion of investigation, Council notifies the Division of Local Government through lodgement of Dog Attack Data Collection Forms.
- c) Council collected \$235,734 in income during 2012/13 (including companion animal registration fees and animal sales). Operational expenditure totalled \$944,786 including:
 - Enforcement of the companion animal act \$603,362
 - Vet fees - \$78,514
 - Materials - \$49,259
 - Salaries - \$213,651
- d) The following companion animal community education programs were conducted to promote and assist the de-sexing of dogs and cats:
 - Two free micro-chipping days held in conjunction with the RSPCA at the Tuggerah Supercentre
 - 2013 Community Dog Walk for Central Coast families raising money to promote responsible pet ownership and support the national de-sexing program
 - Fees and charges for release of seized animals set to encourage de-sexing
 - Council sponsored de-sexing for all dogs listed for dog of the week.
- e) The strategies that Council has in place to comply with the requirement under Section 64 of the *Companion Animals Act 1998* to seek alternatives to euthanasia for unclaimed animals include:
 - Rangers first priority when seizing an animal is to return the animal to its owner in the field
 - Dogs for sale advertised on photo gallery on Council's website
 - Maximising trading times to enable the public to seek a pet through the Animal Care Facility operating six days a week from 10:00am to 4:30pm
 - Building stronger and more productive partnerships with community based dog and cat re-homing organisations, including lists of suitable animals for re-homing emailed to these organisations
 - Procedure to ensure full compliance with minimum holding times is observed, by referring all intentions to euthanize to the Chief Ranger for prior approval
- "Dog of the Week" program fully funded by Council, including free microchip, registration, vaccinations, worming and de-sexing
- Undertaking proactive marketing of cats and dogs through local media and community based animal welfare and rescue organisations
- Ensuring companion animals are offered for purchase at an affordable price
- Engaging community volunteers in Council's animal socialisation program, including grooming, exercise, behavioural assessment.
- f) Council provided 15 off leash areas in 2012/13, including:
 - Reserve, Lowana Avenue, Charmhaven
 - Reserve off Moola Road, Buff Point
 - Reserve adjacent to Colongra Bay Hall, Colongra Bay Road, Lake Munmorah
 - Lakes Beach from 500m north of the Surf Club to Ocean Street
 - North Shelly Beach, from the northern beach access walkway off Shelly Beach Road
 - North Entrance Beach from Wyuna Avenue to Stewart Street
 - Reserve bounded by Avignon Avenue, Sabrina Avenue and Fishermans Bend, Bateau Bay
 - Reserve, Tallowood Crescent, Ourimbah
 - Drainage easement, James Watt Drive, Chittaway
 - Lees Reserve, Wyong Road, Chittaway
 - Craigie Reserve, Donald Avenue, Kanwal
 - Helen Reserve, Gascoigne Road, Gorokan
 - Mataram Ridge Park, Woongarra
 - Council Reserve, Peppercorn Avenue and Ivory Crescent, Woongarra
 - Tuggerah Oval, Second Avenue, Tuggerah.

Contracts Awarded

Under Section 217(1)(a2) of the *Local Government (General) Regulation 2005* the following contracts (over the value of \$150,000) were awarded:

Contract Description	Name of Contractor		Contract Value (ex GST)
Hire of tipping and other trucks (CPA/181540)	A & C Plant Hire Pty Ltd	Julcat Earthmoving Pty Ltd	\$3,300,000.00
	Activaz Pty Ltd	KASM Excavations Pty Ltd	
	Australian Grader Hire Pty Ltd	Koppmann Earthmoving T/as Noraville Earthmovers	
	B J Mac Excavations	P & C Harvey Pty Ltd	
	Casson Trucking and Earthmoving Pty Ltd	RK Talbot Enterprises	
	Central Coast Tipper Hire Pty Ltd	Rods Haulage Pty Ltd	
	Emery Excavations Pty Ltd	Scape Constructions Pty Ltd	
	FB Heavy Plant Vegetation Management Consulting Pty Ltd	Talbot Plant Hire Pty Ltd	
	Greenland Transport Pty Ltd	TCX Pty Ltd	
	Gregory Excavations Pty Ltd	Teric Pty Ltd	
	John E Hogan Pty Ltd	The Asphalt Man Pty Ltd	
Hire of plant and machinery (CPA/181543)	A & C Plant Hire Pty Ltd	Hardyards Outdoor Constructions Pty Ltd	\$3,300,000.00
	A & T Direct Excavations Pty Ltd	Huski Excavations Pty Ltd	
	A Class Hire Pty Ltd	John E Hogan Pty Ltd	
	Accurate Asphalt and Road Repairs Pty Ltd	Julcat Earthmoving Pty Ltd	
	Activaz Pty Ltd	KASM Excavations Pty Ltd	
	Active Hire Pty Ltd	Kennards Hire Pty Ltd	
	Adam Lowe Pty Ltd	Kingston Industries Pty Ltd	
	Alpha Civil Pty Ltd	Koppman Earthmoving Pty Ltd	
	Ausco Modular Pty Ltd	Livpac Investments Pty Ltd	
	Australian Grader Hire Pty Ltd	McPhan Cranes and Transport	
	Barry Bros Specialised Services Pty Ltd	Mel-Ray Pty Ltd	
	Base Course Management NSW Pty Ltd	Posvelle Pty Ltd	
	Beaumont Family Trust	R & D Parry Pty Ltd	
	Central Coast Slashing Services Pty Ltd	R W Leete Pty Ltd	
	Coates Hire Operations Pty Ltd	Scape Constructions Pty Ltd	
	Conplant Pty Ltd	Shane Whiteford Pty Ltd	
	Duncan Excavations NSW Pty Ltd	Sharpe Bros Australia Pty Ltd	
	Earthmoving Hire Australia Pty Ltd	Stabilised Pavements Australia Pty Ltd	
	Emery Excavations Pty Ltd	Stanton Corporations Pty Ltd	
	Environmental Land Contracting Pty Ltd	Stanton Sales and Hire Australia Pty Ltd	
	FB Heavy Plant Vegetation Management Consulting Pty Ltd	Talbot Plant Hire Pty Ltd	
	Finlay Screening and Crushing Systems Pty Ltd	TCX Pty Ltd	
	G S Excavations Pty Ltd	Teric Pty Ltd	
	Galtee Excavations Pty Ltd	The Asphalt Man Pty Ltd	
	Gmon Pty Ltd	The Entrance Excavations Pty Ltd	
	Goodworth Landscaping and Excavations Pty Ltd	Transpacific Industrial Solutions Pty Ltd	
	Gregory Excavations Pty Ltd	Wrights Excavations Pty Ltd	
Expressions of Interest Central Coast pumps and pipes panel (CPA/211385)	MWH Australia Pty Ltd		EOI
	Parsons Brinckerhoff Australia Pty Ltd		
	Sinclair Knight Merz		
Collection of bulk mixed waste and recyclable materials for Central Coast Holiday Parks (CPA/211469)	Veolia Environmental Services (Australia) Pty Ltd		\$565,578.61

Contract Description	Name of Contractor		Contract Value (ex GST)
Hire of minor plant and equipment (CPA/181538)	A Class Hire	GMON Pty Ltd	\$3,300,000.00
	Allcot Hire	Kennards Hire Pty Ltd	
	ATF Services Pty Ltd	Robert Guy & Sons Pty Ltd	
	Botha Boring & Tunnelling	Tutt Bryant	
	Coates Hire Operations Pty Ltd	Universal Mobile Tower Hire	
Construction of sewerage trunk mains for Warnervale town centre - North Wyong (CPA/191877)	McNamee Constructions Pty Ltd		\$2,298,628.00
Scaddens Ridge solar tower (CPA/186620)	Gongues Constructions Pty Ltd		\$150,000.00
Construction of stormwater culvert, Minnesota Road Hamlyn Terrace (CPA/210714)	Bolte Civil Pty Ltd		\$1,299,319.65
Relocation of 11KV and LV mains, Minnesota Road Hamlyn Terrace (CPA/217073)	Poles & Underground Pty Ltd		\$396,546.00
Provision of routine tree service (CPA/185309)	Asplundh Tree Experts (Australia) Pty Ltd	Plateau Tree Service Pty Ltd	Schedule of rates
In-situ stabilisation (CPA/199536)	Accurate Asphalt and Road Repairs Pty Ltd		\$10,110,000.00
	Stabilised Pavements Australia Pty Ltd		\$11,164,815.00
Provision of effluent and sludge removal and disposal services (CPA/213807)			All offers declined
Inspection, testing and maintenance of Council's fire protection equipment (CPA/186318)	Automatic Fire Protection Design Pty Ltd		\$555,771.00
Hire of plant and trucks for the operation of Buttonderry Waste Facility (CPA/217697)	BJ Hunter Pty Ltd	John E. Hogan	\$741,724.00
	Casson Trucking and Earthmoving Pty Ltd	R.K.Talbot Enterprises	
	CZL Group Pty Ltd	R.W. Leete	
	Fogarty Plant Hire Pty Ltd	RL Equipment Pty Ltd	
	Greenland Transport Pty Ltd	Scape Constructions Pty Ltd	
	Haines Bros Earthmoving and Drainage	SG & GS Robertson Pty Ltd	
Central Coast pumps and pipes panel work package (CPA/218854)	GHD Pty Ltd		\$505,000.00
Construction of timber pile retaining wall at Alison Rd Wyong (CPA/219153)	GPM Constructions Pty Ltd		\$729,837.00
SCADA systems integration - control systems - related services (CPA/221963)	Safety and Forensic Engineering		\$500,000.00
Replacement of air conditioning chillers and associated works (CPA/219328)	James L Williams (NSW) Pty Ltd		\$658,135.00
Construction of water pump station 26 and associated pipework Nikko Road Warnervale (CPA/192922)	McNamee Constructions Pty Ltd		\$375,560.00
Upgrade of Ourimbah water pump station 17 (CPA/209092)	Kerroc Constructions Pty Ltd		\$782,304.00
Sewer rising main T19 (CPA/209287)	UEA Pty Ltd		\$604,531.00
Additional expenditure ONLY (CPA/203271)	Jemena		\$253,560.00
Panel contract - group training organisation (CPA/ 220296)	Central Coast Group Training		\$1,378,642.08
	Novaskill		\$1,354,826.62
Construction DN355mm polyethylene water main, Warnervale Road (CPA/225141)	Bothar Boring		\$496,931.67
Replacement of lifts 1 & 2 Wyong Shire Council civic centre (CPA/220970)	Kone Elevators		\$290,400.00
Supply and delivery of domestic water meters (CPA/225036)	Elster Metering Pty Ltd	Global Valve Technology Ltd	Schedule of rates

Controlling Interests in Companies

Under Section 217(1)(a7) of the *Local Government (General) Regulation 2005* Council did not hold a controlling interest in any companies.

Councillor Expenses and Facilities

Under Section 217(1)(a1) of the *Local Government (General) Regulation 2005* the following costs were incurred for the payment of expenses for and provision of facilities to Councillors in relation to their civic functions:

Clause	Expense or Facility	Cost
(i)	Councillors office equipment	\$38,775.83
(ii)	Telephone	\$10,626.16
(iii)	Conferences and seminars	\$6,384.31
(iv)	Training	\$6,077.27
(v)	Interstate visits	\$2,322.91
(vi)	Overseas visits	-
(vii)	Expenses of spouse, partner or other person	\$300.00
(viii)	Expenses for provision of care	\$84.05
	Other costs	\$32,876.33
TOTAL COSTS		\$97,446.86

Environmental Upgrade Agreement

Under Section 54P of the *Local Government Act 1993* Council did not enter into any environmental upgrade agreements.

Equal Employment Opportunity Activities

Under Section 217(1)(a9) of the *Local Government (General) Regulation 2005* and Section 345 of the *Local Government Act 1993*, Council is required to prepare and implement an Equal Employment Opportunity (EEO) Management Plan and report on EEO activities. Council's current EEO Management Plan was reviewed in July 2012 and is due for review in July 2013. During the year Council continued to monitor and evaluate strategies that have been implemented to ensure that the EEO Management Plan remains effective. Specific EEO activities undertaken during this period include:

a) *Review of Equal Employment Opportunity and Workplace Behaviour Policy*

Council's EEO Policy was reviewed and re-titled Equal Employment Opportunity and Workplace Behaviour. The revised policy reflects contemporary legislative requirements and provides clarity on EEO definitions to enable improved employee awareness on EEO principles and workplace behaviour. The revised policy was adopted in December 2012 and officially launched to staff during January and February 2013.

b) *Review of the Employee Assistance Program*

Council's Employee Assistance Program (EAP) is a confidential counselling service independent of Council, to assist staff and their families who may be experiencing personal difficulties. Council sought to provide an increase in the level of EAP service available to its employees through the awarding on the EAP contract to PPC Worldwide (contract commenced 1 October 2012).

c) *Demographics Reporting*

Council maintains monthly statistical analysis on the demography of its workforce, this is expressed as an executive summary (excluding employee names) on gender, age, tenure, employment type, and region of residence.



"I love working for Council as each day throws up a different challenge." - Steve

Pump Station Operator

EEO Management Plan activities:

EEO Management Plan Action	EEO Management Plan Performance Indicator	2012/13 Actions
Strategy 1 – Implementation of policies and procedures		
Review EEO Management Plan and EEO policy and implement changes	EEO Management Plan and EEO policy reviewed, updated and objectives implemented	<ul style="list-style-type: none"> EEO Management Plan review commenced 26 April 2013 consulting with all responsible stakeholders to determine progress towards outcomes EEO policy reviewed, renamed to Equal Employment Opportunity and Workplace Behaviour, adopted December 2012
Review existing Council policies and procedures to ensure that they conform with EEO principles	All policies and procedures conform with EEO principles	<ul style="list-style-type: none"> A major human resources (HR) policy project occurred during July 2012 and December 2012 to ensure all HR policies and procedures conform to EEO principles EEO and Workplace Behaviour policy specifies clear statements of intent regarding EEO principles and workplace behaviour
Ensure that all new policies conform with EEO principles	New policies developed are EEO compliant	<ul style="list-style-type: none"> Policies adopted and implemented are compliant with contemporary EEO legislation and principles
HR advice to Management, Supervisors and staff on WSC policies and procedures that supports the application of EEO principles	No complaints are received regarding HR advice not complying with EEO principles	<ul style="list-style-type: none"> A HR business partner model is in place where designated partners are assigned to different units across the business to provide generalist HR advice. In addition an EEO Coordinator is appointed to prepare, implement and monitor EEO Management Plan actions and to provide policy advice No formal grievances have been received regarding the provision HR advice not complying with EEO principles
Strategy 2 - Raise awareness and understanding of EEO Principles in Council		
Place EEO Policy and Management Plan on Council's website and intranet	Policy and Management Plan are available on Council's website and intranet	<ul style="list-style-type: none"> Council's revised EEO Policy and EEO Management Plan was published on the intranet for employees and the 2012 EEO Management Plan is available to the public on Council's website
Inform all staff of Council's EEO Policy and Management Plan and where the documents can be located	All employees are aware of and have access to Council's EEO Policy and Management Plan	<ul style="list-style-type: none"> In line with the EEO policy review staff information sessions were conducted which provided an overview of EEO legislation requirements. The Intranet review provided improved access to Council's EEO and Workplace Behaviour Policy and EEO Management Plan.
Ensure all aspects of EEO are covered in Council's induction program delivered to new staff and keep a record of attendance	Confirmation of employee's attendance at induction is recorded and non-attendances followed up to ensure compliance	<ul style="list-style-type: none"> Induction program revised to ensure content covers EEO compliance obligations. Class participants are recorded. Non-attendances followed up to ensure compliance.
Include EEO awareness articles in Council's staff publications at least bi-annually	EEO awareness articles are published through Council's internal media at least twice per year	<p>EEO awareness articles are published through WSC's internal media at least twice per year, using:</p> <ul style="list-style-type: none"> Intranet Internal newsletter Email / HR Bulletin Payslips
Ensure that EEO accountabilities are incorporated into Manager and Supervisor position descriptions	EEO accountabilities are incorporated into all Manager and Supervisor position descriptions	<ul style="list-style-type: none"> A major position description review has been undertaken which incorporated EEO accountabilities into all Manager and Supervisor position descriptions
Strategy 3 - Recruitment activities conform with EEO principles		
Develop recruitment and selection policy and procedures ensuring that EEO principles are included and reviewed on a regular basis	<p>Recruitment and selection policy developed and contains EEO requirements</p> <p>Policy and procedures reviewed on a regular basis</p>	<ul style="list-style-type: none"> Recruitment, Selection and Appointment policy was reviewed and adopted in December 2012. Policy review was undertaken in accordance with EEO legislative changes and Fair Work Commission case outcomes To support the revised EEO Policy a detailed procedure on Recruitment, Selection and Appointment was developed and adopted which contains EEO principles and obligations

EEO Management Plan Action	EEO Management Plan Performance Indicator	2012/13 Actions
HR Selection Panel members receive formal recruitment and selection training that includes all aspects of EEO principles	HR Selection Panel members are formally trained in, and conform with EEO principles	<ul style="list-style-type: none"> Targeted Selection and Interviewing Skills training was offered to all managers, supervisors and HR selection panel members. This formal training included EEO principles and legal considerations
Review position descriptions to ensure that they do not contain any unnecessary essential or desirable selection criteria, including qualifications, and do not contain any discriminatory language or phrases	Position descriptions are reviewed every two years and prior to advertising any vacancy Position descriptions do not contain discriminatory language or phrases	<ul style="list-style-type: none"> The revised Recruitment, Selection and Appointment Policy included a new provision to ensure position descriptions are reviewed every two years. In addition a major position description review has been undertaken. In addition prior to advertising a position the position description is reviewed to reflect the role
Job advertisements are written in plain English and do not contain discriminatory language or phrases that may discourage EEO target groups from applying for the position	All job advertisements conform with EEO principles	<ul style="list-style-type: none"> All job advertisements are reviewed and approved prior to submission to publication to ensure they conform with EEO principles
Strategy 4 - Appointments, Promotions and Transfers conform with EEO principles		
Review current policies, procedures and practices for appointment, promotion and transfer to ensure they conform with EEO principles	All policies, procedures and practices for appointment, promotion and transfer to ensure they conform with EEO principles	<ul style="list-style-type: none"> A major HR policy project occurred during July 2012 and December 2012 to ensure all HR policies and procedures conform to EEO principles
Opportunities to act in higher duties positions are assigned in accordance with EEO principles	No substantiated claims are received regarding non-compliance with EEO principles for offers of acting in higher duties positions	<ul style="list-style-type: none"> Acting Duties policy revised, adopted and implemented in December 2012 No substantiated claims have been received regarding non-compliance with EEO principles for offers of acting in higher duties positions
An Expression of Interest (EOI) occurs where it is considered more than one employee possesses the essential comparable skills and competence to perform the higher level position as per Councils Acting Duties policy	No substantiated claims are received regarding non-compliance with EEO principles for offers of acting in higher duties positions	<ul style="list-style-type: none"> Assessment provision incorporated into the revised Acting Duties policy which was adopted and implemented in December 2012. This is <i>"an expression of interest should occur where it is considered more than one employee possesses essential comparable skills and competence to perform the higher level position. The expression of interest process is to be in accordance with Wyong Shire Council's Recruitment, Selection and Appointment Policy. This does not apply to the positions of General Manager, Director or Service Unit Manager"</i> No substantiated claims have been received regarding non-compliance with EEO principles for offers of acting in higher duties positions
Review job evaluation and performance appraisal procedures to ensure that they are non-discriminatory in content and administration	No substantiated claims are received regarding non-compliance with EEO principles through job evaluation and performance appraisal	<ul style="list-style-type: none"> No substantiated claims have been received regarding non-compliance with EEO principles through job evaluation and performance appraisal
Letter of offer template is reviewed to ensure it is EEO compliant	Letter of offer template reviewed, updated and approved	<ul style="list-style-type: none"> Award employee's letter of offer template reviewed in consultation with Council's legal counsel, updated, and approved. Letters are reviewed periodically to ensure compliance with employment legislation

EEO Management Plan Action	EEO Management Plan Performance Indicator	2012/13 Actions
Letter of offer includes a copy of the Code of Conduct and Position Description. Staff are required to sign agreement to these conditions of service in accepting employment with Council	All new employees receive and sign acknowledgement of Code of Conduct. All new and transferring employees acknowledge position description and sign letter of offer before commencing employment	<ul style="list-style-type: none"> All new and internally appointed employees receive a copy of the Code of Conduct and the position description with the letter of offer. Employees are required to read and sign acknowledgement that conditions of employment are in accordance with the Local Government (State) Award 2010 and Council's Code of Conduct, policies, procedures and agreements
Strategy 5 - Training and development opportunities are equitably available to all staff		
Review current policies, procedures for training and development opportunities for all staff and the allocation of resources utilising the performance appraisal process	<p>Training and Development Policy is reviewed and incorporates EEO principles</p> <p>Opportunities to attend training are based on business needs and individual merit based selection</p>	<ul style="list-style-type: none"> The 2012/13 HR policy review included a revised Organisational Learning and Development Policy. This incorporates five distinct elements: <ol style="list-style-type: none"> analysis of training needs based on individual development and business needs identified, in learning and development plans budget merit selection of participants and scheduling of training delivery and attendance of training including external seminars and conferences evaluation post-attendance
Ensure that in-house training programs are developed to be suitable for the targeted staff and course content conforms with EEO principles and regular reviews are carried out	Formal in-house training programs are reviewed for EEO compliance and relevant course content	<ul style="list-style-type: none"> All learning and development programs are developed in accordance with adult learning and EEO principles
Make staff aware of upcoming training opportunities via internal communications	Training calendar and information on specific training courses is advertised through internal media on a quarterly basis	<p>Training calendar and information on specific training courses is advertised through internal media on a monthly basis using:</p> <ul style="list-style-type: none"> Intranet Internal newsletter Email / HR Bulletin Payslips
Collect data on staff participation in training to ensure equity	Data is collected on attendances at training programs and recorded in Oracle HR	<ul style="list-style-type: none"> To enable accurate reporting and statistically analyse course attendance data is collected and recorded in Council's Oracle Learning Management System
Ensure staff training plans are completed and analysed to identify skills gaps and development opportunities	Training plans are reviewed to identify training requirements	<ul style="list-style-type: none"> Learning and development plans are reviewed at least annually to identify skills gaps and relative training requirements.
Strategy 6 - Harassment and grievance policies and procedures conform to EEO principles		
Develop and review the Grievances and Harassment and Workplace Bullying policies and cross reference to the EEO policy	Policies reviewed for compliance with EEO and updated as required	<ul style="list-style-type: none"> Harassment and Workplace Bullying was incorporated into the 2012/13 EEO policy review. The Grievance Policy was also reviewed to ensure EEO principles are cross referenced with the EEO legislation and principles
Provide awareness training in harassment and workplace bullying to all staff including information about what constitutes an EEO grievance and subsequent grievance handling procedures	All staff are trained in harassment and workplace bullying awareness and the subsequent grievance handling procedures	<ul style="list-style-type: none"> Phased roll out of Bullying and Harassment Awareness training commenced incorporating the subsequent grievance handling procedures Manager/Supervisor training delivered June 2013. Training for remaining staff scheduled to commence by June 2014

EEO Management Plan Action	EEO Management Plan Performance Indicator	2012/13 Actions
Managers and supervisors provided with specific training on how to deal with issues relating to EEO, harassment issues and grievance handling procedures	All managers and supervisors receive training in EEO and grievance handling policies and procedures	<ul style="list-style-type: none"> • Manager/Supervisor training delivered 2012/13 and fully implemented June 2013
Strategy 7 - EEO Management Plan implemented, evaluated and reviewed		
Identify positions with particular responsibilities in relation to the implementation of the EEO Management Plan	Positions with specific responsibility for implementing EEO are identified and the incumbent made aware of their duties/functions on a quarterly basis	<ul style="list-style-type: none"> • Positions with specific responsibility for implementing the EEO Management Plan have key result areas identified within the position description and quarterly review of EEO Management Plan actions is undertaken
Review the Grievance Register on a quarterly basis	No substantiated claims of non-compliance with EEO principles received	<ul style="list-style-type: none"> • No substantiated claims of non-compliance with EEO principles received. This is reviewed and reported monthly
EEO Management Plan objectives are reviewed at least annually and updated to reflect legislative and other procedural changes	The objectives of the plan are reviewed annually and updated to reflect required changes	<ul style="list-style-type: none"> • The objectives of the EEO plan are reviewed annually and updated to reflect required changes
Strategy 8 - EEO data collection and reporting		
Collect EEO data from staff leaving Council	Exit interviews conducted with staff leaving Council	<ul style="list-style-type: none"> • Exit interviews conducted with staff leaving Council and exit survey results captured within corporate reporting system. Statistical and qualitative turnover analysis reported annually
Keep records of staff attendances at training courses	Staff attendance at training courses are recorded and training evaluation forms analysed to determine effectiveness of training	<ul style="list-style-type: none"> • Staff attendance at training courses is recorded in Council's Oracle Learning Management System
Report on the EEO Management Plan in Council's Annual Plan	Annual report completed by due date	<ul style="list-style-type: none"> • Annual report completed by due date
Complete annual reporting to the Workplace Gender Equality Agency (WGEA)	Annual report completed by due date	<ul style="list-style-type: none"> • Local Government is now exempt from this reporting requirement
Strategy 9 - National Framework for Women in Local Government is considered in the EEO Management Plan		
Report on stats for women, number of women in senior roles etc on an annual basis	Report completed annually	<ul style="list-style-type: none"> • Report completed annually as part of the Workforce Management Strategy
Ensure recognition of family responsibilities through development of HR Policies	Policies reviewed for compliance with EEO and updated as required	<ul style="list-style-type: none"> • Policies reviewed for compliance with EEO and updated as required • Flexibility built into relevant policies to accommodate EEO compliance in relation to family/carer responsibilities
Provide opportunities for women to act in higher grade positions	No substantiated claims of non-compliance with EEO principles received in relation to acting duties	<ul style="list-style-type: none"> • No substantiated claims of non-compliance with EEO principles received in relation to acting duties

External bodies exercising functions delegated by Council

Under Section 217(1)(a6) *Local Government (General) Regulation 2005*, the following external bodies exercised functions delegated by Council:

External body (appointed under Section 355 of the Local Government Act 1993)	Function
Bateau Bay Community Hall	Community Hall
The Berkeley Community Centre	Community Centre
Berkeley Road Sports Complex	Community Hall and Sportsground
Berkeley Vale Old School	Community Centre
Budgewoi Scout Hall	Scout and Community Hall
Chain Valley Bay Community Hall	Community Hall
Charmhaven Reserve Administration (Tennis Courts)	Tennis Courts
Chittaway Point Hall	Community Hall
Gwandalan Community Hall	Community Hall
Kanwal Community Hall	Community Hall
Kulnura Pioneer Memorial Hall	Community Hall
Lake Munmorah and District Senior Citizens Centre	Senior Citizens Centre
Mannering Park Community Hall	Community Hall
Mannering Park Sport and Community Centre	Tennis Courts and Club House
Myrtle Brush Park Community Hall	Community Hall
Ourimbah Neighbourhood Cottages	Community Cottage for Sporting Groups
Rose Cottage Northern Women's Health Centre *	Baby Health and Community Centre
San Remo Neighbourhood Centre	Neighbourhood Centre
Sohier Park Community Hall	Community Hall
St Barnabas' Church	Heritage Church
Summerland Point Community Hall	Community Hall
Toukley District Art & Tourist Information Centre	Community Arts and Craft Centre
Toukley Neighbourhood Centre	Neighbourhood Centre and Community Hall
Tuggerah Community Hall	Community Hall
Tunkawallin Park Hall	Community Hall
Tuggerawong Retirement Village *	Retirement Village
Wadalba Community Centre *	Community Centre
Woodbury Park Community Centre	Community Centre
Wyong Community Centre	Community Centre Rooms
Wyong District Youth and Community Hall	Community Hall

* these committees were inactive during 2012/13

Community Precinct Committees	
Berkeley Vale / Chittaway Bay / Chittaway Point	Precinct Committees encourage the involvement of residents in the decision making process of Council to enhance their local area. The Committees make recommendations to Council and provide a vehicle for information to flow freely between Council and the community.
Budgewoi / Buff Point / Halekulani	
Gwandalan / Summerland Point	
Lakes	
Mannering Park	
Lake Munmorah / Chain Valley Bay	
Norah Head	
Ourimbah	
The Entrance Peninsula	
Wallarrah North	
Watanobbi / Warnervale	

Financial Assistance

Under Section 356 of the *Local Government Act 1993*, during 2012/13 Council provided the following contributions or grants.

Contribution/Grant	Amount 2012/13
Convict Trail Project	\$5,000
Kids Day Out	\$5,000
Wyong Shire Garden Competition	\$6,500
Surf Life Saving Central Coast	\$13,200
Regional Development Australia Central Coast	\$15,000
Regional Youth Support Services Incorporated	\$19,091
Central Coast Regional Organisation Of Councils	\$21,239
Volunteer Rescue Association	\$25,000
Rental Concessions - Charity And Community Groups	\$39,716
Country Music Festival	\$40,000
Funds Granted Under \$5,000	\$47,687
Surf Club Subsidies	\$52,800
Councillors Community Improvements Grants	\$64,492
Central Coast Mariners	\$75,000
Community Benefit Grants	\$83,244
Central Coast Business Mentor Services	\$112,000
Community Development Grants	\$116,555
Central Coast Tourism	\$146,591
Tipping Subsidies - Charity And Community Groups	\$225,091
Total	\$1,113,206

Government Information (Public Access) applications received and access to information

Under Section 125 of the *Government Information (Public Access) Act 2009* and Clause 7 of the *Government Information (Public Access) Regulation 2009*:

Program for proactive release of government information (Regulation Clause 7(a))

Council's program for the proactive release of government information involves a request for feedback from Council's Service Units on the type of information each Unit holds which each Unit considers should be made publicly available. The program also involves an informal assessment of the types of requests for information being received by Council (both informal requests, and access applications), in addition to information that Council has proactively released as a result of an initiative or other requirement, outside the GIPA framework specifically. This includes, for example, information released as part of community engagement strategies, for particular projects and other major developments impacting on Wyong Shire.

A review of Council's program during 2012/13 has identified the following information which has been proactively released by Council:

- Regional Airport Concept: <http://www.wyong.nsw.gov.au/for-business/central-coast-regional-airport/>

Council has made a range of information publicly available on its website regarding this regional airport concept, including an infrastructure study commissioned by Council, the executive summary and report of a community consultation survey, media releases and other general information.

Total number of access applications received by Council during the Reporting Period (Regulation Clause 7(b))

Council received a total of 34 access applications during the Reporting Period (including withdrawn applications but not invalid applications).

Total number of access applications received by Council during the Reporting Period that were refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 of the GIPA Act (Regulation Clause 7(c))
Council refused four access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. All of these applications were refused in part.

Statistical Information (Regulation Clause 7(d) and Schedule 2)

These tables are based on access applications which have been dealt with by Council, i.e. applications which have either been decided, or withdrawn. At the date of writing this report, eight (8) applications received during the Reporting Period are either pending decision, or have been decided outside of the Reporting Period.

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Members of Parliament	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Private sector business	N/A	1	N/A	N/A	N/A	N/A	N/A	N/A
Not for profit organisations or community groups	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Members of the public (Legal Representatives)	2	1	N/A	N/A	N/A	N/A	N/A	3
Members of the public (Other)	8	4	N/A	3	N/A	1	N/A	14

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Access applications (other than personal information applications)	6	6	N/A	2	N/A	1	N/A	14
Access applications that are partly personal information applications and partly other	4	N/A	N/A	1	N/A	N/A	N/A	3

Reason for invalidity	No. of applications
Application does not comply with formal requirements (sec. 41 of the Act)	3
Application is for excluded information of the agency (sec. 43 of the Act)	N/A
Application contravenes restraint order (section 110 of the Act)	N/A
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	1

	No. of times consideration used
Overriding secrecy laws	N/A
Cabinet information	N/A
Executive Council information	N/A
Contempt	N/A
Legal professional privilege	4
Excluded information	N/A
Documents affecting law enforcement and public safety	N/A
Transport safety	N/A
Adoption	N/A
Care and protection of children	N/A
Ministerial code of conduct	N/A
Aboriginal and environmental heritage	N/A

	Number of occasions when application not successful
Responsible and effective government	3
Law enforcement and security	N/A
Individual rights, judicial processes and natural justice	5
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	N/A
Secrecy provisions	1
Exempt documents under interstate Freedom of Information legislation	N/A

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	10
Decided after 35 days (by agreement with applicant)	N/A
Not decided within time (deemed refusal)	7
Total	17

	Decision varied	Decision upheld	Total
Internal Review	N/A	N/A	N/A
Review by Information Commissioner	N/A	2	2
Internal review following recommendation under section 93 of Act	N/A	N/A	N/A
Review by ADT	N/A	N/A	N/A
Total	N/A	2	2

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	N/A

Independent Pricing and Regulatory Tribunal (IPART) Determination Information

Under Section 4 of the *Independent Pricing and Regulatory Act 1992*, Wyong Shire Council's water, sewerage and stormwater drainage services and a number of its associated ancillary services are declared monopoly services. Council's prices must therefore be set in accordance with any IPART determined methodologies and/or maximum prices. As well, Wyong Shire Council cannot charge less without prior approval of the relevant Minister.

Council's implementation of the determination, provided by IPART in May 2009, for the 2012/13 financial year is shown in the following table:

2012/13	Tribunal Maximum Price Determined	Wyong Shire Council Price Set
Service Charges for the year	\$	\$
(a) Residential properties		
<i>Water</i> (Metered (20mm meter size))	167.35	167.35
<i>Sewerage</i>	463.44	463.44
(b) Non Residential properties		
<i>Water</i>		
Meter size (mm) ^a		
20	167.35	167.35
25	261.47	261.47
40	669.36	669.36
50	1,045.88	1,045.88
80	2,677.47	2,677.47
100	4,183.54	4,183.54
150	9,412.98	9,412.98
200	16,734.18	16,734.18
250	26,147.81	26,147.81
<i>Sewerage</i>		
Meter size (mm) ^{bc}		
20	166.96 x df%	166.96 x df%
25	260.87 x df%	260.87 x df%
40	667.84 x df%	667.84 x df%
50	1,043.50 x df%	1,043.50 x df%
80	2,671.35 x df%	2,671.35 x df%
100	4,173.97 x df%	4,173.97 x df%
150	9,391.44 x df%	9,391.44 x df%
200	16,695.90 x df%	16,695.90 x df%
250	26,087.50 x df%	26,087.50 x df%
Usage charges per kilolitre		
(a) Residential properties		
<i>Water</i>	2.12	2.12
(b) Non Residential properties		
<i>Water</i>	2.12	2.12
<i>Sewerage</i> ^d	0.83	0.83

^a Charges for meter sizes not specified above are calculated using the formula: (meter size)² x \$167.35/400

^b Charges for meter sizes not specified above are calculated using the formula: (meter size)² x \$166.96/400

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

^d The usage charge is estimated based on the estimated volume of metered water usage discharged into Council's sewerage system. Metered water usage is multiplied by a discharge factor to estimate the volume of water discharged.

Legal Proceedings

Section 428(4)(b) of the *Local Government Act 1993* and Clause 217 (1)(a3) of the *Local Government (General) Regulation 2005* require that the following be included in the Annual Report of Council:

"a summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result"

Amounts Incurred (excluding GST) in Legal Proceedings from 1 July 2012 to 30 June 2013

Court / Tribunal	Other Party / Parties to the Proceedings	Nature of Proceedings	Date Proceedings Commenced	Status / Outcome	Amounts Paid to Council's External Solicitors (excl GST)	Amounts Paid to Barristers / Agents Engaged on Behalf of Council (excl GST)	Other Amounts Paid Inc Consultants (excl GST)	Amounts and Costs Received by Council from Another Party	Amounts and Costs Paid to Another Party by Council
Supreme Court of NSW	Neumanns Contractors Pty Ltd	Civil proceedings arising from contractual disputes	29/2/2008, 5/5/2009 & 18/2/2008	All proceedings resolved on confidential terms	\$2,165.50	Nil	Nil	Nil	Nil
District Court of NSW	Environmental Land Clearing Pty Ltd	Civil proceedings arising from contractual disputes	Various	Proceedings discontinued (s. 471B of the <i>Corporations Act 2001</i>)	\$14,669.00	Nil	\$22,472.14	Nil	Nil
Supreme Court of NSW	Jenbuild Pty Ltd	Legal issue in an arbitration concerning construction contracts		Proceedings determined by the Court, dismissing Council application with costs	\$36,080.00	\$14,100.00	\$2,846.75	Nil	\$50,000.00

Court / Tribunal	Other Party / Parties to the Proceedings	Nature of Proceedings	Date Proceedings Commenced	Status / Outcome	Amounts Paid to Council's External Solicitors (excl GST)	Amounts Paid to Barristers / Agents Engaged on Behalf of Council (excl GST)	Other Amounts Paid Inc Consultants (excl GST)	Amounts and Costs Received by Council from Another Party	Amounts and Costs Paid to Another Party by Council
Land and Environment Court of NSW	William Thomas Hunter (Applicant)	Appeal against refusal by Council to grant development consent	13/12/2012	Proceedings were concluded at a s.34 conference on 22 May 2013, with conditional consent granted to the development application	Nil	Nil	Nil	\$390.17	Nil
Land and Environment Court of NSW	Strathavon Resort Pty Ltd	Class 1 appeal commenced against Council for deemed refusal of Building Certificate Application, and Class 4 proceedings commenced by Council seeking declaratory and injunctive orders	17/6/2013 & 15/7/2013	Proceedings pending	Nil	Nil	\$1,285.61	Nil	Nil
Wyong Local Court	Ms T Coetzee	Prosecution under the <i>Food Act 2003</i>	3/7/2012	On 9/8/2012 the Defendant convicted of 3 offences, fined \$15,000, and ordered to pay professional costs of \$300 and Court costs of \$249	Nil	Nil	Nil	\$15,549.00	Nil
Industrial Relations Commission of NSW	United Services Union	Proceedings under the <i>Industrial Relations Act 1996</i>	18/12/2012	Resolved on confidential terms	Nil	Nil	\$12.08	Nil	Confidential

The above information does not include proceedings before the Workers Compensation Commission, externally referred debt recovery processes, or proceedings conducted for Council by the NSW Police Force pursuant to an agreement between Council and the State Debt Recovery Office.

Overseas Visits by Councillors and Staff

Under Section 217(1)(a) of the *Local Government (General) Regulation 2005* the following overseas visits were undertaken during the year:

Representative	Date	Destination	Purpose
General Manager	May 2013	Singapore	Australian Institute of Company Directors - "Directing in the Asian Century" conference
Mayor	May 2013	China	To engage in discussions on trade, investment and tourism matters (self-funded)

Participation in Companies

Under Section 217(1)(a8) of the *Local Government (General) Regulation 2005* Council participated in the following companies/bodies during 2012/13:

- Central Coast Water Corporation (plus an arrangement with Gosford City Council for the management of certain water and sewer infrastructure)
- Central Coast Tourism
- Norah Head Lighthouse Trust
- Mingara Recreation Centre Pool

Planning Agreements

Under Section 93G of the *Environmental Planning and Assessment Act 1979* the following planning agreements were in force during 2012/13.

Agreement Parties	Agreement Description	Property Description	Date Executed	Compliance Activities	Outcome as of 30 June 2013
Completed Voluntary Planning Agreements					
WSC & Stephen Thorne & Associates Pty Ltd	Substitution of S94 contributions as per 2009 draft Plan (\$34,682 x 4 lots)	18 Pacific Highway, Wadalba	28/11/2012	Requirement for payment to be made prior to release of subdivision certificate	Required payments have been completed
WSC & Yialkin & Ozel Shevket	Substitution of S94 contributions as per 2009 draft Plan (\$34,682 x 12 lots + \$67,960 "Addition to Wadalba Corridor" contributions)	Lot 1409 DP 1165185 Salamander Road, Wadalba	28/11/2012	Requirement for payment to be made prior to release of subdivision certificate	Required payments have been completed
Active Voluntary Planning Agreements					
The Minister for Planning & AV Jennings Properties Limited & Orlit Proprietary Limited & Minister for Disability Services	Urban land release and land transfer. Payment of \$1.87 million in contributions to the Minister for Planning and \$5,000 for each lot in excess of 331 lots	Lots 43 & 47 DP 7091, Lot 4 DP 208596, Lot A DP 381268, Lots 1 & 2 DP 314442, Lot 2 DP 208596, Lot 1 DP 432827, Lots A & B DP 31271 Louisiana Road, Hamlyn Terrace	16/06/2008	Compliance unknown	Council is not a party to this VPA (refer to Department of Planning)

Agreement Parties	Agreement Description	Property Description	Date Executed	Compliance Activities	Outcome as of 30 June 2013
WSC & The Trustees of the Roman Catholic Church of the Diocese of Broken Bay & Warnervale Medical Holdings Pty Ltd	Payment of roads and drainage contributions for Super Clinic development in absence of Warnervale Town Centre Contributions Plan	Lot 8 DP 7738 85 Sparks Road, Warnervale	24/09/2010	Requires infrastructure payments to be made and a bank guarantees to be lodged	Part payment has been made. Currently subject to a draft VPA variation that will provide for stage development and payments
WSC & Fabcot Pty Ltd	Additional developer financed benefit for Lake Munmorah Village Shopping Centre development. 2 staged upgrade of local pathways	275 Pacific Highway, Lake Munmorah	01/12/2010	Requires payment to be made for the construction of pathways over 2 stages, based on the development of commercial floor space	Stage 1 payment made. Works are being planned by Council
WSC & AV Jennings Properties Ltd	Payment of \$419,258 in 4 stages in substitution of S94 contributions to recognise Stage 9 shortfall, \$34,682 per lot based on 2009 draft Plan rate and sewer credits	Part Lot 1 DP 180012 483 Pacific Highway, Wadalba	29/02/2012	Requirement for 4 equal contributions payments to be made over a 2 year period	Stage 1, 2 & 3 payments have been made. Stage 4 payment to be made by 30 June 2014
Minister for Planning & Infrastructure & Minister administering the National Parks and Wildlife Act & Gwandalan Land Pty Ltd	State Infrastructure Contributions towards Gwandalan Public School, Emergency Services, and requirement to complete road works and dedication of land	Lot 2 DP 1043151 Lot 57 DP 755266	22/03/2012	Compliance unknown	Council is not a party to this VPA (refer to Department of Planning)

Private Works

Section 67 of the *Local Government Act 1993* relates to Council, in agreement with the owner/occupier of the land, undertaking lawful works on private property. Where Council is undertaking private works and does not have an approved fee for the works, or is charging less than an approved fee, Council must, by resolution, approve the works before they are carried out. The following table provides the Council meeting date where a resolution was made to undertake the work, details of the property and works undertaken and costs to Council.

Meeting Date	Lot & DP	Summary of Works	Council Subsidy
8 August 2012	Lot 21-27 DP5019 Alison road Wyong	Self-launching toe, rock reventment, battering of bank, weed control and revegetation across 3 properties	Works were in relation to the delivery of the Tuggerah Lakes Estuary Management Plan (EMP) and were funded through the Federal Government's "Caring for our Country" (CFoC) grant
23 January 2013	Lot 18 DP 260329, 168 Footts Road, Ourimbah Lot 21 DP 260329, 168 Footts Road, Ourimbah Lot 5 DP 708222, 168 Footts Road, Ourimbah	Bush regeneration of a total of 11,634sqm of land adjacent to Council owned land along Ourimbah Creek which is also undergoing regeneration. This will provide continuity of works, eliminate the risk of future reinfestation and provide long-term protection. Works will include removal of lantana and other environmental weeds rehabilitating 650m of streambank as per targets for Caring for our Country. These works will also complement and protect works done by the volunteers of Palm Grove Ourimbah Creek Landcare group	Works were in relation to the delivery of the Tuggerah Lakes Estuary Management Plan (EMP) and were funded through the Federal Government's "Caring for our Country" (CFoC) grant

Meeting Date	Lot & DP	Summary of Works	Council Subsidy
	Lot 103 DP 755249, 106 Footts Road, Ourimbah	Bush regeneration of a 525 square metres parcel of land situated between two parcels owned by Council which are also undergoing regeneration. This will provide continuity of works, eliminate the risk of future reinfestation and provide long-term protection. Works will include removal of lantana and other environmental weeds rehabilitating 15 metres of streambank as per targets for Caring for our Country grant	Works were in relation to the delivery of the Tuggerah Lakes Estuary Management Plan (EMP) and were funded through the Federal Government's "Caring for our Country" (CFoC) grant
	Lot 9 Sec 1 DP 3368, 145 McPherson Road, Mardi Lot 1 DP 124495, 15 Mardi Road, Mardi Lot 8A Sec1 DP 3368, 135 McPherson Road, Mardi	Bush regeneration of a total of 80,295 square metres of floodplain land adjacent to Crown land along Wyong River which is also undergoing regeneration. Installation of additional 895 metres of fencing to exclude stock. This will eliminate the risk of future reinfestation and provide long-term protection to 1075 metres of streambank. Works will include removal of lantana and other environmental weeds as per targets for Caring for our Country grant	Works were in relation to the delivery of the Tuggerah Lakes Estuary Management Plan (EMP) and were funded through the Federal Government's "Caring for our Country" (CFoC) grant
	Lot 114 DP708550, 633 Yarramalong road Yarramalong	Timber piling and woody debris bank stabilisation to repair gully erosion which is also threatening access road to Mardi - Mangrove Link	Works were in relation to the delivery of the Tuggerah Lakes Estuary Management Plan (EMP) and were funded through the Federal Government's "Caring for our Country" (CFoC) grant

Remuneration – General Manager and Senior Staff Members

Under Sections 217(1)(b) and (c) *Local Government (General) Regulation 2005* the total remuneration for the general manager and senior staff was \$348,968.15 and \$3,280,710.90 respectively during 2012/13.

Stormwater Management Services

Under Section 217(1)(e) of the *Local Government (General) Regulation 2005* the following stormwater management services were provided by Council:

Stormwater Management	Actual Expenditure 2012/13
Stormwater Management Works - Tuggerah Lakes	
Stormwater Treatment Works Lake Munmorah Reserve	\$539
Stormwater Treatment Device Colorado Drive	\$864
Streambank Rehabilitation And Establishment	\$1,254
Catchment Maintenance	\$8,089
Stormwater Treatment Works Saltwater Creek	\$8,896
Saltwater Creek Maintenance	\$26,343
Design And Survey Gross Pollutant Traps	\$44,354
Swales (Grass Lined Channel) At Colongra Reserve	\$123,248
Stormwater Management	\$162,800
Stormwater Treatment Device Malvena Parade	\$172,676
Stormwater Treatment Device McLean Street	\$268,079
Total	\$817,141

Written off Rates and Charges

Under Section 132 of the *Local Government (General) Regulation 2005*, \$5,247.24 in rates and charges were written off during the year.



Major streambank stabilisation project along Wyong River to prevent further erosion

WYONG S

2 HELY STREET



TURNING
THINGS
AROUND
AROUND
CHAPTER 8

SHIRE COUNCIL



AUDITED
FINANCIAL
STATEMENTS
STATEMENTS

Financial Statements as adopted
at 13 November 2013



Shelly Beach Surf Club



TURNING
THINGS
AROUND
AROUND
CHAPTER 9



SUPPORTING INFORMATION INFORMATION

Council Services

Service	Description
Animal Care Facility	Operation and maintenance of Council's Animal Care Facility, providing care for and re-homing of abandoned cats and dogs
Assessing and managing the Natural Environment	Management and assessment of environment and natural resources, including bushfire assessment and management
Building assessment and other applications	Provision of residential development consents, building certificates, on-site sewerage management system approvals and vehicular access crossing inspections
Building Certification	Provision of certification and inspection services for class 1 and 10 and 2 and 9 construction certificates; development and occupation certificates; mandatory building inspections and enforcement of building certificates
Building Services	Maintenance services of Council's building assets, ensuring community access to a diverse range of well-maintained buildings and infrastructure facilities
Care and Education	Provision of child care centres and associated services
Central Coast Water Corporation	Provision of water and sewerage services to the Central Coast community
Civic Centre	Operation of Council's Civic Centre
Client Management (Planning)	Facilitation and advocacy of major employment generating development, including assisting major clients in the preparation and processing of development proposals
Closed Landfill Remediation	Remediation of closed landfills sites to minimise health and environmental impacts and meet legislative requirements
Commercial Waste and Recycling Services	Collection and disposal of commercial waste; waste education and promotion
Communications	Provision of communication and marketing services that raise staff and community awareness of Council activities
Community and Cultural Development	Provision of innovative programs and services to increase social, cultural and economic participation and build individual and community capacity, including support of precinct and 355 committees and management of community grants and events
Community and Cultural Planning	Development of strategic plans and policy; analysis of demographic data and community indicators; planning for community and cultural facilities; and integrating with regional, urban, economic and environmental planning activities
Community Education	Provision of quality education programs (example water conservation and road safety) that engage the community to raise awareness and change attitudes and behaviours
Community Engagement	Support of internal and external stakeholder engagement and provision of opportunities for the community to participate in Council activities
Community Infrastructure	Development of facilities that meet community needs and provide a diverse range of uses that are safe, secure, accessible and equitable to all community members
Companion Animals Registration	Management of legislated companion animal registration requirements
Compliance and Regulation Auditing	Assessment by Environmental Protection Officers of development consents and technical reports for environmental impacts; investigation of incidents associated with Council assets or activities that threaten or have the potential to cause harm to the environment, other matters regulated primarily by the <i>Protection of the Environment Operations Act</i> , monitoring of active and closed landfills to ensure ongoing compliance with EPA licence conditions and environmental legislative requirements
Contracts and Project Management	Provision of contract and project management services to Council
Corporate Information	Provision of Corporate Information; management of Council's Records and Information Management System; legislative compliance
Corporate Measures and Improvement	Measurement and reporting against corporate performance indicators; support for continuous improvement practices and processes

Service	Description
Customer Service	Provision of services that allow the community to easily contact and interact with Council
DCP and Policy	Preparation, review and implementation of various amendments to the Development Control Plan
Depots and Sites	Management of Council depot facilities at Long Jetty, Charmhaven, Mardi and sub-depots
Design and Print	Provision of internal design and printing functions for Council publications that ensure consistency and clarity of information distributed to staff and the community
Developed Open Space Operation	Maintenance of parks and reserves, sports fields, trees in public areas and roadside vegetation
Domestic Waste and Recycling Services	Collection and disposal of household waste, recycling and vegetation; waste education; household chemical collection; e-waste collection and recycling; complaints management
Emergency Services	Ensuring that council has an integrated and compliant approach to its emergency management planning and operations
Environmental Coordination	Ensuring Council implements sound environmental practices in its planning and operational activities
Estuary Management	Provision of community education on factors affecting the estuary; management of Council's waterway activities and monitoring and reporting on the quality of the lake and its catchment
Finance Operations	Management of Council's financial operations including taxation, revenue, accounts payable and receivable, debt management and payroll
Finance Performance	Provision of financial management; legislative compliance; accounting and management reporting
Financial Systems	Development and maintenance of systems used to manage financial data
Footpaths and Shared Pathways	Provision of footpaths and pathways for pedestrians and cyclists
Governance	Administration of governance framework, including council elections and grant administration
Holiday Parks	Support for Council's holiday park controllers to ensure commercial viability and return on investment
HR Business Partners	Provision of human resource management support to internal customers
HR Operations	Provision of human resource operations management
HR Remuneration	Salary administration, job evaluation, employee appraisal administration and specialist salary packaging advice and analysis
Iconic Sites - Regulatory and Co-ordination	Facilitation of the development of Iconic Development Sites that will revitalise town centres and generate economic outcomes for the community
Industrial Relations	Provision of advice on workplace issues, grievances, Award interpretation, policies and employment legislation
Information Management	Provision of a quality business systems environment
Initiation and Project Management of Major Projects	Provision of scoping, design and implementation management for key property and economic development projects
Integrated Planning	Maintaining Council's compliance with the requirements of the Local Government Integrated Planning and Reporting framework through the co-ordination and review of the Community Strategic Plan and supporting corporate strategic documents
Internal Audit	Internal auditing of systems and processes to manage risk and ensure best practice governance

Service	Description
Internal Ombudsman	The Internal Ombudsman acts as an intermediary between Council and an internal or external party, while representing community interests
Land Information Certificates	Updating Council's core Property, Name and Address Data Base; issuing conveyancing certificates; managing ePathway enquiries
Land Use Compliance	Investigation of matters that have the potential to negatively impact the natural and built environment, public health and community amenity
Learning Partnership	Facilitation of links between education and training providers, business and industry, and community groups to establish networks that share information about pathways in education and training, undertake joint projects and promote lifelong learning for the community
Legal Actions and Advice - Corporate	Provision of legal advice and representation to Council
Leisure and Tourist Facilities	Provision of recreational facilities and associated services for both the local community and tourists, including swimming facilities, aquatic infrastructure and beach management
Library Services	Public library space that provides resources and services to meet the community's informational, recreational, social and educational needs
Lifeguard Services	Provision of lifeguard patrol for six of the Shire's most popular beaches (between end September and 25 April - excluding weekends and public holidays where beaches are patrolled by Surf Life Saving volunteers)
Litter Management Services	Management of public litter bins; illegal dumping investigations and litter prevention programs
Major Development Assessment	Statutory assessment of Class 2 to 9 development applications, subdivision applications and tree applications
Place Management Master Plans and Implementation	Preparation, review, implementation and sourcing of funding for various town centre improvement master plans
Meeting Administration	Facilitation of Council meetings and provision of administrative services
Natural Resource Management	Provision of Natural Resource Management Services
Noxious Weeds	Development of legislatively compliant strategies and programs to address noxious and other weed incursions, control feral and other pests and raise community awareness
Nursery	Provision of cost effective propagation, procurement, maintenance and distribution of plants and trees of various types and levels of maturity to support Council's operational and project works
Off-Street Car parks	Provision of off-street parking to allow ease of use at community facilities
Open Space and Recreation Planning, Design and Development	Planning, design and development of community open space, sporting and recreational facilities
Open Space Community Support	Engagement and support for the community to undertake programs to improve their quality of life - example Landcare, Tidy Towns, community gardens
Organisational Development	Provision and management of staff learning and development needs
Plant, Mobile Equipment and Vehicles	Supply of Council vehicle and plant fleet and operators; vehicle and plant maintenance
Pre-Development Assessment Lodgement Services	Provision of quality expert advice to facilitate a streamlined assessment process
Procurement	Purchasing services across Council and operation of stores facilities at Charmhaven and Long Jetty depots
Property Business Development	Identification and implementation of new property development outcomes across Council's iconic sites; promotion of business and tourism events and sponsorship and support for new business start-up and relocation
Property Management	Property management services for the purchase, sale and delivery of commercial property documents and that ensure positive returns across the property portfolio

Service	Description
Public Health and Safety	Management of public safety programs including food surveillance and fire safety; monitoring of legionnaire, caravan park licensing, skin penetration and hairdresser/ barber shops, public swimming pools, immunisation, mortuary and funeral parlours; and outdoor dining approvals
Public Officer	Processing access to information requests
Public Toilets	Operation and maintenance of public toilet facilities
Ranger Services	Ensuring compliance with the requirements of the <i>Companion Animals Act</i> , parking matters under Australian road rules, investigation of other complaints, and partnership with Tuggerah Lakes Police Local Area Command to provide security at special community events
Rezoning	Review and implementation of various planning proposals
Risk Management / Insurance	Management of Council's self-insurance licence including the management of claims as per legislation and WorkCover guidelines
Roads	Management and development of local and main roads, and related sub products
Roadside Inventory	Provision of roads related infrastructure, such as bus shelters and signage
Section 94 Contribution Plans	Preparation, review and implementation of Section 94 Contributions Plans
Sewerage Services	Provision of safe and reliable waste water (sewage) transport and disposal services
Stores	Operation of stores facilities at Charmhaven and Long Jetty depots
Drainage	Provision and maintenance of drainage systems that convey stormwater runoff from developments
Strategic Asset Management	Ensuring progressive improvement of Council's asset management practices
Strategies and Master plans	Preparation, review and implementation of precinct master plans and strategies
Sustainability within Council	Implementation of sustainability management strategies across Council
Town Centre Management	Administration and management of Town Centre Management Agreements, asset planning for town centres at The Entrance, Toukley and Wyong town centres, and maintenance and beautification of both major and minor town centres
Transport Planning	Co-ordination and advice on traffic and transport related matters
Waste and Sustainability Improvement Payment (WaSIP)	NSW government funding used by Council to provide waste and sustainability programs
Waste Management Facility	Provision of refuse 'tip' operations at the Buttonderry waste management facility and other locations
Water Supply	Provision of safe and reliable drinking water services
Waterways Approvals and Monitoring	Review of the Coastal Zone Management Plan, and obtaining and managing approvals to implement improvements to the quality of the lakes systems and the coastal zone
Waterways Operations	Maintaining and improving the condition of catchment, creek, wetland, bushland and saltmarsh assets to protect the quality of the lakes and waterways; improving lake quality and amenity through wrack harvesting, channel dredging and other environmentally targeted dredging projects
Waterways Strategies	Planning and advice relating to flood planning matters and coordination of stormwater designs
Workplace Health and Safety	Provision of safety advice and guidance to reduce the number and severity of workplace injuries and illnesses; compliance management

Suburb Listing (by Ward)

A Ward	B Ward
Alison	Alison
Blue Haven	Bateau Bay
Budgewoi	Berkeley Vale
Budgewoi Peninsula	Blue Bay
Buff Point	Cedar Brush Creek
Bushells Ridge	Central Mangrove
Canton Beach	Chittaway Bay
Chain Valley Bay	Chittaway Point
Charmhaven	Dooralong
Colongra	Durren Durren
Crangan Bay	Fountaindale
Doyalson	Glenning Valley
Doyalson North	Jilliby
Frazer Park	Kangy Angy
Freemans	Killarney Vale
Gorokan	Kulnura
Gwandalan	Lemon Tree
Halekulani	Little Jilliby
Halloran	Long Jetty
Hamlyn Terrace	Mardi
Jilliby	Ourimbah
Kanwal	Palmdale
Kiar	Palmgrove
Kingfisher Shores	Ravensdale
Lake Haven	Shelly Beach
Lake Munmorah	Tacoma South
Magenta	The Entrance
Manning Park	The Entrance North
Moonee	Toowoona Bay
Norah Head	Tuggerah
Noraville	Tumbi Umbi
Point Wolstoncroft	Watanobbi
Rocky Point	Wyong
San Remo	Wyong Creek
Summerland Point	Yarramalong
Tacoma	
Toukley	
Tuggerawong	
Wadalba	
Wallarah	
Warnervale	
Woongarra	
Wybung	
Wyong	
Wyongah	

Global Reporting Initiative

The Global Reporting Initiative (GRI) is an international reporting framework for both public and private organisations. The indicators have been developed, reviewed and improved with input from organisations around the world, including the Australian Local Government Sector. More than 1,500 organisations from 60 countries use GRI to produce sustainability reports, with Council choosing to use the relevant GRI indicators where it is considered to add value or inform the community. The table below provides a page reference to demonstrate where in this report the GRI data can be located. Council has self assessed its GRI rating as C level and is working toward five years of indicator data to achieve B level.

GRI reference number and description		Page
Strategy and Analysis		
G4-1	Statement from the most senior decision maker of the organisation	16, 28
G4-2	Description of key impacts, risks, and opportunities	34 - 37
Organisational Profile		
G4-3	Name of the organisation	4
G4-4	Primary brands, products and services	236
G4-5	Location of organisation	10
G4-7	Nature of ownership and legal form	8
G4-8	Markets served	26
G4-9	Scale of the reporting organisation	8, 70, 101
Stakeholder Engagement		
G4-24	Provide a list of stakeholder groups engaged by the organisation	66
Report Profile		
G4-28	Reporting period	4
G4-30	Reporting cycle	68
G4-31	Contact point for questions regarding the report or its contents	back cover
Governance		
G4-34	Governance structure of the organisation	27
G4-35	Delegating authority	26
G4-36	Executive level positions with responsibility for economic, environmental and social topics	29-31
G4-37	Consultation	34

GRI reference number and description		Page
G4-38	Composition of governance body	16, 28
G4-40	Selection process	26
G4-41	Managing conflicts of interest	27
G4-42	Governance body role	26
G4-43	Knowledge of economic, environmental and social topics	65
G4-44	Evaluation of performance	40-63
G4-45	Role in identifying and managing economic, environmental and social impacts	26
G4-46	Risk Management processes	66
G4-51	Remuneration	98
Ethics and Integrity		
G4-56	Values, principles, standards and codes of conduct	13, 27
Economic Performance		
G4-EC4	Financial assistance received from government	90
G4-EC9	Procurement Practices	63
Energy		
G4-EN6	Reduction of Energy Consumption	55
Biodiversity		
G4-EN13	Habitats protected or restored	53

Workplace Health and Safety Policy



WHS POLICY WORK HEALTH AND SAFETY



Our WHS Vision: **"Safety First – No Injuries, to Anyone, at Anytime"**

Wyong Shire Council (WSC) is committed to providing and maintaining a safe and healthy work environment for everyone in the workplace. We achieve this through commitment to policy and systems, leadership, accountability, consultation, education, awareness and worker participation.

To meet this commitment and fulfil our responsibilities, all levels of management will:

Manage risk to health and safety to prevent incidents

WSC shall identify and assess workplace hazards with the aim to eliminate risks to health and safety, so far as reasonably practicable. If risks to health and safety can not be eliminated, we will minimise those risks so far as reasonably practicable.

Comply with relevant health and safety legislation and other requirements

WSC shall comply with all relevant work health and safety legislation, regulations, standards and other requirements to which we subscribe. We will work closely with safety regulators, industry peers and our workers to achieve compliance.

Set measurable objectives and targets

WSC will set measurable objectives and targets aimed at eliminating work related injury or illness. We will measure and assess our performance to these targets and take responsive action to drive continuous improvement.

Provide appropriate training, education and awareness

WSC will provide appropriate health and safety induction and training to our workers. In addition we will provide education and awareness to workers to ensure they are empowered to work safely.

Consultation and worker participation

WSC shall ensure our consultation process provides workers the opportunity to be included in decision making that may impact their health and safety at work. We aim to consult with workers, contractors, suppliers and others on safety matters to aid in providing a safe and healthy work environment for everyone in the workplace.

Dissemination of health and safety information

WSC shall provide appropriate and effective information to all workers, contractors, labour hire personnel and visitors to the work place. WSC will do this using various methods including the intranet, email, newsletters, notice boards, information sessions and face to face communication.

Policy Implementation

This policy will be displayed in the workplace and shall be made available to other interested parties including regulators, visitors and contractors. This policy will be supported by a relevant Work Health and Safety Management System to be implemented by all levels of management which is regularly reviewed for continual improvement. We will strive to engage our workers at every level and will foster a top down safety culture to demonstrate and reinforce our commitment to the health and safety of our workers

While management provides this commitment, it is essential that everybody understands that the responsibility and accountability for workplace safety is owned by us all. Together with your support we can ensure WSC continues to be a safe and healthy place to work that shall benefit everybody. I seek and encourage your support and co-operation in the application of this policy and our Work Health and Safety Management System.

M Whittaker
GENERAL MANAGER

Approved: April 2013
Review Date: April 2016

This is a controlled document. Always check the currency of this document on the intranet before use.

Glossary of Terms

Term	Definition
355 Committees	Under section 355 of the <i>Local Government Act</i> , Council is able to delegate some of its functions to a committee of Council
Asset condition assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action
Asset maintenance (infrastructure) backlog	The value of unfunded asset renewals that are required to bring the asset condition to a satisfactory condition
Asset Management Strategy	A strategy for asset management covering the development and implementation of plans and programmes for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that the desired levels of service and other operations objectives are achieved at optimum cost
Capital Works	Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months - includes renewal, expansion and upgrade works
Community Strategic Plan	Identifies the community's main priorities and aspirations for the future and strategies for achieving those goals
Delegated Authority	The power to delegate authority is vested in Council by legislation. Delegations are registered and can be from Council to the General Manager (and subsequently the organisation)
Development Control Plan	An integrated design and policy document that details Council's requirements for development within the Shire
District playground	A district playground/park has capacity to serve the whole Social Planning District but may also serve the Shire – generally a 1 kilometre radius and is accessible by bus, car or bicycle.
Extraordinary Meeting	Meetings called on occasion to address business not scheduled for an Ordinary meeting of Council
Iconic Development Sites	28 sites throughout the Shire with the ability to generate significant economic return and revitalise town centres
Independent Pricing and Regulatory Tribunal (IPART)	The State's independent pricing regulator for utility services
Information Management Resourcing Strategy	Council's four year strategy for the management of information technology resources
Integrated Planning and Reporting	A framework implemented by the NSW government to strengthen the sustainability of local government
Local Environmental Plan	A legal instrument that allows Council and other consent authorities to manage the ways in which land is used, through zoning and development controls
Operational Plan	Annual plan that details the specific actions that Council will undertake to deliver services against the Community Strategic Plan
Ordinary Meeting	The forum where Council conducts its core business
Planning Agreements	A voluntary agreement or other arrangement between Council and a Developer authorised by Subdivision 2 of Division 6 of Part 4 of the <i>Environmental Planning and Assessment Act</i> and includes an agreement to amend or revoke a Planning Agreement
Precinct Committee	An advisory committee that makes recommendations to Council on issues that may affect the area or the Shire as a whole – membership is open to all residents
Rate Peg	Rate pegging sets the maximum percentage increase to general revenue for Councils - mainly comprises rates revenue, but also includes certain annual user charges

Revenue Policy	Sets out Council's ordinary rates, special rates, charges and fees
Road reseals	Renewing the surface of a road pavement to prevent damage. Reseals are completed every 8 to 10 years just before the existing bitumen surface ages and cracks and whilst the road pavement is still in good condition
Renewals	Restore, rehabilitate or replace existing assets to their original capacity – eg With roads, where road pavement has deteriorated to a point where it can no longer be economically patched or resealed, it is typically “renewed” by mixing cement into the existing pavement gravels to strengthen and restore the ride surface
Settlement Strategy	A document that identifies and sets out a strategy to sustainably manage population growth, increase local employment opportunities and provide access to a range of infrastructure over the next 25 years
Shared pathway	Pathways that can be used by both pedestrians and cyclists
Special Rate Variation	An application to the Independent Pricing and Regulatory Tribunal to increase general income above the rate peg
Statutory Reporting	Information provided under a legislated requirement

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Statistics used throughout the document have been sourced from:

*Australian Bureau of Statistics 2011 Census

*Wyong's Population Profile

*2012 Quality of Life Survey

*Council Reports



Residents tour of Mardi Dam

ANNUAL REPORT TURNING THINGS AROUND



Wyong
Shire
Council
CENTRAL COAST

Turning Things Around
For additional information contact:
Wyong Shire Council
PO Box 20
WYONG NSW 2259
T (02) 4350 5555
E wsc@wyong.nsw.gov.au
November 2013

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