



OPERATIONAL PLAN 2013/14

WYONG SHIRE COUNCIL

Edith Ring Rest is a significant landmark on the Coast to Lake Walk

Q2

as at 31 December 2013



Wyong
Shire
Council
CENTRAL COAST

Q2 Business Report 2013-14

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BUSINESS REPORT

Business Report 2013-14

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1. Overview

This document reports on Council's performance as measured against Wyong Shire Council's Strategic Plan for 2013-2017 and covers the period for the six months ended 31 December 2013 (Q2).

The 2013-14 financial year is focused on Council's continued journey to achieve financial sustainability and improvements in asset management.

Council remains on target to deliver the current level of services within the adopted 2013-14 operating shortfall of \$2.3 million.

Council will continue to enhance its culture of cost containment and rigorous business planning to deliver valuable services to the community.

Progress on Principal Activities

Progress on Council's performance by Principal Activity is tracking well with 72% of projects and targets currently on track, 10% of projects and targets now complete, and 18% of projects and targets deferred or off track. Details of progress against each performance target are contained within the report.

Operating Result

The year to date (YTD) operating result (excluding capital grants and contributions) shows a favourable variance of \$3.4 million, consisting of an actual surplus of \$73.7 million compared to a budget surplus of \$70.3 million. This result includes Rates and Annual Charges income of \$142.0 million which represents the full year income.

The Q2 YTD result reinforces that Council is committed to achieving long term financial sustainability. This report identifies risks impacting the ability to achieve the targeted result however current projections indicate that Council will be in a satisfactory financial position at year end with regard to estimated operating income and expenditures.

Capital Works

Actual YTD capital expenditure is \$32.4 million compared to the YTD budget of \$37.2 million, and represents 39% of the full year capital budget. Typically the timing of capital expenditure is less in the first half of the year due to the need to investigate, plan and design new works and deliver those works in quarters three and four.

A thorough review of capital projects has been undertaken for this quarterly review and has resulted in retention of the full year budget of \$83.8 million, including \$10 million for Special Rate Variation (SRV) projects.

In June 2013 Council was granted a special rate variation for a period of four years to address the \$130 million asset backlog to improve the condition of roads, bridges, footpaths, buildings, and sports facilities - to ensure they are 'satisfactory' in terms of being safe and fit for community use. With the additional funds raised from the Special Rate Variation, Council will spend approximately \$10 million each year for the next 13 to 15 years, addressing the backlog, reversing a long-term decline in asset conditions.

Financial Snapshot

Financial Performance 2013-14	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (excluding capital)	184,661	187,396	(2,735)	233,349
Expenses	110,902	117,046	6,144	235,693
Net Operating Result before capital items	73,759	70,350	3,409	(2,344)

Note: Budget above represents Q1 adopted budget figures

Financial Position as at 31 December 2013	YTD Actual \$'000	Full Year Budget \$'000
Assets	2,798,150	2,506,992
Liabilities	324,175	335,685
Position	2,473,975	2,171,307

Council's equity as at 31 December 2013 is \$2.5 billion.

The improved balance sheet position, in comparison to the budgeted position, predominantly relates to an increase in infrastructure, property, plant and equipment as a result of the rolling revaluation program undertaken in 2012-13.

The componentisation of Council's building assets and a review of residual values and effective live for Council's plant and equipment assets at June 2013 provided greater carrying values than original budget estimates.

2. Progress on Principal Activities

2.1 Council's Delivery Plan

Council's 2013-17 Strategic Plan details the main activities Council will deliver from 2013-14 through to 2016-17. The Local Government (Planning and Reporting) Amendment Act 2009 requires Council to prepare a Four Year Strategic Plan and report to Council on progress against it at least every six months.

Council's 2013-17 Strategic Plan contains the:

Operational Plan

The Operational Plan is a subset of the Four Year Delivery Plan and describes the activities to be undertaken by Council in the 2013-14 financial year. The Operational Plan includes the capital and operational expenditure budgets for the coming financial year.

Four Year Delivery Plan

The Four Year Delivery Plan outlines the Principal Activities plus the capital investment to be undertaken by Council in the medium term. It also includes actions for delivering the objectives and strategies within the Community Strategic Plan.

Council's Principal Activities

Council has the following 12 Principal Activities that are the core services it provides to the community:

1. Community & Education
2. Community Recreation
3. Economic & Property Development
4. Council Enterprises
5. Regulatory
6. Environment & Land Use
7. Waste Management
8. Roads
9. Drainage
10. Sewerage Services
11. Water Supply
12. Administration

Assessing Council's Progress

In assessing Council's progress in implementing the 2013-17 Four Year Delivery Plan and the 2013-14 Operational Plan, a range of qualitative and quantitative performance measures are used.

Within the Strategic Plan there are Key Performance Indicators (KPIs) which focus on overall organisational performance and Service Performance Indicators (SPIs) which focus on the individual services and products Council provides to the community through its Principal Activities. There are also details of relevant actions that Council has decided to take to achieve required outcomes for the community, including the designated Major Projects and the Special Rate Variation Projects. The organisational KPIs, Major Projects and Special Rate Variation Projects have been allocated to relevant Units and are reported together with the other Unit specific indicators. This report details the progress against the relevant performance indicators and actions from the Strategic Plan. Where targets have not been achieved or actions are not on track, comment is provided as to how this will be addressed in the future.

Key performance indicators that measure financial sustainability are contained within section 5.5.

The table below is a summary of the overall progress on the 270 performance targets, (including Major Projects and Special Rate Variation Projects) that are being used to monitor Council's progress. A summary for each Principal Activity is shown at the end of each Principal Activity section. Details of progress against each performance target are shown in section 6.9. While details of progress on the Major Projects and Special Rate Variation Projects are included within the Principal Activities, they are also summarised in the tables in Sections 3 and 4. Where relevant, highlight details of achievements and actions are provided within the Principal Activities.

Status	Number	%
On Track	195	72
Off Track	19	7
Project Completed	27	10
Project Deferred	29	11

2.2 Principal Activity 1 – Community and Education

Community and Education provides information, places and spaces for people to participate learn and contribute to their local neighbourhood to improve their quality of life.

Budget Overview

Financial Performance 2013-14 Community and Education	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	2,728	3,041	(313)	6,475
Expenses	7,740	8,843	1,103	17,751
Net Operating Result	(5,012)	(5,802)	790	(11,277)
Income from Capital Items	-	(0)	0	29
Net Operating Result before Capital Items	(5,012)	(5,802)	790	(11,306)
Capital Expenditure	1,669	1,758	(89)	5,448

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	27	77
Off Track	5	14
Project Completed	3	9
Project Deferred	0	0

Major Projects

Council has a number of 'major projects' that are considered high priority and of critical importance to improving service delivery to the community. The following major projects are being delivered under this principal activity (a full list is available under section 3).

Wyong Shire "Art House"

Council is constructing a performing arts centre that will provide a state of the art facility for Central Coast residents. Works to date include the development of revised designs to reduce costs, however maintaining a full fly tower and 500 seat auditorium. A development application was submitted in December 2013 and construction documentation is being prepared. Construction is due to be completed in the 2015-16 financial year.

Lake Munmorah Civic Centre (Government Hub)

Investigations have commenced to identify and plan for the establishment of a 'hub' in the Shire's north that improves community access to a range of government services. To date staff have attended meetings with Service NSW, The Department of Trade & Investment, industry partners and the Federal Government's 'Enterprise Connect'. Preferred sites have been identified and discussions have occurred with Crown Lands.

Capital Expenditure Projects

Special Rate Variation

The following projects funded by the Special Rate Variation are being delivered under this principal activity (a full list is available under section 4).

Library RFID improvements

New gates were required at Council's libraries to improve access for the community. Installation has now been finished and the project is complete.

Outdoor Playground – Treelands Care & Education Centre

The outdoor playground area at the Treelands Care & Education Centre, Wyong, is being upgraded including construction of wooden deck, digging patch and installation of shade sail. During this quarter works have been delayed due to competing priorities for the Community Buildings area. Works are now scheduled for the next quarter.

Other Capital expenditure works



Alison Homestead

In December 2011 the historic Alison Homestead was completely destroyed by an arson attack. The late 19th century farmhouse, long associated with the pioneering Alison family, was renowned for its social, cultural and historical significance as the oldest house in the town of Wyong. As the site owner, Council has since worked closely with the Wyong District Museum and Historical Society to develop a sound proposal to restore and reconstruct the least-damaged southern wing of the Homestead. A new building is planned that can function as a museum/heritage centre, to be constructed on the footprint of the original homestead. A Development Application for the reconstruction of Alison Homestead was lodged at the end of December 2013.

Operating highlights

Do you know this person?

Council has launched a new way for the public to help crack down on anti-social behavior through its website. The webpage 'Do You Know This Person?' posts CCTV images of alleged graffiti vandals caught in the act and then provides an easy to use online form for community members to submit any details they know about those caught on camera. The information collected is then used by the NSW Police to assist in their investigations into graffiti crime and vandalism.

Council's Manager Community and Cultural Planning, Julie Vaughan and Wyong District Museum & Historical Society - Alison Homestead President Greg Denning view plans for the rebuild

Art and Public Space Improvements in Long Jetty

Following community consultation, Council is implementing public art, through the engagement of professional artists, as part of the Long Jetty Master Plan. A sculptural marker is being developed to mark the southern suburban boundary at Saltwater Creek Park and reflect the unique creative character of Long Jetty businesses and community. Public art will be used on several projects to enhance town centre developments and to help combat graffiti across the Shire. This includes signal boxes, which have previously attracted vandalism, being repainted with original designs by local artists and coated with anti-graffiti treatment.

Road Safety Education Programs for Young Children

Council and police officers from the Central Coast Community and Road Education Scheme (CARES) program piloted a new program called *Road Safety Education for Children Aged 0-5*. A two-hour session, including both classroom and practical road safety activities, was held at the Central Coast Lifetime Learning Centre (CCLLC) in Palmdale with over 100 people attending – including 49 children. Children participated in road safety story-time while the adults attended a 30 minute information session covering topics like helmet safety, safe places to ride, what to wear, general road safety rules and tips for children, child restraints and driveway safety. Practical group activities followed the information session.

E-news launched

Council officially launched a monthly e-newsletter with the first edition sent to subscribers in December 2013. The purpose of e-news is to showcase new initiatives and provide residents, ratepayers, business owners and visitors with a convenient way to find out about upcoming events and how to access Council services. E-news will be sent monthly to subscribers, all Councillors and staff. Anyone wanting to subscribe can do so by filling in an online form at www.wyong.nsw.gov.au/enews.

eBranch Lessons

All libraries facilitated eBranch lessons this quarter. These workshops promote library e-resources such as eBooks, e-audiobooks, e-magazines, and e-Films. The workshops covered e-resources available for borrowing and how members can access these using iPads, android tablets, and e-readers.

Consultation Hub - Map Feature

The Council Consultation Hub has added a new map feature that enables community members to choose where they would like to see assets, such as buildings, parks, roads, etc, to be built on a map. This feature will support projects such as masterplans and help in gathering information to assist in identifying where the community would like to see new infrastructure or amenities.



Council's new electronic newsletter

Library Services' Short Story Competition

The 2013 Short Story Competition attracted 84 entries across four divisions - Children, Teens, Aboriginal & Torres Strait Islanders and Adult. Judges were looking for fresh and original work and were impressed by the quality of the short-listed works. Competition winners were announced at a morning tea presentation in Council Chambers on 23 November and winners were given iPad Minis as an incentive to continue their creative writing. The winners in each division were: Adult – Darcy Coates - *The Mallory Haunting*; ATSI – Elizabeth Murray-Wright – *Throw Back Child*; Teenager - Aurora Ihalainen – *The Memories*; and Children - Gemma Jordan – *The Sapphire Egg*.

Emergency communications

During the October bushfire event in the Shire's north, residents were kept up-to-date with information, particularly on road closures, via Council's social media channels, media releases and the development of an emergency hub on Council's website that included frequently asked questions. Over the course of the following week, Council posted 25 items on its Facebook page (which were shared by 520 people) and made 45 tweets (which were retweeted 88 times). As a result, a record 101,905 views were recorded on Facebook, including 36,403 on day one of the bushfire. Council's social media coverage was followed by local media and emergency services organisations. There was also an increase to Council's social media following the event with an additional 293 'likes' on Facebook and 80 Twitter followers.

Cemeteries

An annual clean-up of Noraville Cemetery was conducted in December. Works included levelling and top dressing gravesites and removal of debris prior to the Christmas period when there is a higher level of visitors.

2.3 Principal Activity 2 – Community Recreation

Community Recreation plan, promote and operate sporting and recreation facilities and services to encourage an active and healthy lifestyle, and maintain natural areas and open spaces such as beaches, lake foreshores and parks for community use and environmental protection.

Budget Overview

Financial Performance 2013-14 Community Recreation	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	782	682	101	1,980
Expenses	8,892	9,629	737	19,786
Net Operating Result	(8,109)	(8,947)	838	(17,807)
Income from Capital Items	125	(0)	125	646
Net Operating Result before Capital Items	(8,234)	(8,947)	713	(18,453)
Capital Expenditure	558	1,234	(676)	2,215

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	20	83
Off Track	1	4
Project Completed	0	0
Project Deferred	3	13

Major Projects

Council has a number of 'major projects' that are considered high priority and of critical importance to improving service delivery to the community. The following major projects are being delivered under this principal activity (a full list is available under section 3).

Dunecare/Landcare

Council supports an extensive volunteer network to enhance environmental outcomes. During the reporting period 133 volunteers received training and 391 were supported in relation to WHS, material and equipment. Council is also implementing website improvements and developing a data base to support these activities.

Pioneer Dairy and Regional Sport Facility development

This unique community facility is being supported and promoted to increase utilisation. A \$1 million grant has been offered from the Federal Government under their Community Development Grants Programme for receipt in the next financial year. A project plan is being developed for the first phase of investigation and planning.

Capital Expenditure Projects

Special Rate Variation

The following projects funded by the Special Rate Variation are being delivered under this principal activity (a full list is available under section 4).

Tower at Soldiers Beach

An observation tower has been constructed at popular Soldiers Beach, giving lifeguards and lifesavers greater visibility to spot swimmers and board riders in trouble. The existing tower at Soldiers Beach was located in the old surf club, which was removed to make way for the new clubhouse in 2011. The new tower offers a better location to watch the surf and makes it easier for people to find a lifeguard or lifesaver on duty when they need assistance.



New observation tower – Soldiers Beach

Norah Head Bald Street Boat Ramp Replacement

\$1.85 million in grants has been approved from the Federal and State Government and tenders for works closed 24th January 2014. A portion of the adopted budget, \$987,000, has been deferred to the 2014-15 financial year as part of this Q2 Review.

Toukley Pool

The project is to upgrade the filtration system in the pool's plant room which is required for efficient operations and to reduce ongoing maintenance costs. Quotes for the works have come in substantially higher than estimated and as a result, staff are determining the best method to undertake the upgrade.

Operating highlights

Weed War reaches new heights

This quarter Wyong Shire became one of the first Councils in the NSW to contract a Yamaha R-Max remote-controlled weed sprayer helicopter. The helicopter is being used in an effort to reach forest and bushland areas that were previously too expensive or dangerous to access and control. The helicopter's liquid sprayer is highly accurate and able to disperse a quantity of chemicals according to the flying speed. The new helicopter weed sprayer will change the way Council treats noxious weeds and improve overall environmental management of the Shire.

Shelly Beach Landscape Works

Council has been awarded a grant of \$203,708 from the NSW Department of Planning and Infrastructure via the Metropolitan Greenspace Program (MGP) for the Stage 2 landscape project at Shelly Beach. The grant was approved by the Minister for Planning and Infrastructure on a dollar for dollar basis. The project will provide a new retaining wall adjacent to the vehicle access ramp, replace the existing stairs to the amenities block, construct a new path along the main entry road, provide new picnic facilities along the beach front and new trees and landscaping work. The project is expected to be completed in 2015-16.

2.4 Principal Activity 3 – Economic and Property Development

Economic and Property Development is responsible for strengthening the economic base of the Shire by promoting economic development as well as the creation of employment opportunities. It identifies and develops sustainable income strategies for Council. In addition, it provides property related services for the organisation as well as supporting the development and rejuvenation of the town centres.

Budget Overview

Financial Performance 2013-14 Economic and Property Development	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	1,000	1,594	(594)	3,431
Expenses	5,763	6,604	841	12,882
Net Operating Result	(4,763)	(5,010)	247	(9,451)
Income from Capital Items	-	650	(650)	1,095
Net Operating Result before Capital Items	(4,763)	(5,660)	897	(10,546)
Capital Expenditure	1,283	3,366	(2,083)	5,600

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	35	52
Off Track	10	15
Project Completed	8	12
Project Deferred	14	21

Major Projects

Council has a number of 'major projects' that are considered high priority and of critical importance to improving service delivery to the community. The following major projects are being delivered under this principal activity (a full list is available under section 3).

Regional Airport

Despite being the ninth largest region in Australia, the Central Coast is the only one in the top ten without a regional airport to support the local population and economy. With planning estimates showing the region's population will reach 350,000 by 2020, Council is taking the initiative and funding its own detailed studies to develop an airport masterplan. The idea for an airport builds on existing transport links like the M1 Motorway and train line, as well as the availability of industrial land in the north of the Shire and would see an aviation and freight hub develop accommodating regional carriers for passenger and freight services. The future airport would likely be funded and built via a public/private partnership and inject around \$250 million annually into the regional economy. Council is committed to working closely with landowners, the community and State and Federal governments through each step of the process.

Enhanced Graffiti Removal

Council is working to improve its graffiti removal methods and as a result is working with the Department of Corrective Services, who are providing labour two days per week for the removal of graffiti on non-Council assets in high visibility areas.

Iconic Sites Development

Council has identified a number of iconic sites throughout the Shire that have the potential to increase economic and sustainable development. This quarter, staged development applications were prepared for three of the Council owned sites: Oasis in Wyong; Short Street Car Park in The Entrance; and Toukley Town Centre Car Park.

Property Portfolio Strategy

The strategy is in development and includes an analysis of re-classified properties that will help to identify and plan for future development.

Warnervale Town Centre Entry Road

A Deed of Agreement was finalised that enables work to start on the Warnervale Town Centre entry road. The Deed sets out the roles and responsibilities of the three land holders – Council, Woolworths and Landcom – which is necessary prior to the construction of this important road. Each of the landholders is required to make a contribution towards the construction of the entry road.

Capital Expenditure Projects

Special Rate Variation

The following projects funded by the Special Rate Variation are being delivered under this principal activity (a full list is available under section 4).

Asset Protection Zone (APZ) / Fire Trail Upgrades

Asset protection zones are being upgraded and improved with Council on track to complete the 15 upgrades identified for delivery under this year's special rate variation. Council is also upgrading and improving two fire trails, with tenders soon to be called for the Mardi Fire Trail upgrade.

Natural Asset Capital Upgrades and Renewals

A number of minor upgrades have been identified to natural areas to improve access and recreational opportunities. The natural asset capital upgrades and renewals project includes signage, trail restoration, fencing, barriers and erosion control.

Civic Centre upgrades

Following recommendations from an audit carried out during 2012-13, a new air conditioning chiller unit has been installed in Block A of Council's Civic Centre. Work is also on track to upgrade Council's Civic Centre Lift No 2 and four kitchenettes to meet legislative requirements.

Masterplan Implementation

Council has a number of masterplans that are designed to make improvements to town centres with work on track to implement the adopted Lake Haven, Long Jetty and Budgewoi Masterplans.

Masterplan development

The development of the Toukley Town Centre Masterplan is underway with a tender for works to closing 16 January, for report to Council in February 2014. Work on the Wyong Civic and Cultural Precinct Masterplan is also on track.

Operating highlights

New Local Environment Plan

Following a review of all of Council's major planning documents and policies, as well as extensive community consultation in 2012, the Wyong Local Environmental Plan (LEP) was endorsed by the NSW Government in December. Replacing the former 1991 plan, the new LEP includes initiatives designed to boost investment and jobs, streamline the process for establishing a business in a designated employment zone and create affordable housing options for our growing population. New height restrictions will now come into place at 28 designated Iconic Development Sites, while more flexible uses of industrial zone land will be established. The new Development Control Plan, gazetted at the same time by the NSW Government, simplifies Council's requirements for investment.

New cinemas in North

A new cinema complex will be constructed at Lake Haven thanks to an innovative new partnership between Council and Metro Cinemas. In November, Council signed up to pay Metro Cinemas up to \$6.7 million for the design, construction and fit-out of the complex on Council land near the Lake Haven Leisure Centre. The deal sees the cinemas owned by Council and leased back to Metro to operate on a commercial basis for the next 20 years with options to return additional rent to Council. Not only will the cinemas create 25 new jobs, but the Voluntary Planning Agreement for the cinemas will also provide around \$200,000 worth of improvements to pedestrian pathways, a playground, a new town square or civic space to be constructed at the same time on adjacent land and opening up a new outdoor dining and meeting area to complement the cinema experience. The cinema complex is expected to be open by the end of 2014.

Long Jetty Village Centre Improvement Master Plan

The Masterplan for Long Jetty was adopted by Council which focuses on improvements to public and private land in the Long Jetty Village. The plan aims to revitalise the town and surrounding area by bringing more businesses and residents to the lakeside community, and was developed following an extensive community consultation process. The plan builds on the natural strengths of the area and includes improvements to public spaces,

upgrades to Saltwater Creek Park and Lions Park, refurbishment of existing jetties, plans for a water play park at Watkins Jetty and identification of four 'activity hubs'.

Big plans for Budgewoi

A new Masterplan for Budgewoi was adopted that will guide public improvement works and future development for the iconic coastal town. The Masterplan will assist in linking the village centres, natural assets and recreational areas, while retaining the relaxed coastal village atmosphere of the area and was prepared in close consultation with the community. All works are designed to not only enhance the natural appeal of the area, but increase economic development in the town centre.

Wyong Education & Business Precinct

An Economic Feasibility Report for the proposed Education & Business Precinct in Warnervale has been finalised and reported to the Employment and Economic Development Committee. This report will inform the preparation of a masterplan for the site which is expected to be completed by June 2014. Tender submissions from consultants to prepare the masterplan have been received and are currently being assessed.

Bush Fire Recovery Works

Council staff assisted with bush fire recovery works on Council's natural areas in October and November to support the community affected by the bushfire. This included remedial tree works, re-establishment of Asset Protection Zones, fixing damaged fire trails and replacing damaged signage and access controls

2.5 Principal Activity 4 – Council Enterprises

Council Enterprises provides care and education services and holiday parks. With large numbers of children in the Shire, long day care centres provide quality education and care for 0-6 year olds. Council's holiday park facilities are also a significant contributor to the local tourism industry and provide a funding stream for works on Crown Reserves in close proximity to the holiday parks.

Budget Overview

Financial Performance 2013-14 Council Enterprises	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	12,522	12,945	(423)	26,085
Expenses	11,608	12,453	846	24,956
Net Operating Result	914	490	423	1,129
Income from Capital Items	-	-	-	-
Net Operating Result before Capital Items	914	490	423	1,129
Capital Expenditure	2,972	3,443	(471)	6,164

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	7	78
Off Track	0	0
Project Completed	0	0
Project Deferred	2	22

Operating highlights

Council's Holiday Parks receive high praise at awards night

Council was one of three finalists at the NSW/ACT Regional and Community Award, achieving a Runner Up in the Crown Lands Crown Reserve Trust Corporate Managers award category for the Central Coast Holiday Parks, situated in prime beachside and lakeside locations at Budgewoi, Canton Beach, Norah Head and Toowoona Bay.

Council's Holiday Parks Controller Darrell Priestland and the Hon Andrew Cornwell MP, Member for Charlestown at the awards



2.6 Principal Activity 5 – Regulatory

Regulatory ensures compliance with statutory requirements across a wide range of responsibilities. In most cases Council is the primary provider of these regulatory services which are provided through the enforcement of regulations and statutes.

Budget Overview

Financial Performance 2013-14 Regulatory	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	2,731	2,424	307	4,767
Expenses	5,617	5,755	138	11,610
Net Operating Result	(2,887)	(3,332)	445	(6,843)
Income from Capital Items	-	-	-	-
Net Operating Result before Capital Items	(2,887)	(3,332)	445	(6,843)
Capital Expenditure	0	23	(23)	23

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	20	83
Off Track	0	0
Project Completed	4	17
Project Deferred	0	0

Major Projects

Council has a number of 'major projects' that are considered high priority and of critical importance to improving service delivery to the community. The following major projects are being delivered under this principal activity (a full list is available under section 3).

Best Practice Application Assessment

Council is seeking the efficient assessment of development applications to the benefit of Council and the community through industry best standards for assessing applications. Streamlined assessment reports have now been completed and a review of redundant policies undertaken. Focus is now on the internal and external advice delivery times with median processing time for development applications currently 16 days.

Shire-wide Comprehensive LEP and DCP Adopted

The adoption of a new Local Environmental Plan (LEP) that responds to current challenges and opportunities, as well as establishing direction for the Shire for the next 20 years has now been completed with the LEP Gazetted on 23 December 2013.

Operating highlights

Road safety initiative wins national award

Council took out the Local Government Initiatives category at the 2013 Australian Road Safety Awards in December. The submission was based on how Council provides a safer road environment during development planning stages by ensuring road safety is a core element in our engineering requirements and DCP process.

Michelle Yeoh, Council's Adam Mularczyk, Australian Road Safety Foundation founder Russell White and Centre of Road Safety in Transport for NSW general manager Marg Prendergast at the road safety awards ceremony



Study on future employment land recognised at highest level

Council received a commendation from the Planning Institute of Australia for the Wyong Employment Lands Study. This study looked at the employment land market and how Council should respond to changing economic trends and meet employment targets over the next 25 years. It is estimated the Shire will require 27,000 more jobs to meet targets set by the State Government during this period. The study looked at the suitability of employment generating lands based on environmental constraints, infrastructure, accessibility and zoning provisions and was able to identify trends.

2.7 Principal Activity 6 – Environment and Land Use

Council seeks to promote and plan for the sustainable use of natural resources on the Central Coast, especially focusing on managed development of all land whilst ensuring the natural environment remains protected, healthy and sustainable.

Budget Overview

Financial Performance 2013-14 Environment and Land Use	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	2,365	2,306	60	3,471
Expenses	5,054	5,969	915	12,333
Net Operating Result	(2,689)	(3,664)	974	(8,862)
Income from Capital Items	36	163	(127)	513
Net Operating Result before Capital Items	(2,726)	(3,827)	1,101	(9,375)
Capital Expenditure	587	808	(221)	4,164

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	16	64
Off Track	0	0
Project Completed	6	24
Project Deferred	3	12

Major Projects

Council has a number of 'major projects' that are considered high priority and of critical importance to improving service delivery to the community. The following major projects are being delivered under this principal activity (a full list is available under section 3).

Establishment of Waterways Service

Establishment of a waterways service to ensure a corporate and community focus on local waterways both now and in the future has now been completed. This unit will focus on wrack removal and gross pollutant traps to ensure the lakes remain healthy and aesthetically pleasing, increasing their use by the community.

Operating highlights

The Entrance North flood devices

Fourteen new devices were recently installed at The Entrance North to help protect the community during a major flood event and allow access for emergency vehicles. Council purchased rubber valve backflow prevention devices designed for installation on the stormwater outlets which carry water from The Entrance North to Tuggerah Lakes via Wilfred Barrett Drive. The devices will protect the nearby residential area, including 200 properties, from inundation during times when Tuggerah Lake floods.



New flood device

Wrack collection around Tuggerah Lakes

Council received a number of compliments from the community in relation to improvements in the amenity of Tuggerah Lakes in the vicinity of Canton Beach following a month of intensive wrack harvesting from mid-December. Preliminary design works commenced on a project to re-profile the existing artificial shoreline along Canton Beach to a more natural slope to further prevent the accumulation of wrack in the near shore zone and improve community amenity. It is proposed that these works will include beach nourishment. A new app was developed allowing staff to document the wrack collection process and meet the requirements of the fisheries permit while in the field. It will also allow office based staff access to a near live feed of data recorded on the harvester including collection locations, volumes and photographs of material.

Emergency Management

Council undertook emergency management responsibilities associated with the October bushfires. Responsibilities included involvement with incident debriefs, assisting with establishment and implementation of recovery operations, collation of damage infrastructure within the bushfire affected area.

2.8 Principal Activity 7 – Waste Management

Waste management is about providing a safe, reliable and environmentally responsible domestic and commercial waste collection, recycling and disposal services across the Shire. It also aims to help reduce the Shire's environmental footprint.

Budget Overview

Financial Performance 2013-14 Waste Management	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	38,279	39,800	(1,521)	48,312
Expenses	15,639	19,037	3,398	41,338
Net Operating Result	22,640	20,763	1,877	6,973
Income from Capital Items	-	-	-	-
Net Operating Result before Capital Items	22,640	20,763	1,877	6,973
Capital Expenditure	2,461	2,227	234	8,369

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	8	89
Off Track	0	0
Project Completed	0	0
Project Deferred	1	11

Capital Expenditure Projects

New waste cell at Buttonderry Landfill

A new waste 'cell' is currently being built at Buttonderry Landfill. Costing over \$9 million, the new cell is essentially a very large hole in the ground fitted with industry best practice base and side wall liners to minimise any future environmental risks. Approved by the NSW Environmental Protection Authority, the cell is being constructed by local contractor, Robson Civil Projects Pty Ltd, with works due to be completed by November 2014. Although current indications are that with good weather, the work may be complete by the end of June.



Construction of new waste cell at Buttonderry Landfill

Administration Building at Buttonderry Waste Management Facility

Planning has progressed on the proposed new Administration and Education Building at Buttonderry Waste Management Facility. The building will accommodate Council's waste staff and contain a 65 seat education complex. Development and construction approvals have been obtained and the project put to tender. Construction tenders closed on 12 December 2013.

2.9 Principal Activity 8 & 9 – Roads and Stormwater

Delivery and maintenance of roads, bridges, footpaths, carparks, transport planning and traffic management in the Shire, along with the management of associated infrastructure to help ensure ease of travel and environmental responsibility (excluding RMS roads). Plus safe and reliable collection, transmission, treatment and discharge facilities for stormwater through an extensive network of engineered and natural drainage systems. This principal activity is an essential service provided by Council to the residents and visitors of the Shire.

Budget Overview

Financial Performance 2013-14 Roads and Stormwater	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	8,893	8,854	39	16,610
Expenses	19,939	20,080	141	40,285
Net Operating Result	(11,046)	(11,226)	180	(23,675)
Income from Capital Items	412	396	17	4,444
Net Operating Result before Capital Items	(11,458)	(11,622)	163	(28,120)
Capital Expenditure	17,628	17,624	5	31,964

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	18	79
Off Track	0	0
Project Completed	4	17
Project Deferred	1	4

Capital Expenditure Projects

Special Rate Variation

The following projects funded by the Special Rate Variation are being delivered under this principal activity (a full list is available under section 4).

Road Upgrades

Upgrade works at Anita Avenue (corner Agatha Avenue) Lake Munmorah, Bunning Creek Road, Yarramalong and reconstruction of the road and drainage for Goorama Avenue San Remo have been completed. Upgrades works on Bay Road, Toowoona Bay, Elouera Avenue, Buff Point, Berkeley Road Berkeley Vale and Panorama Avenue/Hobson Charmhaven, are on track. At the Ridgeway Road upgrade at Tumbi Umbi, the power pole relocation issue has been resolved and the project has returned to schedule.

Timber footbridge replacements

Saltwater Creek Killarney Vale timber project has been deferred to provide the funding necessary to complete the replacement of Tumbi Creek bridge at The Peninsula a year earlier than scheduled. The timber footbridge replacement programme at the Peninsula has seen vegetation clearing completed in December 2013 and bridgeworks to commence in late January 2014.

Road safety facilities

The Bumble Hill Guardrail has been completed, The Entrance Road disabled parking improvement upgrades are on track and road safety facilities upgrades at The Ridgeway, Tumbi Road are on track.

Shire Wide bridge renewals

Upgrades are on track.

Operating highlights

October Bushfires

Staff assisted the Police, Roads & Maritime Services and the Rural Fire Service operations associated with the October bushfire disaster that affected the northern part of the Shire. During the event, field staff organised road closures, secured dangerous trees, protected fallen live electricity wires, assisted stranded motorists and provided of plant, fuel and water to combatants. Council staff were also involved with the operation of the Local Emergency Centre where they worked in partnership with the Police and Rural Fire Service.

Minnesota Road

Following the opening of Minnesota Road in September, the previously flood-prone road passed its first 'test' and remained flood-free during and after the relatively heavy rainfall around 17–19 November. Although it was nowhere near a 1 in 100-year event, the culvert system functioned well and this was widely appreciated by the local community.

Warnervale Road

Warnervale Road was closed to allow improvement works to be completed. Culverts were successfully installed and the construction crew commenced work in raising the roadway on the eastern side of the culvert.

Tumbi Creek Pedestrian/Cycleway Bridge

Contracts for the construction of the new Tumbi Creek Bridge have been awarded with construction commencing in January 2014. The shared pathway network along the lake foreshore is for the use of the whole community and the bridge over Tumbi Creek is an important link in joining the two pathways. The existing timber bridge is nearing the end of its life and must be replaced with a more robust structure that can be easily maintained and meets current standards.

2.10 Principal Activity 10 & 11 – Sewerage Services and Water Supply

Sewerage Services provides safe and reliable collection, storage, treatment and disposal facilities for sewage in a cost-effective and sustainable manner. Water Supply provides safe and reliable water services including the collection, storage, transportation, treatment and distribution of water at a standard appropriate to its use, in a cost-effective and sustainable manner.

Budget Overview

Financial Performance 2013-14 Sewerage Services and Water Supply	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	55,679	56,286	(607)	76,448
Expenses	41,671	40,564	(1,106)	78,558
Net Operating Result	14,008	15,722	(1,713)	(2,111)
Income from Capital Items	1,496	687	809	2,588
Net Operating Result before Capital Items	12,512	15,034	(2,522)	(4,699)
Capital Expenditure	4,971	6,026	(1,054)	18,668

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	7	70
Off Track	0	0
Project Completed	2	20
Project Deferred	1	10

Major Projects

Council has a number of 'major projects' that are considered high priority and of critical importance to improving service delivery to the community. The following major projects are being delivered under this principal activity (a full list is available under section 3).

Central Coast Water Corporation and Joint Services Business

The establishment of a Central Coast Water Corporation and Joint Services Project remains on hold.

Capital Expenditure Projects

Novel solution brings tower down

Works commenced on removal of the old intake tower at Mardi Dam. Carrying out these works while keeping the dam operational posed a unique challenge to staff who came up with a unique demolition and waste management method that would not adversely affect water quality. Staff used low impact demolition equipment carried on barges floating on the surface of the dam. The barges were assembled over a number of weeks to form working platforms, and the demolition equipment, including concrete saws and a diamond wire saw, sat on the floating platforms to undertake the work. The new intake tower, which transfers water between Mardi Dam and Mardi Treatment Plant, is part of a \$57 million upgrade which also saw new pump and transfer stations built at Mardi Dam. The work is due to be completed by the end of January 2014 and represents an investment of \$270,000 into the Central Coast's water supply system.



Demolition work at Mardi Dam

2.11 Principal Activity 12 – Administration (shared services)

Administration (shared services) provides corporate-wide internal services and is accountable for the governance, statutory compliance, finance, human resources and the management of all corporate information for the organisation.

Budget Overview

Administration includes services and products that are included in Corporate Overheads and recharged across the remaining principal activities.

Financial Performance 2013-14 Administration	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	Full Year Budget \$'000
Income (including capital)	656	522	133	1,045
Expenses	716	(18)	(734)	864
Net Operating Result	(60)	540	(600)	181
Income from Capital Items	-	-	-	-
Net Operating Result before Capital Items	(60)	540	(600)	181
Capital Expenditure	235	679	(443)	1,211

Performance Targets

The following summarises progress on activities identified for delivery under this principal activity. A full list of activities and progress is included in section 6.9.

Status	Number	%
On Track	37	84
Off Track	3	7
Project Completed	0	0
Project Deferred	4	9

Major Projects

Council has a number of 'major projects' that are considered high priority and of critical importance to improving service delivery to the community. The following major projects are being delivered under this principal activity (a full list is available under section 3).

Capital Works Program

Council manages an extensive capital works program which provides renewal and upgrade projects that address the asset backlog while also delivering on new income generating and strategic assets. The program is on track.

Managing outcomes of the Special Rate Variation

Systems have been put in place to monitor and report on progress of all Special Rate Variation projects.

Capital Expenditure Projects

Special Rate Variation

The following projects funded by the Special Rate Variation are being delivered under this principal activity (a full list is available under section 4).

Information Technology upgrades

Information technology upgrades are being undertaken to improve organisation efficiency and service quality – these projects are on track.

Finance Technology upgrades

The project is delayed due to resources being allocated to support other business needs. A new project manager was assigned in December to progress the project and it is expected that the project will be back on track during Quarter 3.

Operating highlights

Procurement Award

Contract Systems Manager Mary-Ellen Wallace was awarded the prestigious NSW Local Government Procurement Professional of the Year. One of the many projects she was recognised for was the development of the Project Roadmap Process.

Wyong Shire's Latest Graduates

Another successful partnership between Council, State Training Services (STS) and TAFE Central Coast has resulted in twelve candidates successfully completing five modules of the Certificate III Children's Services. Seven of the twelve will now go on to become Council's newest Care & Education trainees.

Mayor Doug Eaton, Director
Infrastructure and Operations Greg
McDonald and Contract Systems
Manager Mary-Ellen Wallace



3. Major Projects

The Strategic Plan identifies 15 Council projects as "Major Projects". These are high priority projects that are designated by the General Manager as being of critical importance to improving service delivery to the community.

Responsibility for completion of these critical projects in accordance with their approved work program rests with Operational Units or Departments. The table below lists the overall status of each major project. Details on progress of specific actions related to major projects are also contained within the relevant Principal Activity in Attachment 6.9.

Major Projects 2013-14			
Project Name	Responsible Unit	Progress	Comments
Wyong Shire "Art House" (subject to funding) - The construction of a performing arts centre that will provide a state of the art facility for the Central Coast	Community Partnership and Planning	On Track	Development application submitted in December. Business plan revised and updated.
Lake Munmorah Civic Centre (Government Hub) - Identification and planning for a Lake Munmorah Civic Centre to improve accessibility to all government services for all community members in the north area of the Shire	Customer and Community Relations	On Track	Attended further meetings with NSW Trade & Investment, industry partners, Enterprise Connect on Tele Commuting hubs. Met with Crown Land on preferred site. Discussions with Services NSW for possible locations and briefing Council in 2014.
Support and Promotion of Dune Care / Landcare - Support and promotion of the extensive volunteer network to enhance the environmental outcomes	Open Space and Recreation	On Track	Training (133 volunteers) and support provided (391 volunteers) in relation to work place health and safety, material and equipment. Website improved and data base being developed.
Support of Pioneer Dairy and Regional Sport Facility development - Support and promotion of this unique Community facility to increase utilisation	Open Space and Recreation	On Track	\$1 million grant provided by Federal Government due next financial year and project plan drafted.
Airport (Bushells Ridge) - Support and promotion of the establishment of a regional airport on the border of Wyong Shire and Lake Macquarie Councils	Property Development	On Track	Council endorsed the project plan, schedule and budget for the Central Coast Regional Airport in November 2013.
Enhanced Graffiti Removal - Enhanced amenity and reduced ongoing maintenance costs	Property Management	On Track	
Iconic Sites Development - Development of key iconic sites to increase economic and sustainable development	Property Development	On Track	

Major Projects 2013-14			
Project Name	Responsible Unit	Progress	Comments
Property Portfolio Strategy - Identification and planning for future development to create a revenue stream to off-set increase rates	Property Development	On Track	Draft Property Strategy in development and analysis of re-classified properties to create revenues.
Warnervale Town Centre - Development of the Warnervale Town Centre to support local community and future development	Property Development	Off Track	Community development program will follow the development of the retail hub, which is expected in 2016/17.
Best Practice Application Assessment - Efficient assessment of Development applications to the benefit of Council and the community through industry best standards for turning around applications	Building Certification, Compliance and Health and Development and Rezoning	On Track	Streamlined assessment reports completed. Review of redundant policies being undertaken. Focus now on internal and external advice delivery times. Median processing time for development applications is currently 16 days.
Shire-wide Comprehensive LEP and DCP Adopted - Adoption of a new Local Environmental Plan that responds to current challenges and opportunities, as well as establishing direction for the Shire for the next 20 years	Development and Rezoning	Completed	LEP Gazetted on 23 December 2013
Establishment of Waterways Service - Ensuring a corporate and community focus on local waterways both now and in the future with a focus on wrack removal and gross pollutant traps to ensure our lakes remain healthy and aesthetically pleasing, increasing their use by the community	Waterways and Asset Management	Completed	
Central Coast Water Corporation and Joint Services Business Establishment - The management of the supply of water and sewerage services for the Central Coast Region, supported by a combined, Wyong Shire Council and Gosford City Council Joint Services Business. This service will provide essential administration services and operating efficiencies to the Central Coast Water Corporation and both Councils.	Water and Sewer	Deferred	Central Coast Water Corporation and Joint Services Project remains on hold

Major Projects 2013-14			
Project Name	Responsible Unit	Progress	Comments
Capital Works Program - Renewal and upgrade projects that address the current asset backlog while also delivering on new high usage assets such as completing the gap in the North Entrance cycleway to enhance accessibility	Contract and Project Management	On Track	Council's Capital Expenditure Committee meets regularly to ensure projects are being delivered according to plans
Managing outcomes of the Special Rate Variation (SRV) - Create financial sustainability and enhance the standard of assets and reduce Council's asset backlog	Finance	On Track	Council's Capital Expenditure Committee, in its regular meeting, reviews the progress of SRV projects. Where an SRV project is experiencing details others which have been designed and ready for delivery are brought forward

4. Special Rate Variation Projects

In June 2013, Council was successful in gaining approval from the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation, providing an increase to General Rates of 6.9% per year for 4 years, commencing 2013-14. This increase includes the normal rate peg amount of around 3% set annually by IPART. In accordance with the IPART approval, the additional rate income must be used to reduce the \$130m funding shortfall required to return Council's General Fund assets to a satisfactory condition.

Council will determine a list of works to be undertaken on an annual basis from the Special Rate Variation funds. The IPART approval also requires Council to report on the results achieved from the use of these funds. The table below sets out the year to date status of each of the approved 2013-14 projects. This information will also be reported to the community each quarter, along with a more detailed analysis at the end of the financial year.

Special Rate Variation Projects 2013-14			
Project Name	Responsible Unit	Progress	Comments
Outdoor playground upgrade at Treelands Care & Education Centre: Complete outdoor playground area upgrade to meet National Quality Framework requirements and commitments made to The Department of Education and Communities. This includes construction of wooden deck, digging patch and installation of shade sail.	Community Partnerships and Planning	On Track	Due for completion in Q3
Library RFID improvements: Install six floor mounts for RFID gates to improve access	Customer and Community Relations	Completed	
Asset Protection Zone (APZ) Upgrades: Upgrade and improvement in 30 APZ	Property Management	Off Track	On track to complete 15 upgrades.
Fire Trail Upgrades: Upgrade and Improvement in 2 fire trails	Property Management	Off Track	About to go to tender for Mardi Fire Trail upgrade, which is expected to fully spend budget allocation.
Natural Asset Capital Upgrades and Renewals: Natural Asset Capital Upgrades and Renewals including signage, trail restoration, fencing, barriers, erosion control	Property Management	On Track	
Norah Head Bald Street Boat Ramp Replacement	Open Space and Recreation	On Track	A portion of the adopted budget has been deferred to the 2014-15 financial year
Toukley Pool - Upgrade filtration system in pool plant room: Required for efficient operations and to reduce ongoing maintenance costs.	Open Space and Recreation	On Track	Quotes substantially above budget. Staff are determining the best method to undertake upgrade.
Tower at Soldiers Beach	Open Space and Recreation	Completed	
Air Conditioning unit replacements: Replace various A/C units based on recommendations from an audit carried out during 2012-13	Property Management	Completed	

Special Rate Variation Projects 2013-14			
Project Name	Responsible Unit	Progress	Comments
Kitchenettes Upgrades: Upgrading of 4 kitchenettes (per annum) to meet legislative requirements per year	Property Management	On Track	
Passenger Lift Upgrade (Lift No 2): Upgrade of Civic Centre Lift No 2 to meet legislative guidelines	Property Management	On Track	
Lake Haven Town Centre Masterplan Implementation: Priority projects identified in the Lake Haven Town Centre Masterplan.	Property Development	On Track	
Long Jetty Town Centre Masterplan Implementation: Priority projects identified in the Long Jetty Town Centre Masterplan.	Property Development	On Track	
Toukley Town Centre Masterplan: Toukley Eastern north-south link footpath, landscape and safety upgrade.	Property Development	On Track	
Budgewoi Town Centre Masterplan Implementation: Priority projects identified in the Budgewoi Town Centre Masterplan.	Property Development	On Track	
Wyong Civic and Cultural Precinct Masterplan.	Property Development	On Track	
Anita Avenue at Agatha: Road Upgrade including stormwater drainage.	Roads and Drainage	Completed	
Bay Road: Road Upgrade including stormwater drainage.	Roads and Drainage	On Track	
Berkeley Road: Road Upgrade including stormwater drainage.	Roads and Drainage	On Track	
Bumble Hill Guardrail: Road Safety Facilities.	Roads and Drainage	Completed	
Bunning Creek Road: Road Upgrade (Seal).	Roads and Drainage	Completed	
Elouera Ave: Road Upgrade with possible stormwater drainage.	Roads and Drainage	On Track	
Goorama Ave: Road Upgrade/Renewal including stormwater drainage.	Roads and Drainage	Completed	
Panorama Ave/Hobson: Road Upgrade/Renewal with possible stormwater drainage.	Roads and Drainage	On Track	
Saltwater Creek Killarney Vale timber footbridge replacement programme.	Roads and Drainage	Deferred	Deferred to 14/15 to provide the funding to complete the replacement of Tumbi Creek bridge at The Peninsula a year earlier than scheduled.
Shire Wide bridge renewals.	Roads and Drainage	On Track	

Special Rate Variation Projects 2013-14			
Project Name	Responsible Unit	Progress	Comments
The Entrance Road disabled parking improvements: Road Safety Facilities.	Roads and Drainage	On Track	
The Ridgeway (CH1100 CH1870): Road Upgrade and Renewal.	Roads and Drainage	On Track	Resolved the power pole relocation issue and returned project to schedule.
Timber footbridge replacement programme – Peninsula.	Roads and Drainage	On Track	Vegetation clearing completed in December 2013 and bridgeworks to commence in late January 2014.
Tumbi Rd at The Ridgeway: Road Safety Facilities.	Roads and Drainage	On Track	
Information Technology upgrades to improve organisation productivity and efficiency and service quality	Information Management	On Track	
Finance Technology upgrades to improve organisation productivity and efficiency and service quality	Finance	Off Track	Delays in project due to availability of resources. New project manager assigned in December to progress the project and get it back on track during Quarter 3.

5. Quarterly Budget Review Statement

5.1. Responsible Accounting Officer's Statement

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Wyong Shire Council for the quarter ended 31 December 2013 indicates that Council's projected financial position at 30 June 2014 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Vivienne Louie
Acting Responsible Accounting Officer

26 February 2014

5.2. Operating Result

Consolidated

Financial Performance 2013-14	Last Year Actual 2012-13 \$'000's	YTD Actual 2013-14 \$'000	YTD Budget 2013-14 \$'000	Full Year Budget 2013-14 \$'000
Income (including capital)	248,427	187,799	191,963	248,007
Expenses	226,006	110,902	117,046	235,693
Net Operating Result	22,421	76,897	74,917	12,314
Income from Capital items	15,115	3,138	4,567	14,658
Net Operating Result before capital items	7,305	73,759	70,350	(2,344)

Note: Budget above represents Q1 adopted budget figures

The year to date (YTD) operating result (including capital income) is favourable to budget by \$1.9 million, with income below budget by \$4.2 million, and expenditure under budget by \$6.1 million. The year to date surplus excluding capital income is favourable to budget by \$3.4 million.

The unfavourable income variance relates to timing differences associated with capital income and lower than anticipated user charges and fees revenue for tipping and water consumption. The favourable expenditure variance relates to materials and contracts.

Attachment 6.7 lists the proposed budget amendments identified during Q2 that demonstrates Council's commitment to delivering current services within the full year targeted operating deficit of \$2.3 million.

The detailed financial reports can be found on pages 47 to 51 of this document, while the following pages provide an analysis of the Q2 results.

Income Analysis

Based on the result at 31 December 2013, income (including capital) is below budget by \$4.2 million. Analysis of this variation is below.

Income from Continuing Operations	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	YTD Budget 2013-14 \$'000	Full Year Budget 2013-14 \$'000
Rates & Annual Charges	135,675	142,009	141,886	142,171
User Charges & Fees	57,502	26,383	29,184	61,042
Interest and Investment Revenue	9,271	4,804	5,462	10,464
Other Revenue	4,083	2,495	2,171	4,384
Grants & Contributions Operating	25,953	8,888	8,416	14,485
Grants & Contributions Capital	15,115	3,138	4,567	14,658
Gain from the Disposal of Assets	828	83	276	803
Total Income from Continuing Operations	248,427	187,799	191,963	248,007

Note: Budget above represents Q1 adopted budget figures

Rates and Annual Charges

Rates & Annual Charges revenue is aligned to expectations with year to date actual income of \$142.0 million slightly above the year to date budget of \$141.9 million by \$0.1 million.

User Charges & Fees

User Charges & Fees income is unfavourable year to date by \$2.8 million based on actual income of \$26.4 million compared to a year to date budget of \$29.2 million. This variation relates primarily to the following:

- Tipping volumes are lower than anticipated creating a \$1.5 million unfavourable variance to budget due to reduced tonnages being received at Buttonderry Waste Management Facility. This is partially offset by reduced expenses directly attribute to EPA levy payments and related operating costs. Initiatives to increase revenue are in progress.

- Water consumption is less than expected by \$0.9 million due to timing differences associated with seasonal usage and billing cycles associated with the large meter replacement program.
- Sewerage service and trade waste charges are also less than budget by \$0.5 million due to timing differences associated with the billing cycles that will be corrected during the next quarter.

Interest & Investment Revenue

Interest & Investment Revenue is \$0.7 million unfavourable to budget year to date due to lower than planned returns on investments (due to low interest rates) and the realised loss on maturity of \$0.2 million of the Blackrock managed fund investment. Yields on the cash and investment portfolio will continue to be monitored and maximised in an endeavour to achieve the projected full year income estimates. Please refer to section 5.4 Cash and Investments for further information on Council's cash management outcomes.

Other Revenue

Other Revenue is slightly favourable against budget year to date by \$0.3 million due to higher than normal royalty payments being received for gas extraction at Buttonderry Waste Management Facility. This is as a result of favourable spot rates being achieved by the extracting energy company.

Grants & Contributions Operating

Operating Grants & Contributions income is slightly favourable year to date by \$0.4 million attributed to final recognition of the 2013-14 Federal Assistance Grant and timing differences associated with the annual bushfire prevention grant that was received in December but phased later in the year.

Grants & Contributions Capital

Capital Grants & Contributions income is \$1.4 million unfavourable to budget year to date. The majority of this relates to timing differences associated with developer contributions. A budget adjustment is proposed in this quarterly review to address this and align budgets with trends.

Gain from the Disposal of Assets

Gain from the Disposal of Assets is slightly behind budget year to date by \$0.2 million due to sale proceeds being less than the estimated residual values of plant and fleet items and due to the timing of Emergency Services asset disposals that have not yet occurred. A Q2 budget adjustment is proposed in this review to address these items.

Expenditure Analysis

As at 31 December 2013, operating expenditure is under budget by \$6.1 million. Analysis of this variation is below.

Expenses from Continuing Operations	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	YTD Budget 2013-14 \$'000	Full Year Budget 2013-14 \$'000
Employee Costs	75,222	38,936	38,457	79,356
Borrowing Costs	16,741	7,745	7,764	17,859
Materials and Contracts	48,418	19,161	25,216	49,077
Depreciation	52,678	27,112	27,448	55,078
Other Expenses	30,264	17,572	18,006	34,010
Loss from the Disposal of Assets	2,683	376	157	313
Total expenses from Continuing Operations	226,006	110,902	117,046	235,693

Note: Full year budget above represents Q1 adopted budget figures

Employee Costs

Employee Costs are closely aligned with budget expectations with year to date actual expenditure slightly higher than the year to date budget by \$0.5 million. This variance is primarily as a result of a workers compensation settlement in September and other unplanned redundancies that have occurred during the first half of the year. It is expected that costs will recover during the second half of the year due to the higher than expected incidence of long service leave being taken by staff.

Borrowing Costs

Borrowing Costs are consistent with year to date budget expectations of \$7.7 million now reflecting the \$20 million internal loan that has been raised between the General Fund and the Water Fund at 30 June 2013.

Materials and Contracts

Materials and contracts year to date expenditure of \$19.1 million is under budget by \$6.1 million when compared to the year to date budget of \$25.2 million. This favourable variation is predominantly the result in timing differences associated with large projects across the General Manager's department and Property and Economic Development department. Delivery programs and operational deadlines have been revised as part of this quarterly review and changes are proposed in Attachment 6.7.

Depreciation

Depreciation expense year to date is slightly favourable to budget by \$0.3 million. A proposed budget adjustment is included in this report to re-align depreciation budgets between asset categories with detailed depreciation forecasts following the results of the revaluation of buildings at the end of 2012-13.

Other Expenses

Other expenses are favourable year to date by \$0.4 million due to lower than expected EPA levy payments and lower premiums negotiated on industrial special risk insurance, offset by unfavourable electricity charges. Costs of utilities are being closely monitored and contract rates were negotiated and commenced in October 2013.

Loss from the disposal of assets

Loss from the disposal of assets is unfavourable by \$0.2 million based on year to date actual losses of \$0.4 million against year to date budget losses of \$0.2 million. This variation is related to the timing of asset retirements and the amounts received on disposal compared to residual values taken up during the revaluation program in 2012-13. Budgets and residual values have been reviewed and a budget adjustment is proposed in this Q2 review.

By Fund

Net operating results before capital grants and contributions at a consolidated level resulted in a year to date favourable variance to budget of \$3.4 million attributed to each Fund as follows:

- General Fund - \$5.0 million favourable variance;
- Water Fund - \$1.7 million favourable variance; and
- Sewer Fund - \$3.3 million unfavourable variance

Net Operating Result	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Original Budget 2013-14 \$'000	Approved Changes Q1 * \$'000	Revised Budget 2013-14 \$'000	Proposed Changes for Council \$'000	Projected Full Year 2013-14 \$'000
By Fund							
General Fund	19,153	57,543	191	2,383	2,574	3,126	5,699
Water Fund	(8,498)	4,595	(5,251)	(2,501)	(7,752)	(2,644)	(10,395)
Sewer Fund	(3,350)	11,621	2,716	118	2,834	(482)	2,352
Net operating result before capital items	7,305	73,759	(2,344)	0	(2,344)	0	(2,344)
General Fund	29,633	58,941	10,785	2,397	13,182	(115)	13,067
Water Fund	(5,376)	5,486	(2,314)	(2,501)	(4,815)	(2,847)	(7,662)
Sewer Fund	(1,836)	12,470	3,829	118	3,947	(482)	3,465
Net operating result including capital items	22,421	76,897	12,300	14	12,314	(3,444)	8,870

* Includes changes related to the organisational restructure

Details of the proposed Changes for Council listed above are contained in the Proposed Budget Amendments table at Attachment 6.7.

General Fund

The year to date net operating result before capital items for General Fund is \$57.5 million compared to a year to date budget result of \$52.5 million producing a favourable variation of \$5.0 million. The most significant variations relate to:

- Capital Grants and Contributions income unfavourable \$2.1 million primarily due to timing differences associated with developer contributions expected to recover over the balance of the year.
- User Charges and Fees revenue unfavourable by \$1.3 million attributed directly to lower than planned tipping volumes being received at Buttonderry Waste Management Facility.
- Materials and Contracts expense (including internal items) favourable by \$6.0 million. The key driver for this variance relates to reduced costs for Waste activities however expenditure across all units in general fund are tracking favourable to budget primarily due to timing differences associated with large projects. Phasing of project expenditures has been revised as part of this quarterly review.
- Other Expenses favourable by \$0.8 million predominantly within the Waste unit due reduced EPA levy expenses as a direct result of decreased tonnages being disposed at the waste management facility.
- Depreciation expense favourable by \$0.2 million directly attributed to the impact of the recognition of residual values and a review of the estimated useful lives for buildings and plant and equipment undertaken in 2012-13. A proposed budget adjustment has been included in this quarterly review to re-align budgets.

Water Supply Authority (WSA)

The original full year operating budget for WSA (Water and Sewer Funds) was a total deficit of \$2.5 million, before capital income. The proposed budget changes for Water and Sewer Funds in this Q2 review (combined with the changes adopted in Q1) will result in a projected full year operating deficit of \$8.0 million. The proposed changes by category are identified on the Budget Review Statement at Attachment 6.2. Other than the additional borrowing costs of \$1.8 million (related to the \$20 million loan drawn down on 30 June 2013), the remaining \$3.7 million movement relates to aligning budgeted overhead costs, depreciation and electricity, with current trends and operating methodologies. These expense items were originally budgeted based on the 2013 IPART Determination. It is concerning to have such a large variance between the forecasted operating deficit for the 2013/14 financial year compared to the year 1 original budget based on the IPART determination.

Council's draft 2014/15 budget for WSA estimate a deficit of \$6.8 million, before capital income compared to a year 2 forecasted (based on the IPART determination) deficit of \$0.8 million which is an unfavourable variance of \$6.0 million. The main differences are attributable to additional borrowing costs, overhead costs, depreciation and electricity. It is expected that this trend will continue for the remaining two years of the determination (years 3 and 4).

Operating deficits in the WSA impact the overall consolidated operating result of Council.

Council will continue to review its operations for further cost containment strategies however there are limits to such strategies before services are impacted. Council will also continue to monitor the performance of the WSA and discuss concerns with IPART.

For more details on each Fund please refer to the sections below on the Water Fund and Sewer Fund.

Water Fund

The year to date net operating result before capital items for Water Fund is a surplus of \$4.6 million compared to a year to date budget surplus of \$2.9 million producing a favourable variation of \$1.7 million. The most significant variations relate to:

- User Charges and Fees income unfavourable by \$0.9 million due to a timing difference between the actual income and budgeted phasing for water usage. While Council expects to achieve the full year budgeted income for water usage, actual usage tends to increase over summer months. Additional income as a result of the water meter replacement program is also expected to be realised in the latter part of the financial year.
- Employee Costs favourable by \$1.3 million offset in Sewer Fund. An adjustment to the budgeted weighting of labour costs between the two funds is included in the quarterly review to re-align budgets with activities.
- Materials and Contracts favourable by \$0.9 million. Of this, \$0.3 million relates to Drainage flood studies with grant approvals now confirmed and adjustments to values and timing of income and expenditure have been proposed in this Q2 review. Additional savings of \$0.6 million have also been realised in Corporate Overheads allocated to the Water Fund.

Sewer Fund

The year to date net operating result before capital items for Sewer Fund is a surplus of \$11.6 million compared to a year to date budget surplus of \$14.9 million producing an unfavourable variation of \$3.3 million. The most significant variations relate to:

- User Charges and Fees unfavourable by \$0.5 million related to sewerage service and trade waste charges due to timing differences associated with the billing cycles that will be corrected during the next quarter.
- Employee costs are unfavourable by \$1.3 million offset in Water Fund. An adjustment to the budgeted weighting of labour costs between the two funds is included in the quarterly review to re-align budgets with activities.
- Materials and Contracts are unfavourable by \$0.9 million as a result of actual Corporate Overheads being higher than budgeted (due to Sewer Fund operating expenses being higher than budget).
- Other Expenses are unfavourable by \$0.4 million attributed to electricity costs being higher than budget. Original budgets were aligned to the IPART allowance however Council is subject to contract prices for electricity supply. A budget amendment is proposed in this quarterly review to align budgets with actual trends.

By Function – Business Activity

Net operating results by reportable Business Activity are shown in the following table.

Net Operating Result	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Original Budget 2013-14 \$'000	Approved Changes Q1 \$'000	Revised Budget 2013-14 \$'000	Proposed Changes for Council \$'000	Projected Full Year 2013-14 \$'000
By Function							
Waste Management	17,081	24,831	14,149	(402)	13,747	109	13,856
Holiday Parks	1,586	1,360	1,901	372	2,273	106	2,379
Care and Education	123	150	417	1	418	(9)	409

Note: Figures exclude Corporate Overheads and Tax Equivalent Payments

Waste Management

The year to date net operating result (before corporate overheads and tax equivalents) for Waste Management is a surplus of \$24.8 million compared to a budgeted surplus of \$24.1 million producing a favourable variation of \$0.7 million. Variations relate to the following:

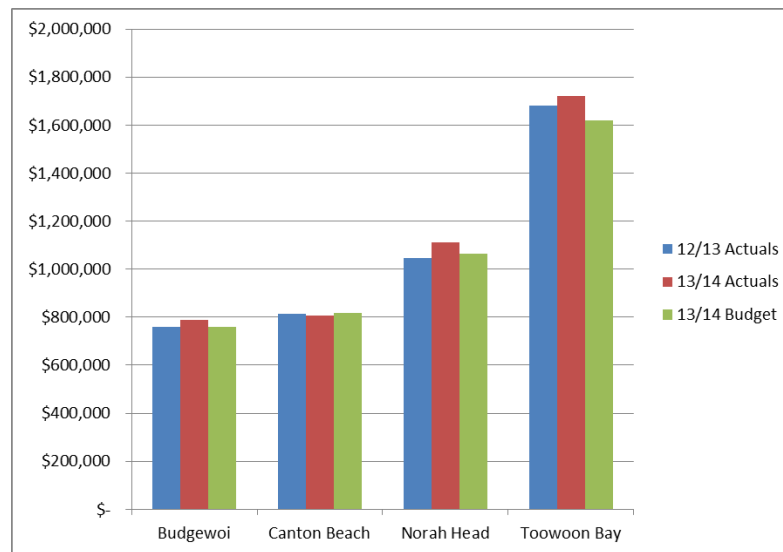
- External user charges and internal tipping fees unfavourable \$1.5 million due to higher tipping fees (driven predominantly by the higher EPA levy) resulting in lower than anticipated volumes being received at Buttonderry Waste Management Facility.
- Other Revenues favourable \$0.2 million due to higher than normal royalty payments (as a result of positive spot rates) being received for gas extraction.
- Materials & Contracts favourable \$1.2 million. Variable costs across the Waste business are being managed down as a result of the falling tonnages being processed at the Buttonderry waste facility, such as reduced hire of plant and equipment.
- Other Operating Expenses favourable \$0.9 million. Falling tonnages at the Buttonderry Facility, combined with approved material re-use are resulting in lower EPA levy expense.

Council is investigating options to both increase tipping revenues and reduce variable expenses in the business.

Holiday Parks

The year to date net operating result (before corporate overheads and tax equivalents) for Holiday Parks is a \$1.3 million surplus compared to year to date budgeted surplus of \$1.1 million producing a favourable variation of \$0.2 million. Variations relate to the following:

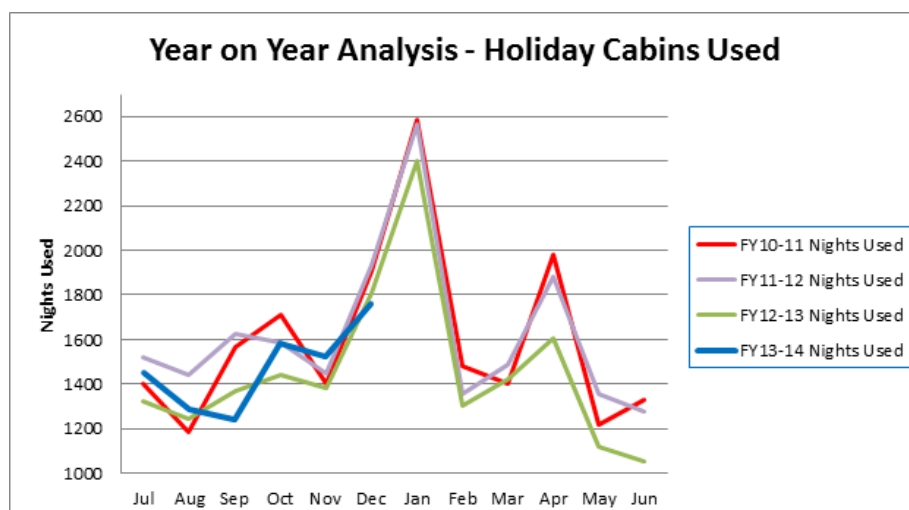
- Revenue is favourable by \$166k and is itemised by park on the graph below.

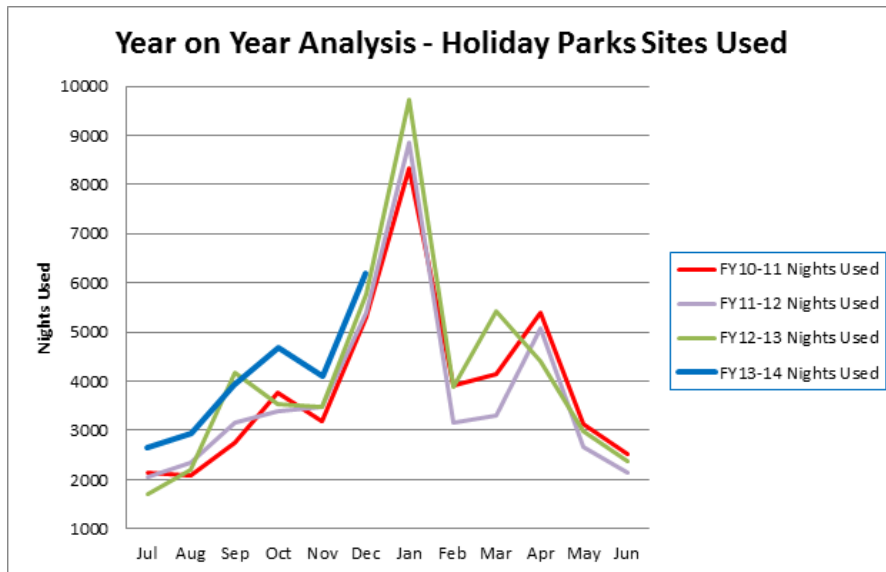


- Materials and Contracts favourable by \$189k primarily at Canton Beach. An adjustment to budgets is being proposed in this quarterly review to reallocate this variance across other parks to allow for the replacement of furniture.
- Depreciation is favourable by \$68k which is attributed to the componentisation and effective life review of buildings conducted in June 2013 as part of the rolling revaluation program. Depreciation across the organisation has been analysed as part of this quarterly review and adjustments are proposed to align the budget with the post revaluation forecast.
- Other Operating Expenses are unfavourable \$176k due to higher than expected commission payments being made to the park management entity as a result of higher returns. Electricity charges are also unfavourable and will be monitored with seasonal usage.

According to Destination NSW (September 2013) research on Travel to Central Coast indicates that holiday or leisure nights were down to 51.5% for the year ended September 2013, compared to 56.5% for the year ended September 2012. Research also showed that staying with friends or relatives is the most popular accommodation used for nights in the region at 47.9%.

The year to date (December) cabin nights are up by 283 nights compared to the same period last year, however powered sites have increased by 3,632 nights. This trend is provided on the graphs below:





Marketing initiatives for holiday parks conducted during Q2 included:

- All Parks have recently featured in Destination NSW's 'Gateway to the Central Coast' campaign as well as two joint national campaigns with The Legendary Pacific Coast – this provided great exposure for Central Coast Holiday Parks and generated additional bookings.
- Toowoomb Bay Holiday Park was voted as one of the Top Ten Best Holiday Parks for 2013 by 'Holidays with Kids' readers.
- Family Fun Days held at all four Holiday Parks during October & November 2013 were a huge success.

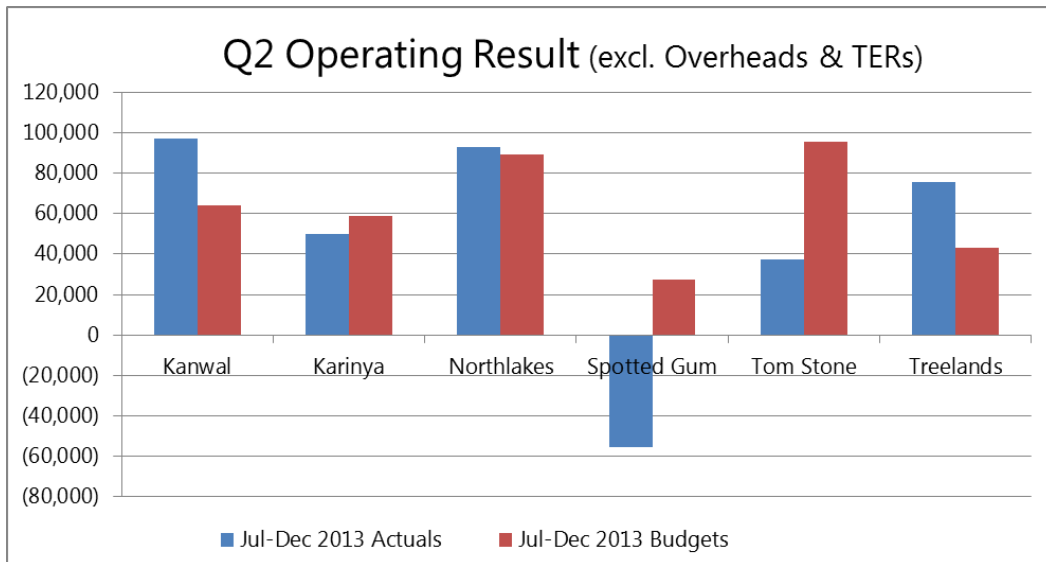
Care and Education (including Vacation Care)

The year to date operating result for Care and Education (before corporate overheads and tax equivalents) is a surplus of \$150k compared to a year to date budgeted surplus of \$199k producing an unfavourable variation of \$49k.

Care and Education Operating Results are as follows:

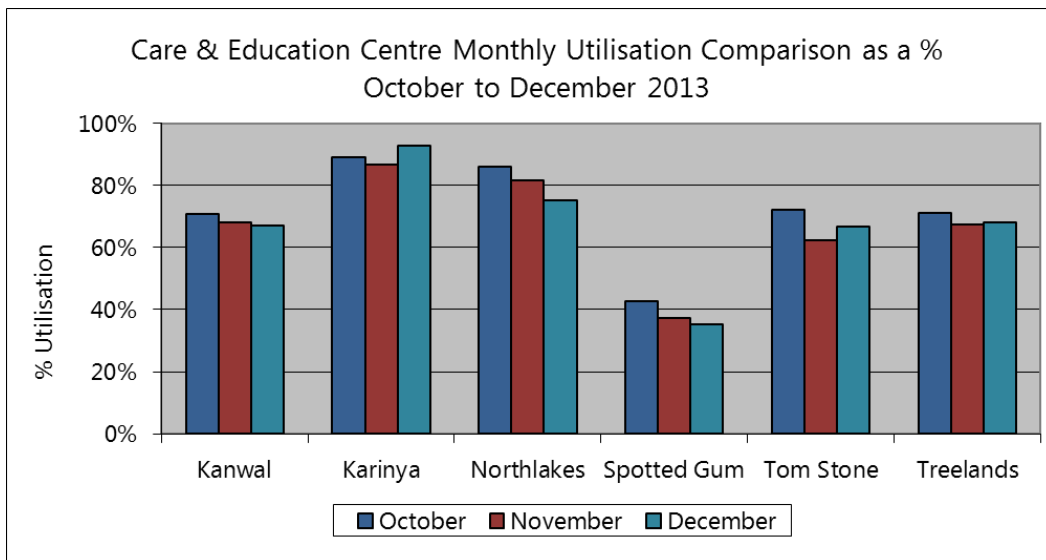
Financial Performance – Care and Education	Child Care \$'000	Vacation Care \$'000	YTD Actual \$'000	YTD Budget \$'000
Year to Date December 2013				
Operating Income (excluding capital items)	2,201	52	2,253	2,403
Operating Expenses	1,888	39	1,927	2,028
Management Overheads	171	5	176	175
Net Operating Result before Corporate Overheads	142	8	150	200
Corporate Overheads	349	8	357	359
Net Operating Result after Corporate Overheads	(207)	0	(207)	(159)
Tax Equivalents	104	0	104	104
Operating Result after Corporate Overheads and TERs	(311)	0	(311)	(263)

Variations are attributed to child care fees which are unfavourable by \$153k due to lower utilisations, however this is intentionally managed through reduced operating expenditure related to employee costs \$74k, materials and contracts \$14k and other operating expenses \$11k.



Care and Education Centres average utilisations for the second quarter (as graphed below) were as follows:

- Kanwal 69% - 59 places
- Karinya 89% - 39 places
- Northlakes 81% - 45 places
- Spotted Gum 38% - 39 places
- Tom Stone 67% - 39 places
- Treelands 69% - 39 places



Utilisation rates are monitored closely and staffing is adjusted to ensure child staff ratios are met whilst ensuring optimal allocation of staff through our Care and Education Centres.

5.3. Capital Expenditure

Capital expenditure to 31 December 2013 was \$32.4 million, compared to a year to date budget of \$37.2 million and represents 39% of the full year adopted budget of \$83.8 million. It is typical to find that the first half of the year's capital expenditure is a period of lower expenditure due to the need to investigate, design and commence new works and Council's capital budgets are phased accordingly.

This position compares favourably to Q2 last financial year due to increased monitoring and focus being placed on completing capital projects within the year that funds are allocated. As at 31 December 2012 (with a 2012-13 full year budget of \$84.3 million), year to date expenditure was \$25.0 million or 30% of the full year budget. Therefore year to date 2013-14 Council has expended \$7.4 million more and completed 9% more of its capital program when compared to the previous year.

Capital expenditure by fund for Q2 is summarised below.

Capital Expenditure By Fund	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Original Budget 2013-14 \$'000	Annual Budget 2013-14 \$'000	Proposed Q2 Changes for Council \$'000	Projected Full Year 2013-14 \$'000
General Fund	41,884	23,599	56,829	56,827	1,022	57,849
Water Fund	13,322	6,247	16,335	17,249	1,469	18,718
Sewer Fund	12,223	2,520	10,663	9,751	(2,491)	7,260
Total capital expenditure	67,429	32,366	83,827	83,827	-	83,827

A report of capital expenditure by Council Service is detailed in Attachment 6.6 of this report.

Council's capital expenditure program is constantly being reviewed to better understand and respond to delays, variation to estimates, phasing, changed priorities, weather, availability of support funding and related developments, or other factors. During Q2 a review of capital projects was undertaken and resulted in no change to the full year capital expenditure budget of \$83.8 million.

While there has been no change to the full year capital budget a number of changes to the composition of the capital program are proposed. The changes are as a result of savings on completed works, delays or deferrals in proceeding with other projects and unsuccessful grant bids.

A number of projects are proposed to be bought forward from future years to take advantage of the available funding. These are high priority, 'shovel ready' projects that will be completed prior to the end of the financial year. The major advantage in bringing forward some planned projects is that the projects are realised earlier.

A summary of the proposed changes is provided in Attachment 6.8 Proposed Capital Expenditure Amendments.

Significant Capital Projects

The following table shows YTD expenditure on Council's significant 2013-14 capital projects, which are those projects with a budget over \$1.5 million.

Project	Original Budget 2013-14	Annual Budget 2013-14	Proposed Changes for Council Q2	Projected Full Year 2013-14	YTD Actual 2013-14	YTD Actual / Original Budget 2013-14
	\$'000	\$'000	\$'000	\$'000	\$'000	%
Construction and Lining of Cell 4.3 and Associated Infrastructure Buttoderry Waste Management Facility	6,824	7,132	-	7,132	2,307	32.3%
Plant & Fleet Purchases	5,332	5,332	(450)	4,832	2,543	47.7%
Wyong Performing Arts Centre	4,000	4,000	2,800	1,200	230	5.8%
Road Reseal Programme 2013/14	5,995	3,895	1,088	4,983	5,068	130.1%
Warnervale Road and Culvert	2,970	2,970	-	2,970	1,409	47.4%
Wyong CBD Drainage	1,372	1,672	2,110	3,782	68	4.1%
Berkeley Road, upgrade	1,250	1,660	-	1,660	23	1.4%

Special Rate Variation (SRV) projects

In June 2013, Council was successful in gaining approval from IPART for a Special Rate Variation, providing an increase to General Rates of 6.9% per year for 4 years, commencing 2013-14. In accordance with the IPART approval, the additional rate income must be used to reduce the \$130 million funding shortfall required to return Council's General Fund assets to a satisfactory condition.

Council allocated the funding to projects in accordance with its Asset Management Strategy and will review these allocations annually as part of Strategic Plan development.

The table below sets out the YTD expenditure by unit of the approved 2013-14 SRV projects. As a number of the projects are in planning and design phases expenditure will increase in the second half of the year.

Unit	Original Budget 2013-14	Annual Budget 2013-14	Proposed Changes for Council Q2	Projected Full Year 2013-14	YTD Actual 2013-14	YTD Actual / Original Budget 2013-14
	\$'000	\$'000	\$'000	\$'000	\$'000	%
Roads and Drainage	8,315	7,048	1,267	8,315	1,870	26.5%
Open Space and Recreation	1,420	1,420	(977)	443	209	14.7%
Property Management	1,018	883	(245)	638	406	46.0%
Property Development – Town Centres	700	700	410	1,110	350	50.0%
Information Management	278	327	50	377	52	16.0%
Finance	240	240	(50)	190	4	1.7%
Community Partnerships and Planning	26	26	-	26	3	12.2%
Customer and Community Relations	9	9	-	9	9	99.5%
Total	12,006	10,653	455	11,108	2,903	27.3%

When adjusting SRV project budgets the original Council SRV funding of \$10m is maintained, the grant and contribution funding portions are subject to change depending on success of grant and contribution bids. In addition the Q2 review includes the re-instatement of Road SRV projects that were deferred in Q1, but will now be completed in 2013-14.

The following table provides a summary of SRV project funding sources for 2013-14.

SRV Project Budgets	SRV Funding 2013-14	Grant Funding 2013-14	Contribution Funding 2013-14	Total Budget 2013-14
	\$'000	\$'000	\$'000	\$'000
Original Budget	10,349	845	812	12,006
Q1 Annual Budget	9,911	743	-	10,654
Proposed Q2 Annual Budget	10,016	-	1,092	11,108

5.4. Cash and Investments

Cash Flow

Cash flows during the quarter were managed through maturities and investments in new term deposits, with a net outflow of cash and term deposits of \$4.4 million for the quarter predominantly due to large supplier payments in December.

Closing cash and investments were \$157.6 million, consisting of transactional accounts at \$0.6 million (net of un-presented cheques but excluding un-receipted deposits), cash at call of \$14.1 million and investment securities of \$142.9 million.

Cash and Investments

Council's investments are made in accordance with the Local Government Act (1993), the Local Government (General) Regulation (2005), Council's Investment Policy, the Ministerial Investment Order issued February 2011 and Division of Local Government Investment Policy Guidelines published in May 2010.

Council's investments (comprised of deposit accounts and term deposits) continue to be conservatively managed to ensure that value is added to the fixed interest portfolio. The value of investment securities and call deposit accounts *excluding* transactional accounts, at 31 December 2013 was \$157.0 million. Returns year to date were 4.44%, which is above the BBSW benchmark of 2.73%, with Council investments mainly in term deposits.

Total net return for the quarter ending December 2013 was \$1.7 million consisting of interest earnings only. Investment returns for the year are unfavourable by \$0.6m compared to the year to date adopted budget.

Although a conservative approach is taken when reinvesting term deposits, yields continue to fall in line with the decline in the official Reserve Bank of Australia (RBA) cash rate, which fell to 2.50% in August 2013 and has remained unchanged. Council has invested in smaller institutions such as Credit Union Australia, Members Equity Bank and Rural Bank, allowed within the investment guidelines, to improve its investment yield.

Council's cash and investment holdings at the end of Q2 are shown in the following table:

Cash and Investment Balances as at 31 December 2013	\$'000
Petty cash	15
Cash held by S355 Committees	550
Cash at bank less un-presented cheques	101
Total Cash on Hand	666
Cash at call – Cash Management	14,058
Investments in term deposits and bonds	142,870
Total Investment Portfolio	156,928
Closing Cash and Investments	157,594

Breakdown by investment class as at 31 December 2013:

Investment Class	Balance 31 December \$'000	Return YTD \$'000	Return YTD %
Cash at Call	14,058	229	3.41%
Term Deposits	142,870	3,126	4.42%
Managed Funds	-	124	13.55%
Closing Cash and Investments	156,928	3,479	4.57%
Benchmark BBSW			2.73%

Loans

Borrowings decreased in Q2 due to normal repayment of loans. New subsidised borrowings of \$2.45 million were drawn down in December as part of the Local Infrastructure Renewal Scheme.

As at 31 December 2013, Council's Weighted Average Cost of Debt is 6.70% with a Weighted Average Maturity of 9.74 years, an improvement on the Q1 position.

Borrowings	Budget 2013-14 \$'000	YTD Actual \$'000	Projected 2013-14 \$'000
Current	10,755	10,755	10,755
Non-Current	181,132	181,132	181,132
Borrowing	-	2,450	3,000
Redemption	(10,755)	(5,147)	(10,755)
Closing Borrowings	181,132	189,190	184,132

5.5. Key Performance Indicators

Indicator	Measure	Actual 2012-13	Target 2013-14	Trend 2013-14
Unrestricted Current Ratio	<u>Current assets less external restrictions</u> Current liabilities less specific purpose liabilities	1.87	> 1.50	✓
Debt Service Ratio	<u>Net debt service cost</u> Operating revenue	12.19	< 0.15	✓
Rate Coverage Ratio	<u>Rates and annual charges</u> Total revenue	0.55	> 0.50	✓

5.6. Contracts and Other Expenses

Major Contracts

The following major contracts were entered into by Council during Q2:

Contract	Contractor	Contract Detail and Purpose	Contract Value \$	Commencement Date	Duration of Contract	Budgeted Yes/No
CPA/188701	Downer Edi Works Pty Ltd	The Supply and Delivery of Bulk Cationic Rapid Setting Grade Bitumen Emulsion	840,000	1 Jan 2014	3 years	Yes
CPA/232299	Select Solutions Group	Domestic Water Replacement	287,345	3 Feb 2014	6 months	Yes
CPA/225657	Gongues Construction Pty Ltd	Inlet Screen at Gwandalan Treatment Plant	237,600	1 Jan 2014	6 months	Yes
CPA/234913	SMEC Australia Pty Ltd	Detailed Design Documentation - Remediation Former Gwandalan Landfill, Kanangra Drive, Crangan Bay	333,367	1 Jan 2014	12 months	Yes
CPA/230051	Boral Resources (Country) Pty Ltd, Hanson Construction Materials Pty Ltd, Ritemix P/L Trading as Coastwide Readymix	Supply and Delivery of Ready Mix Concrete.	1,380,000	1 Dec 2013	3 years	Yes
CPA/230052	TCX Pty Ltd	Supply and Delivery of Top Soil and Filter Sand	750,000	1 Dec 2013	3 years	Yes
CPA/230056	John Hogan Pty Ltd, Buttai Gravel Pty Ltd, Hodgson Quarries Pty Ltd, SCE Resources Pty Ltd, Boral Resources NSW Pty Ltd, Hanson Construction Materials Pty Ltd	Supply and Delivery of Granular Base and Sub Base Materials	4,320,000	1 Dec 2013	3 years	Yes
CPA/232577	Fulton Hogan Pty Ltd	Supply and Delivery of Coldmix	300,000	1 Dec 2013	3 years	Yes

5.7. Material risks and liabilities

Risks

- Construction projects (capital works) have inherent risks relating to latent conditions, scope definition, and allowable contract variations. In the works program there are a number of projects which by their size and scope have the potential for final costs to vary from original estimates.
- Final estimate of the remediation cost of Council's closed landfills is subject to final studies and design, and construction estimates.
- Condition of Council's infrastructure and assets continues to have inherent future liabilities for renewal, upgrade and maintenance. In June 2013, the Independent Pricing and Regulatory Tribunal (IPART) approved a 6.9% increase to Ordinary Rates for a period of four years commencing in 2013-14. All revenue raised (above the rate peg set at 3.4% for the 2013-14 financial year) will be spent on capital works to assist with reducing the current infrastructure backlog.

Liabilities

Significant provisions exist for:

- Future remediation of closed landfills, which is a large future cost for Council and requires funding currently estimated to be \$52.9 million (including Buttonderry Waste Management Facility).
- Section 94 Contributions - Council's current unfunded liabilities fall into two areas, Section 94 monies owed to developers for works undertaken by them and the gap between future capital works and Council's ability to collect funds to cover the cost of those works.
 - In respect to credits owed to developers, the current liability is \$17.1 million being \$16.0 million for s94 developer contributions and the balance of \$1.1 million for s64 water and sewer contributions. In respect to capital works, all future identified works are covered by the monies to be collected under the relevant Section 94 Contributions Plan other than for Warnervale that has a gap of \$21.0 million. Council's financial statements show that future Section 94 expenditure equals expected future income with the exception of the Warnervale plan \$21.0 million gap that will need to be funded by Council.
 - In addition, Council has a liability to the RMS for the upgrade of Craigie Avenue and the Pacific Highway to the value of \$0.75 million. This liability is being paid off on an annual basis.
 - A new Section 94 Financial Model is being developed that will include scenario analysis, both of contributions to be received and infrastructure works to be provided. The Model will enhance Council's current capability in this area.

5.8. Legal Matters

During Q2 2013 Wyong Shire Council was party to the following proceedings:

- Wyong Shire Council ats United Services Union. One pending proceeding before the Industrial Relations Commission. Expected to be heard by the Commission in mid-2014, if not settled beforehand.
- Wyong Shire Council & Strathavon Resort Pty Ltd. There are two separate proceedings – one is an appeal before the Land and Environment Court against the deemed refusal of an Application for a Building Certificate in respect to certain building works at the premises at 31 Boyce Avenue, Wyong, and the other are proceedings in that Court where Council seeks declarations and orders in respect to three buildings on those premises. The two proceedings have been adjourned a number of times to allow two relevant development applications to be considered and determined.
- Wyong Shire Council ats Jenbuild. These arbitration proceedings concern a dispute arising from four construction contracts.
- Wyong Shire Council & Central Coast Aero Club ats Australia Skydive Pty Ltd. Proceedings in the Supreme Court of NSW concerning the use of the Warnervale Airport were commenced by Australia Skydive. Related proceedings were commenced by Council in the Land and Environment Court concerning use of the Pioneer Dairy site. The Supreme Court proceedings were transferred to the Land and Environment Court, and those merged proceedings adjourned pending determination of a pending development application.

5.9. Consultancy and Legal Expenses

The following tables show expenditure year to date for consultants and external legal fees.

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Consultants	YTD Actual \$'000	Budgeted Yes/No
Expense by Department		
Community and Recreation Services	91	Yes
Development and Building	22	Yes
General Manager	108	Yes
Infrastructure and Operations	177	Yes
Property and Economic Development	192	Yes
Total	590	

Legal Fees	YTD Actual \$'000	Budgeted Yes/No
Expense by Department		
Community and Recreation Services	-	Yes
Development and Building	-	Yes
General Manager	20	Yes
Infrastructure and Operations	-	Yes
Property and Economic Development	24	Yes
Total	44	

5.10. Sponsorship and Funding arrangements

Details of activities undertaken by some of the organisations funded by Council during Q2 are as follows:

Central Coast Tourism Incorporated

- Destination NSW statistics show overnight visitation to the Central Coast has increased by 11% and total visitor expenditure has increased by 18.7% year-ending September 2013 compared to September 2012.
- Membership is now standing at 271 members of which 113 are located in the Wyong Shire.
- Projects:
 - work with Australian Attractions Group in bringing a number of international visitors from Thailand, China and Hong Kong to the Central Coast. Confirmed numbers visiting Wyong region during this quarter are 385 with an estimated total value of \$28,700.
 - the Destination Management Plan for the Visitor Economy 2013-2017 is in its final stages and supports the Wyong Regional Airport, Warnervale Chinese Cultural Village, Motorsports Precinct, Pioneer Dairy Sporting Hub and the Central Coast Arts and Conference Centre. It was also presented in October to 'Revitalise The Entrance' organisation.
 - a Destination Appeal / Digital Marketing Campaign is being developed using matched funding from Destination New South Wales. Wyong Shire participants include the four Central Coast Holiday Parks, Mercure Kooindah Waters and Quay West Magenta Shores. The Campaign began on October 8 and ran through until November 30 with travel valid to mid-December. The camping, suspended due to recent bushfires, has been extended to end of March.
 - a new major event was secured for the Central Coast, being the Lions District Convention 2014, which will be hosted at Mingara. CCTI is an event supporter and 350-400 delegates are expected bringing an estimated economic benefit of \$150,000 to the region.

- Attendance at:
 - the China Seminar in Sydney in October, hosted by Australian Attractions Group. The seminar included 20 face to face appointments with Inbound Operators handling groups and FIT's from China. The main objective was to improve knowledge of the Central Coast and gain more inclusions into programs including overnight options.
 - the Tourism Directions Conference in Canberra in October, this conference plays an important role in overseeing the progress of the Australian tourism industry under Tourism 2020.
 - the 'Australian Tourism Exchange Council' (ATEC) Meeting Place conference in December and meet with Inbound Operators, Wholesalers and Online Travel Agencies, Tourism Australia, Accor, Oaks and Destination NSW.
- Provided:
 - presentation and update on the Tourism Opportunity Plan and the new Destination Management Plan to the Minister for the Central Coast, Local MPs and the Department of Premiers and Cabinet in October. CEO also met with newly elected Federal Member for Dobell, Karen McNamara.
 - comments and a media release were provided to the Tourism Industry Council on the \$1 million grant for the Tuggerah Sporting Precinct. In addition, liaison continues with Onion TV, the producers of 'The Code' TV documentary about the Central Coast Mariners, and the development of the Mariners Centre of Excellence at Tuggerah.
 - support and assistance in the development of the Norah Head Lighthouse submission for the NSW Tourism Awards. Norah Head Lighthouse achieved Gold in Cultural and Heritage Tourism.
- Meetings included:
 - Forest of Tranquility, Central Coast Mariners, Mingara, Kims Beach Hideaway, Ourimbah RSL, Diggers@The Entrance, Central Coast Wetlands, The Entrance Chamber of Commerce and Central Coast Academy of Sport and the Agribusiness (Food and Flowers) Strategy meeting at Ourimbah.
 - quarterly meetings with The Entrance Town Centre Management.
 - meet, assistance and support to the proposed Motorsports Precinct at Casar Park
 - Northern Lakes Disability Precinct Committee and continual support of this organisation.
- Facilitated:
 - the NSW Regional Business Conferencing Strategy meeting in November. The presenters were MI Associates who are assisting Destination NSW.
 - a seminar, workshop and coaching session on branding the Central Coast as a destination in order to assist the Central Coast to become the preferred location for visitors, investors, and new businesses. This was presented by Bill Baker, President of Total Destination Marketing, USA.

Central Coast Business Enterprise Centre

- Presented New Workplace Health and Safety Information, Write your Business Plan in a Day, Managing your Cash Flow – Budgeting for Success workshops with a total of 19 attendees.
- Attended the Regional Development Australia Update on REDES Strategy, BEC Australian Conference in Sydney in October, NSW Business Chamber Fair Work Session, Small Biz Connect Webinar Training, NSW SBAS Roundtable Event, Australian Retailers Association Training Day and Dobell Women's Forum.
- Total Hours spent with Small Business Clients – October 228.26, November 205, and December 137.5.
- Hosted first High Speed Internet education sessions in October and November with 24 attendees.
- Attended meetings with Member for Gosford, Central Coast Group Training, Central Coast Community College and Wyong Shire Council's Social and Community Enterprise Coordinator.
- 29 New members joined BEC during quarter October to December 2013.

The Entrance Town Centre Management

- Chromefest held 25th, 26th and 27th October with evaluation sent to destination NSW and Central Coast Tourism.
- Hosted day events including Australia's strongest man less than 105kg, NSW Sausage King Championships, White Ribbon Day, Remembrance Day festivities.

- Planned and commenced marketing for the Central Coast Country Music Festival, booked Country Music Artists.
- Finalised Carols by Candlelight entertainment.
- Planning and preparation for Australia Day 2014 events.
- Planning meeting with Mingara for Chromefest 2014.
- Meeting with Tuggerah Lakes Show Band to finalise Summerfest, Carols by Candlelight and Australia Day activities.
- Hosted Summerfest Event on Saturday 7th December 2013.
- Hosted Carols by Candlelight event 24th December 2013.
- Hosted New Year's Eve event 31st December 2013.
- Continued sourcing sponsorship for events and sponsorship for Pelican feeding.
- Updating of social media for events.

Town Improvements

- Removing Graffiti
- Updated signage at the Pelican feeding platform
- Painting
- Emergency repairs
- Landscaping
- General Maintenance as per works schedules for October/November and November/December.

General Business

- Quarterly meeting with Central Coast Tourism
- Finalised changeover of the new security company.
- Meeting with Tony Inkersole re: induction on site.
- What's On Program printed and distributed.
- Finalised Development Application for Memorial Park.
- Secured Community Building Partnership Program funding of \$30,000
- Continued coordination of the Waterfront markets.
- Continued to book performers for the Sails Stage for weekend entertainment.
- Distribution of The Entrance "What's On" brochures and events in The Entrance Town Centre and surrounding accommodation properties.
- Five farmers markets held this quarter.
- Advertised for expressions of interest for the operation of amusements devices in Memorial Park.
- Met all deliverables for funding agreement for Quarter 2.

Visitor's Information Centre

- Received 10,059 visits which is an increase of 42% on last year, 647 telephone enquiries an increase of 18% on last year and received 165 email enquiries which is an increase of 73% on last year.
- Sold \$2640 worth of souvenirs and the sale of fishing licences increased by 88% on last year.
- Pelican feed attendance – 24,058 which is an increase of 2.89% on last year.
- Hosted the Ocean & Coastal Care Initiatives rock pool display in the Visitors Information Centre for the Christmas school holidays educating visitors and local community on marine life and promoting the "Rock Pool Rambles" for children.

Wyong Regional Chamber of Commerce

- 2013 Australian Springtime Festival held 1st to 14th September with various activities held throughout the Shire.
- Graffiti Removal Day held on 20th October 2013 at various locations in the Wyong area.
- Wyong Christmas Carols held on 15th December at Wyong Town Park.
- Monthly Chamber Board meetings held 17th September, 15th October and 10th December.

- Chamber Breakfast meeting held 29th October at Mercure Kooindah Waters and Chamber Dinner Meeting and VIP pre-dinner event held 4th December at Wyong Race Club.
- Preparation for 2014 Australia Day Celebrations - 27th January Wyong Race Club.

Greater Toukley Vision (GTV)

- Event planning and booking of artists for annual lighting of Christmas Tree held 1st December 2013.
- Guest Speaker at Toukley Rotary Club's breakfast meeting.
- Establishment of new cleaner maintenance position.
- Meetings with Job Start, Star FM for radio promotions for local events, Council staff concerning Village Green upgrade and Norah Head fencing repairs, Toukley School for Friends of Toukley, Martin Redding re Security Cameras and Chronicle re advertising.
- Courses attended – Marketing Master Class and Social Enterprise Course.
- Event planning and organization of artists for Village Green Sundays.
- Meeting graffiti forum at Wyong Shire Council.
- Attendance at Mount Penang gardens 10 year celebrations, Events Alliance meeting with Central Coast Tourism at Mingara.

Details of sponsorship funding, contributions and donations made by Council during October to December 2013 (Q2) are as follows:

Sponsorship Funding, Contributions and Donations	Q2 Actual \$'000
Tipping Fee Community Groups	67
Central Coast Tourism Inc	38
Councillor Community Improvement Grants	29
Community Benefit Grant	24
Central Coast Business Enterprise Centre	17
Rent for Community Groups	10
Sport and Cultural Sponsorship Programme	7
Volunteer Rescue Association	5
Greater Toukley Vision Inc	4
Mingara Leisure Centre	4
Total	205

Grants Received

The following grants were received during October to December 2013 (Q2):

Detail	Q2 Actual \$'000
Financial Assistance Grant - Equalisation Component	1,366
Pension Subsidy - General	1,245
Pension Subsidy - Domestic Waste	747
Pension Subsidy - Water	703
Pension Subsidy - Sewer	672
NSW Rural Fire Service	502
Financial Assistance Grant - Local Road Component	252
Low Interest Subsidy LIRS(Local Infrastructure Renewal Scheme)	138
Childcare, Vacation Care & Special Needs Subsidy	84
Ruttley's Rd Upgrade RMS	50
Toowoomba Bay Rd (Roads to Recovery)	50
Natural Disaster Funding Feb 2013 (Storm Event)	30
RMS Grants (Road Safety)	27
Shared Pathways RMS	25
Tennis Court Refurbishment Program	25
Employment & Training	23
Speech Therapist	14
Immunisation subsidy	14
Strengthening Communities	9
HACC Service Worker	9
Grandparents Day Event	2
Total	5,987

6. Attachments

6.1. Income Statement by Fund

WYONG SHIRE COUNCIL	CONSOLIDATED				GENERAL FUND				WATER FUND				SEWER FUND			
	Last Year Actual	YTD Actual	YTD Adopted Budget	Full Year Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	Full Year Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	Full Year Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	Full Year Adopted Budget
	2012-13	2013-14	2013-14	2013-14	2012-13	2013-14	2013-14	2013-14	2012-13	2013-14	2013-14	2013-14	2012-13	2013-14	2013-14	2013-14
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income Statement																
December 2013																
INCOME from continuing operations:																
Rates & Annual Charges	135,675	142,009	141,886	142,171	92,008	97,968	98,106	98,236	16,042	16,452	16,377	16,377	27,626	27,588	27,403	27,558
User Charges & Fees	57,502	26,383	29,184	61,042	30,652	13,574	14,884	31,028	25,449	12,457	13,419	28,251	1,401	352	882	1,763
Interest and Investment Revenue	9,271	4,804	5,462	10,464	5,879	3,062	3,572	6,704	1,149	798	713	1,405	2,244	944	1,177	2,355
Other	4,083	2,495	2,171	4,384	3,745	2,195	1,967	3,975	208	122	154	309	130	178	50	100
Grants & Contributions Operating	25,953	8,888	8,416	14,485	24,356	7,441	6,938	12,544	931	775	766	1,229	666	672	712	712
Grants & Contributions Capital	15,115	3,138	4,567	14,658	10,480	1,398	3,524	10,608	3,122	891	843	2,936	1,514	849	200	1,113
Gain from the Disposal of Assets	828	83	276	803	827	83	276	803	1	-	-	-	-	-	-	-
Total income from continuing operations	248,427	187,799	191,963	248,007	167,946	125,722	129,267	163,898	46,901	31,495	32,271	50,507	33,580	30,582	30,425	33,602
EXPENSES from continuing operations:																
Employee Costs	75,223	38,936	38,457	79,356	61,280	31,749	31,275	65,967	6,774	3,440	4,772	8,954	7,170	3,746	2,409	4,435
Borrowing Costs	16,741	7,745	7,764	17,859	2,951	197	309	3,207	11,894	6,686	6,892	13,526	1,897	863	563	1,126
Materials and Contracts	48,418	19,161	25,216	49,077	25,010	7,227	13,262	26,295	12,644	6,352	7,310	14,040	10,764	5,582	4,644	8,743
Depreciation	52,678	27,112	27,448	55,078	23,561	12,381	12,573	25,287	16,632	8,231	8,266	16,538	12,484	6,500	6,609	13,253
Other	30,264	17,572	18,006	34,010	24,833	14,851	15,673	29,647	2,900	1,300	1,305	2,264	2,531	1,421	1,028	2,099
Loss from the Disposal of Assets	2,683	376	157	313	679	376	157	313	1,433	-	-	-	571	-	-	-
Total expenses from continuing operations	226,006	110,902	117,046	235,693	138,313	66,781	73,248	150,716	52,277	26,009	28,545	55,322	35,416	18,113	15,252	29,655
Total Profit & (Loss) from Operations	22,421	76,897	74,917	12,314	29,633	58,941	56,018	13,182	(5,376)	5,486	3,726	(4,815)	(1,836)	12,470	15,172	3,947
Total Profit & (Loss) before Capital Grants and Contributions	7,305	73,759	70,349	(2,344)	19,153	57,543	52,494	2,574	(8,498)	4,595	2,883	(7,752)	(3,350)	11,621	14,972	2,834
Less Tax Equivalent Payments (Notional)	1,172	638	689	1,378	537	379	379	758	380	154	184	368	255	105	126	252
Total Profit & (Loss) after Tax Equivalent Payments	6,133	73,121	69,660	(3,722)	18,616	57,164	52,115	1,816	(8,878)	4,442	2,699	(8,120)	(3,605)	11,516	14,846	2,582

6.2. Income and Expense Budget Review Statement

Budget Review Statement	CONSOLIDATED					GENERAL FUND					WATER FUND					SEWER FUND									
	Original Budget	Approved Changes Q1	Proposed Changes for Council Resolution	Projected Year End Result	Actual YTD	Original Budget	Approved Changes Q1	Proposed Changes for Council Resolution	Projected Year End Result	Actual YTD	Original Budget	Approved Changes Q1	Proposed Changes for Council Resolution	Projected Year End Result	Actual YTD	Original Budget	Approved Changes Q1	Proposed Changes for Council Resolution	Projected Year End Result	Actual YTD					
	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000				
December 2013																									
INCOME from continuing operations:																									
Rates & Annual Charges	142,171	(0)	111	142,282	142,009	98,236	(0)	(71)	98,165	97,968	16,377	(0)	120	16,497	16,452	27,558	0	61	27,619	27,588					
User Charges & Fees	60,570	472	585	61,626	26,383	30,555	472	580	31,608	13,574	28,251	(0)	6	28,256	12,457	1,763	(0)	(1)	1,762	352					
Interest and Investment Revenue	8,677	1,787	(517)	9,947	4,804	4,917	1,787	(442)	6,262	3,062	1,405	(0)	(38)	1,367	798	2,355	(0)	(37)	2,318	944					
Other	4,124	260	400	4,784	2,495	3,715	260	400	4,375	2,195	309	(0)	-	309	122	100	0	-	100	178					
Grants & Contributions Operating	14,431	54	613	15,099	8,888	12,490	54	808	13,351	7,441	1,229	0	(194)	1,035	775	712	(0)	-	712	672					
Grants & Contributions Capital	14,644	14	(3,444)	11,213	3,138	10,594	14	(3,241)	7,367	1,398	2,936	(0)	(203)	2,733	891	1,113	(0)	-	1,113	849					
Gain from the Disposal of Assets	803	0	(380)	423	83	803	0	(380)	423	83	-	-	-	-	(0)	-	-	-	-	-					
Total income from continuing operations	245,419	2,588	(2,633)	245,374	187,799	161,310	2,588	(2,347)	161,551	125,722	50,507	(0)	(310)	50,197	31,495	33,602	(0)	23	33,625	30,582					
EXPENSES from continuing operations:																									
Employee Costs	79,473	(116)	(212)	79,145	38,936	66,084	(116)	(192)	65,775	31,749	8,954	0	(9)	8,945	3,440	4,435	(0)	(10)	4,425	3,746					
Borrowing Costs	16,071	1,787	0	17,859	7,745	3,207	(0)	0	3,207	197	11,738	1,787	0	13,526	6,686	1,126	(0)	0	1,126	863					
Materials and Contracts	46,325	2,750	450	49,525	19,161	23,394	2,900	(2,290)	24,005	7,227	13,322	716	2,534	16,572	6,352	9,609	(866)	206	8,949	5,582					
Depreciation	55,078	0	(120)	54,957	27,112	26,030	(744)	54	25,341	12,381	16,543	(5)	(52)	16,486	8,231	12,505	748	(123)	13,130	6,500					
Other	35,859	(1,850)	421	34,430	17,572	31,496	(1,850)	(76)	29,570	14,851	2,264	0	65	2,329	1,300	2,099	0	432	2,531	1,421					
Loss from the Disposal of Assets	313	0	273	586	376	313	0	273	586	376	-	0	0	-	-	-	-	-	-	-					
Total expenses from continuing operations	233,120	2,572	811	236,503	110,902	150,525	191	(2,232)	148,485	66,781	52,821	2,499	2,538	57,858	26,009	29,773	(118)	505	30,160	18,113					
Total Profit & (Loss) from Operations	12,300	16	(3,444)	8,871	76,897	10,785	2,397	(115)	13,067	58,941	(2,314)	(2,499)	(2,847)	(7,661)	5,486	3,829	118	(482)	3,466	12,470					
Total Profit & (Loss) before Capital Grants and Contributions	(2,344)	(0)	(0)	(2,344)	73,759	191	2,383	3,126	5,699	57,543	(5,251)	(2,499)	(2,644)	(10,394)	4,595	2,716	118	(482)	2,352	11,621					

6.3. Statement of Financial Position by Fund

WYONG SHIRE COUNCIL		CONSOLIDATED				GENERAL FUND			WATER FUND			SEWER FUND		
		Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Movement \$'000	Full Year Original Budget \$'000	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Movement \$'000	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Movement \$'000	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Movement \$'000
<i>YTD % Elapsed:</i> 50%														
Statement of Financial Position December 2013														
CURRENT ASSETS														
Cash & cash equivalents	63,667	55,724	(7,943)	70,282	36,913	55,724	18,811	12,360	-	(12,360)	14,394	-	(14,394)	
Investments	81,000	76,870	(4,130)	30,793	46,936	18,517	(28,419)	15,774	22,261	6,487	18,290	36,092	17,802	
Receivables	31,154	87,562	56,408	34,802	12,131	53,326	41,195	15,230	19,684	4,454	3,792	14,551	10,759	
Inventories	1,940	1,885	(55)	3,156	1,450	1,395	(55)	490	490	-	-	-	-	
Other	537	354	(183)	893	537	354	(183)	0	0	-	-	-	-	
TOTAL CURRENT ASSETS	178,298	222,395	44,097	139,926	97,967	129,316	31,349	43,854	42,436	(1,419)	36,476	50,643	14,167	
NON-CURRENT ASSETS														
Investments	16,573	25,000	8,427	13,474	9,532	17,959	8,427	3,253	3,253	-	3,788	3,788	-	
Receivables	20,928	20,687	(241)	659	20,464	20,240	(224)	451	447	(4)	13	-	(13)	
Intangible Assets	711	389	(322)	-	515	283	(232)	122	67	(55)	74	40	(34)	
Infrastructure, Property, Plant & Equipment	2,523,498	2,529,429	5,931	2,352,807	995,177	1,006,728	11,552	836,102	834,427	(1,675)	692,219	688,273	(3,946)	
Investments under equity method	250	250	-	125	250	250	-	-	-	-	-	-	-	
TOTAL NON-CURRENT ASSETS	2,561,960	2,575,755	13,795	2,367,065	1,025,937	1,045,460	19,522	839,928	838,194	(1,734)	696,095	692,101	(3,994)	
TOTAL ASSETS	2,740,257	2,798,150	57,892	2,506,991	1,123,905	1,174,776	50,871	883,782	880,630	(3,152)	732,570	742,744	10,173	
CURRENT LIABILITIES														
Payables	36,924	19,608	(17,315)	66,921	28,748	17,281	(11,467)	5,518	1,495	(4,023)	2,658	832	(1,826)	
Borrowings	11,132	11,354	222	11,133	819	798	(21)	9,359	9,574	215	954	982	29	
Provisions	27,556	27,298	(258)	34,705	22,906	22,648	(258)	2,261	2,261	-	2,389	2,389	-	
TOTAL CURRENT LIABILITIES	75,612	58,261	(17,351)	112,759	52,473	40,728	(11,746)	17,138	13,330	(3,808)	6,001	4,203	(1,797)	
NON-CURRENT LIABILITIES														
Payables	14,210	14,210	-	27	9,397	9,397	-	3,932	3,932	-	881	881	-	
Borrowings	200,755	197,650	(3,104)	170,446	4,551	6,776	2,225	172,178	167,348	(4,830)	24,026	23,526	(499)	
Provisions	54,053	54,053	-	52,453	53,681	53,681	-	197	197	-	176	176	-	
TOTAL NON CURRENT LIABILITIES	269,018	265,914	(3,104)	222,926	67,628	69,853	2,225	176,308	171,478	(4,830)	25,082	24,583	(499)	
TOTAL LIABILITIES	344,630	324,175	(20,455)	335,685	120,101	110,581	(9,520)	193,446	184,807	(8,639)	31,083	28,786	(2,296)	
NET ASSETS	2,395,628	2,473,975	78,348	2,171,306	1,003,804	1,064,195	60,392	690,336	695,822	5,486	701,488	713,958	12,470	

6.4. Statement of Cash Flows

WYONG SHIRE COUNCIL	YTD % Elapsed: 50%		
	CONSOLIDATED		
Cash Flow Statement December 2013	Last Year Actual 2012-13 \$'000	YTD Actual 2013-14 \$'000	Full Year Budget 2013-14 \$'000
OPERATING ACTIVITIES			
Receipts			
Receipts from customers	175,328	112,225	202,047
Interest Revenue	9,271	4,804	9,028
Grants & Contributions	41,068	12,026	29,010
Other Revenue	4,153	2,678	3,953
Payments			
Employee costs	(75,223)	(38,936)	(79,056)
Materials & Contracts	(59,012)	(24,761)	(50,719)
Borrowing costs	(16,741)	(7,745)	(13,566)
Other Expenses	(16,445)	(29,491)	(39,465)
Net cash from Operating Activities	62,399	30,800	61,232
INVESTING ACTIVITIES			
Proceeds from sale of IPP&E	(1,855)	(293)	1,937
Net movement in Investments	(33,743)	(4,297)	16,006
Net Purchase of IPP&E	(68,589)	(31,271)	(83,827)
Net cash from Investing Activities	(104,186)	(35,861)	(65,884)
FINANCING ACTIVITIES			
Net movement in Borrowings	14,312	(2,882)	(11,691)
Net cash from Investing Activities	14,312	(2,882)	(11,691)
Net increase/(decrease) in cash held	(27,475)	(7,943)	(16,343)
Cash & Cash Equivalents at beginning of period	91,142	63,667	86,625
Cash & Cash Equivalents at end of period	63,667	55,724	70,282
Investments at end of period	97,573	101,870	44,266
Cash & Investments at end of period	161,240	157,594	114,548

6.5. Business Activities

YTD % Elapsed: 50%												
WYONG SHIRE COUNCIL	WASTE MANAGEMENT				HOLIDAY PARKS				CARE AND EDUCATION			
Income Statement - Business Activities December 2013	Last Year Actual	YTD Actual	YTD Adopted Budget	Full Year Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	Full Year Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	Full Year Adopted Budget
	2012-13	2013-14	2013-14	2013-14	2012-13	2013-14	2013-14	2013-14	2012-13	2013-14	2013-14	2013-14
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Rates & Annual Charges	29,064	30,709	30,762	30,762	-	-	-	-	-	-	-	-
User Charges & Fees	9,773	3,730	5,201	10,923	8,921	4,427	4,261	8,718	3,976	2,024	2,177	4,353
Interest and Investment Revenue	161	63	67	133	-	-	-	-	-	-	-	-
Other Revenues	341	343	154	307	-	-	-	-	6	2	0	1
Grants & Contributions Operating	1,751	747	761	761	3	-	-	-	457	227	226	451
Grants & Contributions Capital	-	-	-	-	-	-	-	-	-	-	-	-
Gain from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	41,090	35,593	36,944	42,886	8,923	4,427	4,261	8,718	4,440	2,253	2,403	4,806
Expenses from Continuing Operations												
Employee Costs	1,808	944	900	1,767	217	102	93	186	3,486	1,710	1,784	3,567
Borrowing Costs	2,590	-	-	2,590	66	24	24	48	-	-	-	-
Materials & Contracts *	11,647	5,073	6,243	13,016	2,680	1,090	1,279	2,548	618	303	316	622
Depreciation	1,360	422	452	930	1,154	351	419	945	131	53	54	117
Other Operating Expenses	6,602	4,322	5,201	10,836	3,218	1,502	1,326	2,718	80	37	48	82
Loss from the Disposal of Assets	-	-	-	-	3	-	-	-	1	-	-	-
Total Expenses from Continuing Operations	24,008	10,762	12,795	29,139	7,338	3,068	3,141	6,444	4,316	2,103	2,203	4,388
Total Profit & (Loss) from Operations	17,081	24,831	24,149	13,747	1,586	1,360	1,120	2,273	123	150	199	418
Corporate Overheads	4,021	2,191	3,387	6,774	1,004	447	527	1,054	590	357	359	717
Tax Equivalent Payments	104	54	54	109	228	221	221	442	205	104	104	207
Total Profit & (Loss) after Corporate Overheads and Taxation Equivalent Payments	12,957	22,585	20,708	6,865	355	692	372	777	(672)	(312)	(263)	(507)
* Excludes Corporate Overheads												

6.6. Capital Expenditure Report

Capital Expenditure	Original Budget	Approved Changes Q1 Review	Annual Budget	Recommended Changes for Council Resolution Q2	Projected Year End Result	Actual YTD	YTD Actual / Annual Budget	Last Year Actual
Council Service	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	2013-14 \$'000	%	2012-13 \$'000
Corporate Governance	-	-	-	50	50	-	-	39
Finance Performance	-	11	11	-	11	4	36.4%	32
Financial Systems	350	(11)	339	(239)	100	-	0.0%	-
Integrated Planning	90	-	90	(11)	79	-	0.0%	107
System Support	-	-	-	550	550	-	-	81
Information Technology	438	-	438	563	1,001	231	52.7%	590
Information Management Management	273	-	273	-	273	-	0.0%	130
Organisational Development	60	-	60	-	60	-	0.0%	-
Remuneration, WHS and Well Being	-	-	-	-	-	-	-	60
Human Resources Management	-	-	-	-	-	-	-	-
General Manager Management	-	-	-	-	-	-	-	-
Development and Rezoning	-	-	-	-	-	-	-	-
Compliance and Health	-	-	-	-	-	-	-	-
Rangers	21	-	21	-	21	-	0.2%	-
Animal Care Facility	2	-	2	-	2	-	0.0%	-
Building Certification, Compliance and Health Management	-	-	-	-	-	-	-	56
Development and Building Management	-	-	-	-	-	-	-	-
Natural Areas	1,480	(106)	1,374	(782)	592	214	15.6%	557
Recreation Planning and Development	660	6	666	188	854	311	46.7%	2,013
Parks and Sportsfields	175	-	175	-	175	33	18.9%	-
Community and Culture Programs	10	-	10	(10)	-	-	0.0%	-
Care and Education	62	-	62	(86)	(24)	13	20.9%	46
Community Planning and Learning	-	-	-	-	-	-	-	50
Community Infrastructure	4,600	-	4,600	-	4,600	1,326	28.8%	484
Libraries	776	-	776	-	776	330	42.5%	737
Customer Engagement	-	-	-	-	-	-	-	54
Strategic Development	1,760	-	1,760	410	2,170	557	31.6%	631
Development Management	1,500	(356)	1,144	(626)	518	49	4.3%	-
Property Services	2,145	479	2,624	(1,095)	1,529	661	25.2%	1,104
Building Services	109	(36)	73	-	73	16	21.9%	342
Holiday Parks	329	110	439	46	485	192	43.7%	221
Cemeteries	130	-	130	(100)	30	-	0.0%	11
Plant and Fleet	5,582	13	5,595	(451)	5,144	2,780	49.7%	7,052
Waste	8,634	(265)	8,369	-	8,369	2,461	29.4%	847
Water	8,003	915	8,917	-	8,917	2,451	27.5%	8,707
Sewer	10,663	(912)	9,751	(2,491)	7,260	2,520	25.8%	12,223
Waterways and Coastal	3,354	(303)	3,051	-	3,051	537	17.6%	825
Emergency Services	1,113	-	1,113	(578)	535	50	4.5%	358
Hydrology	0	-	-	-	-	1	-	(1)
Roads & Drainage Construction	29,249	309	29,558	4311	33,869	16,648	56.3%	27,973
Roads & Drainage General Works	2,208	147	2,355	351	2,706	968	41.1%	2,078
Roads & Drainage Assets and Planning	52	-	52	-	52	13	25.0%	21
Total	83,827	-	83,827	-	83,827	32,366	38.6%	67,430

6.7. Proposed Budget Amendments

Proposed Budget Amendments	Impact by Major Account Category \$ 000's				
	Capital Revenue	Capital Expense	Operating Revenue	Operating Expense	Operating Movement
	+ve Incr. (-ve) Dec	(-ve) Incr. +ve Dec	+ve Incr. (-ve) Dec	(-ve) Incr. +ve Dec	
Original Budget	14,644	83,827	230,776	233,120	(2,344)
Q1 Adjustments	14	(0)	2,574	2,572	(0)
Q1 Adopted Budget	14,658	83,827	233,349	235,691	(2,344)
Financial Assistance Grant 2013/14 final balance adjustment	-	-	354	-	354
Adjustment to leave liabilities for staff transferred from other Councils as well as other labour category adjustments	-	-	60	(60)	-
Depreciation review to align budgets with updated 2013/14 depreciation projections	-	-	-	120	120
Payment of lease fee for Crown Land - Fishermans Wharf The Entrance	-	-	-	(33)	(33)
Increase development design engineering fee income associated with development and rezoning	-	-	90	-	90
Recognise savings related to Information Management review of contracts and lease fees	-	-	-	373	373
Amendments to Hydrology budgets to reflect approved grants	-	-	(194)	194	-
Waterways and coastal budget realignments	-	-	35	619	654
Adjust income for NBN reinstatements and Routine Maintenance contract with RMS. Reduction to internal road opening. Inclusion of Natural disaster funding for storm (Feb 2013) and fire (Oct 2013).	-	-	989	(989)	-
Increase Town Centre Maintenance Budget to reflect current level of service, primarily offset by savings in salaries within Directorate	-	-	-	(27)	(27)
Allocation of internal rates & water usage to various departments	-	-	(5)	-	(5)
Recognise loss on maturity of Blackrock Managed Fund and adjust interest income to reflect market trends	-	-	(522)	-	(522)
Adjust budgets for higher than anticipated losses on disposal of Plant & Fleet assets being driven predominantly by overestimated scrap values	-	-	(290)	(273)	(563)
Amendments to Rural Fire Service budgets to reflect approved grants	-	-	295	(239)	56
Adjust electricity budgets to reflect actual usage	-	-	-	(497)	(497)
CAPEX Committee - Review Q2 amendments refer Attachment 6.8	(3,444)	-	-	-	-
Q2 Adjustments	(3,444)	-	811	(811)	(0)
Q2 Proposed Full Year Budget	11,214	83,827	234,161	236,503	(2,344)

6.8. Proposed Capital Expenditure Amendments

Proposed Q2 Capex Changes		
Projects Deferred or Removed		
Project Name	Amount	Comments
The Art House	(2,800,000)	Deferred to 2014-15
Sewer Capital Projects	(2,491,415)	Due to delays in design finalisation on three major projects, with flow on effect to the timing of construction.
Warnervale Town Centre Entry Road	(1,000,000)	Deferred to 2014-15
Norah Head Boat Ramp	(987,000)	Deferred to 2014-16
RFS Bushfire Capital Projects	(651,457)	Combination of underspend and unsuccessful grants applications
Alison Road Homestead Rebuild	(650,000)	Deferred to 2014-15
Drainage Program	(641,200)	Align budgets with actual expenditure and revised project scopes.
Wrack Harvester (LIRS program)	(450,000)	Project changed to purchase of Street Sweeper and refurbishment of existing harvester
Fire Trail, Asset protection Zone and Natural Area program	(445,000)	Combination of underspend and unsuccessful grant applications
Finance Capex Projects	(250,000)	Oracle change freezes have meant that projects have not proceeded as expected.
Feasibility/Design of Crematorium	(100,000)	Project not progressing in 2013-14.
Tunkawallin Oval Sub Soil Drainage	(46,000)	Project savings transferred to Lake Haven Skate Park Relocation project.
Install Sub Soil Drainage at EDSACC North Playing Fields	(30,000)	At this point, unsuccessful in securing external funding.
On-Line Directory - Lifelong Learning	(10,000)	Project to be completed in 2014-15 as part of Community Directory upgrade.
Sub Total	(10,476,072)	
Projects Bought Forward or Increased		
Central Coast Youth Skills and Employment Centre	2,700,000	Fully grant funded
Road renewal and upgrade projects	2,660,552	
Wyong CBD Drainage Project - Hardware Lane and Art House components	2,110,000	
Information Management Projects bought forward	1,109,000	
Ruttleys Road Doyalson North Traffic Facilities	500,000	Fully grant funded
Purchase Azzurro Blu building from Crown	374,000	
Purchase of Property 14 Hope Street Wyong	280,000	As per Council Resolution
Foreshore Development	205,000	
Toukley Tiling project	130,000	Additional funds required
Solar hot water systems or heat pumps for 19 Council facilities	101,000	Received grant funding of \$81k
Coast to Lake Walk (Picnic Point Toilet Block)	98,000	Fully grant funded
Lake Haven Skate Park Relocation	76,000	
RFS Bushfire Capital Projects	73,520	Fully grant funded
Council Chambers IT equipment	50,000	As per Council Resolution
Lakes Beach Lifeguard Tower	42,000	
Dog Trap Rd Ourimbah Landslip Rehabilitation Works	33,000	Fully grant funded (Disaster Relief)
Soldiers Beach Lifeguard Tower	10,000	
Sub Total	10,476,072	
Net Movement	-	

6.9. Detailed list of actions and progress on Principal Activities

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 1 - Community and Education			
1.01 - Community Partnerships and Planning			
Outdoor playground upgrade at Treelands Care & Education Centre: Complete outdoor playground area upgrade started in 11/12 to meet National Quality Framework requirements and commitments made to The Department of Education and Communities. This includes construction of wooden deck, digging patch and installation of shade sail. 2014/15 program includes complete resurfacing of infants playground and construction of new sandpit and shade area	2013/14	On Track	Works delayed due to other priorities for Community Buildings. Work scheduled for next quarter
Wyong Shire "Art House" (subject to funding) - The construction of a performing arts centre that will provide a state of the art facility for the Central Coast	2012/16	On Track	DA submitted in December. Business plan was revised and updated
Implement key actions from the Learning Communities Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Final stage of Musical Toolkit received from Central Coast Conservatorium. Wyong Action Team members appointed
Implementation of key actions from the Community Facility Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	CCTV camera upgrades at Blue Haven & Gravity have reduced incidences of vandalism/graffiti by up to 85%. Capital works upgrades completed at Colongra Bay Hall and Berkeley Centre.
Continue to focus on events that address key corporate opportunities and resourcing / development requirements for the community.	2013/14	On Track	Commenced organising Australia Day and Anzac Day awards and activities. Hosted Grandparents Day, Old School Art Day and bus tours. Hosted a stall at NSW Health State wide HR conference
Introduce electronic portfolios for children (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Completed	
Undertake service changes in Care and Education that model sustainable business practice to the community and children/families (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Childcare review undertaken. Decision to test the market via an EOI process for two centres.
Complete Development of Positive Ageing Strategy to respond to the opportunities and challenges of an ageing population.	2013/14	On Track	Draft community engagement report and background research report have been completed.
Preparation of concept design for Warnervale Community Hub (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Off Track	No further progress.
Complete the realignment of the critical building asset registers within Council's corporate asset management systems (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Valuation data utilised to prepare future capital works programs.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
1.02 - Customer and Community Relations			
Lake Munmorah Civic Centre (Government Hub) - Identification and planning for a Lake Munmorah Civic Centre to improve accessibility to all government services for all community members in the north area of the Shire	2013/14	On Track	Attended further meetings with Trade & Investment, industry partners, Enterprise Connect on Tele Commuting hubs. Met with Crown Land on preferred site. Discussions with Services NSW for possible locations and briefing Council in 2014.
Library RFID improvements: Install six floor mounts for RFID gates to improve access	2013/14	Completed	Installation completed.
Review Reputation Management Framework and Strategy	2015/16	On Track	Work not commenced.
Library Services- 5% increase in overall customer interaction (including: programs, website, Wi-Fi, PC usage, digital loans and door count) customer enquiries	2013/14	On Track	Currently target is being exceeded at 20.5%. Drop from last quarter is due to Christmas period
An increase in Library membership of 1.5% per annum	2013/14	Off Track	3.1% decrease in total membership YTD. Membership drive planned for January
Cultural Enrichment (2013/14) Explore opportunities to bring music and art based experiences into the Library through external collaboration and partnership. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Lake Haven branch Hosted "Selling Dreams 100 years of Fashion Photography Exhibition" with State Library. 24 people participated in knitters sessions across the library service
Implement 2014/2015 priority actions from Library Strategic Plan	2014/15	On Track	Work not commenced. Due 2014/15.
Implement 2015/2017 priority actions from Library Strategic plan	2015/16	On Track	Work not commenced. Due 2015/16
Implement Learning Communities Strategy priority actions (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	Completed Transition to Schools program developing a You-Tube video. Continued Born to Read program.
Implement exterior area upgrade for Toukley Library nested assets in consultation with other asset planners to address Work Health Safety risks. (Subject to CAPEX funding)	2013/14	On Track	Consultation undertaken with internal stakeholders, plans finalised
Implement high priority 2013/2014 actions from Library Strategic Plan	2013/14	Off Track	Note - Library Strategic Plan not yet finalised
Maintain ongoing learning partnerships between external organisations and Wyong Shire Council and increase collaboration between members of the Wyong Shire Learning Network resulting in the development of 1 new learning partnerships between local services/organisations	2014/15	On Track	Work not commenced
Maintain ongoing learning partnerships between external organisations and Wyong Shire Council and increase collaboration between members of the Wyong Shire Learning Network resulting in the development of 2 new learning partnerships between local services/organisations	2013/14	Off Track	Work not commenced due to Learning Partnership role change
Develop a Corporate and Place Brand Strategy by June, 2014. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	Brand Consultant appointed and project intimal stage commenced
Develop a marketing strategy by June 2013 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Completed	Completed a Marketing and Communications Strategy 2013-2015 aligned to business strategy.
Implement the marketing of high priority actions from the Economic Development Strategy	2013/14	On Track	Strategy not complete, development of marketing actions for Airport and Iconic sites underway
Review Engagement Policy and Strategy	2016/17	On Track	Continuous improvement review commenced

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
1.02 - Customer and Community Relations			
75% customer satisfaction with service provided by Customer Contact	2013/14	On Track	Survey to be conducted in Quarter 4
78% of calls are responded to at the first point of contact by Council Customer Contact	2013/14	On Track	Currently tracking at 80%
<5% of calls received are not abandoned by Council Customer Contact	2013/14	Off Track	Currently tracking at 5.63%. Anticipate to meet target.
Develop an Online Business Strategy for customers and partners to do online business with Council by June 2014 (partner with IM). (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Customer Journey mapping process currently identifying key service areas for online transition
Develop and conduct a Customer Survey Program by June 2017. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Work not commenced due in 2016.
Implement specific actions to support the organisation's cultural change in customer focus	2013/14	On Track	Undertook Customer Journey Mapping for all service units
Increase the range of self-help services available online to customers by June 2015. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Worked with Cap Gemini and Paykal development scope completed. Beta testing proof of concept for go-live March 2014.
Review Customer Focus Strategy	2016/17	On Track	Work not commenced, due 2016.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 2 - Community Recreation			
2.01 - Open Space and Recreation			
Norah Head Bald Street Boat Ramp Replacement: Replacement of Boat Ramp	2013/14	On Track	A proportion of the adopted budget has been deferred to the 2014/15 financial year.
Support and Promotion of Dune Care / Landcare - Support and promotion of the extensive volunteer network to enhance the environmental outcomes	2013/14	On Track	Training (133 volunteers) and support provided (391 volunteers) in relation to WHS, material and equipment. Website improved and data base being developed.
Support of Pioneer Dairy and Regional Sport Facility development - Support and promotion of this unique Community facility to increase utilisation	2013/14	On Track	\$1M grant provided by Federal Government due next financial year and project plan drafted.
Toukley Pool - Upgrade filtration system in pool plant room: Required for efficient operations and to reduce ongoing maintenance costs. Without improvements the water is in danger of being poorly filtrated	2013/14	On Track	Quotes substantially above budget. Staff are determining best method to undertake upgrade.
Aquatic Infrastructure strategy is adopted by June 2013 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Off Track	Draft reviewed, updated and final draft provided.
Construction of Saltwater Creek Playground Car park	2016/17	On Track	Works not yet commenced 16/17 project.
Construction of Saltwater Creek trailer parking	2016/17	On Track	Works not yet commenced 16/17 project.
Implement priority actions from the Aquatic Infrastructure Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	Deferred until strategy adopted. 13/14 Norah Head Boat ramp funded and allocations made in future years to enable implementation of the strategy.
>1000 Trees planted in the public domain	2013/14	On Track	>500 trees planted to date.
>400 active Land Care volunteers	2013/14	On Track	469 to date.
Implement key actions out of the Master Plan for Tunkawallin and Boat Harbour (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Tunkawallin sub soil drainage complete, partial fencing upgrade completed at Boat Harbour.
Implement priority actions from the On-road Bicycle and Shared Pathway Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Magenta pathway link connection initial route options identified and funding profile identified. Funding applied for in future year budgets.
Construction of the Lakes Beach Lifeguard Tower	2013/14	On Track	Application for funding to complete project has been made as part of the Quarter 2 review
Continue to implement the key actions out of the Playground Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	No on ground works undertaken this financial year as no funding allocation was made.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
2.01 - Open Space and Recreation			
Feasibility study of the area between the freeway and Mardi landfill site for future sports fields. This project will commence in 2013/14 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	No work undertaken in the quarter.
Implement the priority actions of the Tennis Review (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	No action undertaken in the quarter.
Construction Entrance District Sporting and Community (EDSACC) Centre North Sub-soil drainage	2013/14	On Track	Project started, Work >50% complete.
No fatalities in flagged areas on Council beaches while professional lifeguard services are on duty	2013/17	On Track	Zero fatalities to date.
90% of services performed to schedule (parks and reserve maintenance)	2013/14	On Track	99% of scheduled services complete on time to date.
90% of services performed to schedule (sport field maintenance)	2013/14	On Track	99% of service complete to date.
Monthly safety inspections completed on time	2013/17	On Track	Visual inspection completed by maintenance teams.
Seasonal changeovers and maintenance completed on time	2013/14	On Track	Winter to summer change over and turf amendments completed on time.
90% of services performed to schedule (roadside and other vegetation control)	2013/14	On Track	99% of scheduled service completed on time YTD.
Undertake a large scale nursery improvement program subject to Federal biodiversity grant funding. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Deferred	Will not be undertaken as grant funding applications were unsuccessful, deferred indefinitely.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 3 - Economic and Property Development			
3.01 - Property Management			
10% Increase in rental and/or land sale revenue to Council	2013/17	On Track	Agreements finalised with Metro Cinemas (\$500K), Stirloch (\$70K), income from Jack Grant Ave DA (\$1m).
Civic Centre Air Conditioning units replacements: Replace various A/C units based on recommendations from an audit carried out last year	2013/14	Completed	
Asset Protection Zones Upgrades: Upgrade and improvement in 30 APZ	2013/17	Off Track	On track to complete 15 upgrades.
Enhanced Graffiti Removal - Enhanced amenity and reduced ongoing maintenance costs	2013/14	On Track	
Fire Trail Upgrades: Upgrade and Improvement in 2 fire trails	2013/14	Off Track	About to go to tender for Mardi Fire Trail upgrade, which is expected to fully spend budget allocation.
Global Reporting Initiative Performance Indicator EN3 - Direct energy consumption by primary energy source to a target	2013/17	On Track	Annual figure to be reported in Quarter 4
Global Reporting Initiative Performance Indicator Environmental 22 - Amount of waste created by Council's operations, including type and disposal method	2013/17	On Track	Annual figure to be reported in Quarter 4
Global Reporting Initiative Performance Indicator Environmental 22 - Total weight of waste collected by type and disposal method	2013/17	On Track	Annual figure to be reported in Quarter 4
Kitchenettes Upgrades: Upgrading of 4 kitchenettes (per annum) to meet legislative requirements per year	2013/14	On Track	
Natural Asset Capital Upgrades and Renewals: Natural Asset Capital Upgrades and Renewals including signage, trail restoration, fencing, barriers, erosion control.	2013/14	On Track	
Passenger Lift Upgrade (Lift No 2): Upgrade of Civic Centre Lift No 2 to meet legislative guidelines	2013/14	On Track	
Complete 2 Sustainability Advantage modules (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Completed	
Complete the milestones in Sustainability Advantage Program (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Off Track	Reduction in staff and resources and a shift in organisational priorities are limiting Council involvement in the Sustainability Advantage Programme.
Develop Sustainability Strategy by 30 June 2013 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Off Track	Reduction in staff and resources and a shift in organisational priorities has delayed the development of the Sustainability Strategy
New lease revenue of \$500K achieved by 30 June 2014 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Off Track	Whilst a number of new leases have been negotiated (Metro Cinemas & Stirloch), it is unlikely that the target of \$500K by 30 June will be achieved.
Review standard lease template to ensure compliance with contemporary commercial practice by December 2012 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	
Refurbish three toilet blocks each year. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	No funding provided in 2013/14
Implement the priority actions arising from the Community Facilities Strategic Plan (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
3.02 - Property Development			
Iconic Development Sites Implementation	2013/17	Completed	
Iconic Sites Development - Development of key iconic sites to increase economic and sustainable development	2013/14	On Track	
Lake Haven Town Centre Masterplan Implementation: Priority projects identified in the Lake Haven Town Centre Masterplan which is anticipated to be adopted by Council during the first quarter of 13/14	2013/14	On Track	
Long Jetty Town Centre Masterplan Implementation: Priority projects identified in the Long Jetty Town Centre Masterplan which is anticipated to be adopted by Council during the first quarter of 13/14	2013/14	On Track	
Property Portfolio Strategy - Identification and planning for future development to create a revenue stream to off-set increase rates	2013/14	On Track	Draft Property Strategy in development and analysis of re-classified properties to create revenues
Toukley Town Centre Masterplan: Toukley Eastern north-south link footpath, landscape and safety upgrade	2013/14	On Track	Tender for works closes Jan and report to Council Feb 14
Warnervale Town Centre - Development of the Warnervale Town Centre to support local community and future development	2013/14	Off Track	Community development program will follow the development of the retail hub, which is expected in 2016/17.
Airport (Bushells Ridge) - Support and promotion of the establishment of a regional airport on the border of Wyong Shire and Lake Macquarie Councils	2013/14	On Track	Council endorsed the project plan, schedule and budget for the Central Coast Regional Airport in November 2013
Commence the implementation of the Pacific Hwy/Alison Rd Wyong Masterplan by December 2013	2013/14	Deferred	Due to delays with RMS plans this project will be deferred
Commence the implementation of the high priority projects identified in the Bateau Bay Masterplan by December 2013	2013/14	Off Track	Masterplan to be reported to Council February/March 2014, with implementation plan to follow this year
Commence the implementation of the high priority projects identified in the Budgewoi Masterplan by December 2013	2013/14	On Track	Bin hutches and street furniture upgrades commenced
Commence the implementation of the high priority projects identified in the Killarney Vale Masterplan by June 2014	2013/14	Deferred	No funding allocated to prepare a masterplan for Killarney Vale at this stage. A review of resourcing and priorities have resulted in this masterplan being deferred until later years.
Commence the implementation of the high priority projects identified in the Lake Haven Masterplan by December 2013	2013/14	On Track	
Commence the implementation of the high priority projects identified in the Long Jetty Masterplan by December 2013	2013/14	On Track	Long Jetty Wi-Fi, Jetties, Main Street bin hutches and kerb ramps underway
Commence the implementation of the high priority projects identified in the Norah Head Masterplan by June 2014	2013/14	Deferred	No funding allocated to prepare a masterplan for Norah Head at this stage. A review of resourcing and priorities have resulted in this masterplan being deferred until later years.
Complete and adopt the Bateau Bay Masterplan by March 2014	2013/14	On Track	Draft Plan and Community consultation completed and report to Council February/March
Complete and adopt the Budgewoi Masterplan by March 2014	2013/14	Completed	Adopted by Council Dec 2013
Complete and adopt the Lake Haven Masterplan by March 2014	2013/14	On Track	Draft Plan and Community consultation completed and report to Council for adoption February/March
Complete and adopt the Long Jetty Village Centre Masterplan by December 2013. The service also includes identifying alternate funding sources to assist in the delivery of these	2013/14	Completed	
Complete and adopt the Pacific Highway/Alison Rd Masterplan by March 2014	2013/14	Deferred	Due to delays with RMS plans this project will be deferred
Complete the concept design for the redevelopment of the Memorial Park at The Entrance	2013/14	Completed	Concept completed and Tenders being called for detailed design

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
3.02 - Property Development			
Complete the construction of Stage 1 of Frank Ballance Park. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	This project is deferred due to several issues - major drainage works and funding priority for the Art House project
Complete the detailed design and documentation of the Civic Plaza in Margaret Street Wyong	2013/14	Deferred	This is a capital project that did not receive any funding allocation in 2013/14.
Continue the tile replacement program at The Entrance (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Stage 1 complete and stage 2 (of three) commencing Jan 2014
Continue to work with the Department of Planning and Infrastructure on the preparation of the Tuggerah Town Centre Masterplan - External Project.	2013/14	Deferred	
Develop Urban Design Guidelines for the remaining development areas in the Shire	2013/14	Deferred	
Finalise Ourimbah Masterplan (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	Now scheduled to commence in 2014/15
First draft completed of the Ourimbah Masterplan study (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Deferred	Now scheduled to commence in 2014/15
Review Active River Foreshore & Baker Park Masterplan by June 2015	2014/15	On Track	
Review Bateau Bay Town Centre Improvement Masterplan by June 2015	2014/15	On Track	
Review The Entrance Town Centre Masterplan by June 2015	2014/15	On Track	
Review Toukley Town Centre Improvement Masterplan by June 2015	2014/15	On Track	
Review Wyong Civic & Cultural Centre Masterplan by June 2015	2014/15	On Track	
Commence a review of the "Valleys Study" (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	To be reviewed following the Central Coast Regional Growth Plan
Commence implementation of actions identified in the adopted Wyong Shire Settlement Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Completed	
Develop a Tourism Infrastructure Plan by June 2013 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Completed	

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
3.02 - Property Development			
Finalise Amendment 1 to the Wyong Local Environmental Plan and Wyong Development Control Plan 2012 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Implement Phase 2 of the Ourimbah Master plan (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	Will be implemented once Stage 1 complete
Review Town Centre development options for the Ourimbah Masterplan by August 2012 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Deferred	This project was deferred and has been included in the draft 2014/15 work programme subject to funding being allocated.
Review of the Central Coast Regional Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Review and finalisation of the existing draft Shire Wide s94 Contributions Plan (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	
Develop a Property Development and Investment Strategy by 30 June 2013. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Off Track	Property Development Strategy currently being drafted
Management of two external organisations on their performance against funding agreements	2013/17	On Track	
Build a long term (greater than 5 year) property development portfolio that will enable Council to roll out development projects in excess of \$5m per annum. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Develop a detailed project plans for 5 iconic sites. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	DA plans are being prepared for 3 Council owned Iconic Sites
Establish a register of sites appropriate for development of aged housing. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	
Make submissions & recommendations on development opportunities to leverage Councils financial position for Denning / Short Street car park by December 2012. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	
Make submissions & recommendations on development opportunities to leverage Councils financial position for Warnervale Airport by December 2012. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Off Track	
New Business start ups and relocations	2013/17	Off Track	Metro Cinema development at Lake Haven to commence mid 2014

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 4 - Council Enterprises			
4.01- Commercial Enterprises			
Plant and Fleet Service unit to deliver a 100% break even cost Structure	2013/17	On Track	Full cost recovery achieved
Holiday Parks- Financial surplus of \$1.5M achieved by 2015/16 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	This relates to a financial surplus in 2015-16. The work we are undertaking this year will set the foundations to achieve this surplus later.
Holiday Parks- Implement the Marketing Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Strategy finalised and under review for management approval/sign off. 13/14 Action Plan has been amended to reflect Marketing Strategy.
Holiday Parks- Undertake the key work for 2012/13 as identified in the new Business Strategy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Deferred	Key works as prioritised are underway
Holiday Parks- Undertake the key work for the current year as identified in the rolling works program (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Works include replacing street lights at Toowoona Bay Holiday Park and increasing power supply and replacing the power heads at Canton Beach Holiday Park.
Implement Cemeteries Plan of Management (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Currently validating status of Cemeteries Plan of Management to ensure currency and support.
Alignment and potentially Shared Service arrangement with Gosford City Council for all Plant & Fleet operations including this Service (Mgt) as well as all of the products under the service - Plant Mobile Equipment and Vehicles (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	
Identify and implement options to generate profitable income from external sources (servicing of other fleet-provider's plant & equipment) (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	2 x truck bodies for Gosford City Council finished.
Develop a 10 year plan for maintaining Charmhaven Depot (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	Draft Asset Management Plan being prepared - have a 4 year view and developing a 10 year view.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 5 - Regulatory			
5.01 - Building Certification, Compliance and Health			
Best Practice Application Assessment - Efficient assessment of Building Certification applications to the benefit of Council and the community through industry best standards for turning around applications	2013/14	On Track	Median processing time for Development Applications is currently 16 days.
Development applications deliver >\$1 billion in total project value (This is a combined KPI between Building Certification, Compliance & Health and Development and Rezoning Service Units)	2013/14	On Track	\$212m to date.
Implement portable in-vehicle computers connected to Council's On-line to allow access to data in field and reduce time spent on administration (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	Integration with Pathways to be finalised in the 3rd quarter. Roll out of devices to Rangers to be completed.
Not less than 75% of all complaints are substantially responded to within 0-5 days. (Substantially responded to includes acknowledging the complainant by phone, e-mail, letter or on-site visit but does not mean the complaint will be completed within that time) (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	Target being met and further work being done on the Service Standard Charter.
Process improvements, utilising mobile technology to achieve <5 days median processing times for Complying Development Certificates.	2013/14	On Track	Integration with Pathways is being finalised. Expected to be completed within the 3rd quarter period.
Expand online building inspection booking to all of Council customers.	2013/14	On Track	Marketing plan being developed in conjunction with Communications. Promotion of this service to form part of this plan.
Complete 2012/13 stage of the Environmental Management Strategy (EMS) by 30 June 2013 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	The review of the Environmental Strategy is ongoing and on track.
Investigate using internal equipment to clear private overgrown blocks	2013/14	On Track	Investigations of the in field device is underway.
Enhancement of the Electronic Housing Code in conjunction with Local Government NSW and the Department of Planning and Infrastructure	2014/15	On Track	Local Environment Plan has now been enacted so the integration with Council's Pathway system can be finalised.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
5.02 - Development and Rezoning			
Best Practice Application Assessment - Efficient assessment of Development applications to the benefit of Council and the community through industry best standards for turning around applications	2013/14	On Track	Streamlined assessment reports completed. Review of redundant policies being undertaken. Focus now on internal and external advice delivery times.
Development applications deliver >\$1 billion in total project value (This is a combined KPI between Building certification, Compliance & Health and Development and Rezoning Service Units)	2013/17	On Track	\$212M to date. A number of large development applications expected in Quarter 3.
Processing time of employment generating Development Applications to be less than 40 working days (Employment generating is defined as "development applications that will result in at least ten permanent full-time equivalent positions" net median)	2013/14	On Track	25 days
Shire-wide Comprehensive LEP and DCP Adopted - Adoption of a new Local Environmental Plan that responds to current challenges and opportunities, as well as establishing direction for the Shire for the next 20 years	2013/14	Completed	LEP Gazetted on 23 December 2013
< 25 net median working days processing times for Part 5 matters.	2013/14	Completed	No longer applicable as each directorate now responsible for their own Part V Assessment
< 25 net median working days processing times for development applications (Class 1(a)(ii) and 2-9).	2013/14	On Track	Currently 24 days
< 30 working days in accordance with statutory notification period for State Significant Development.	2013/14	On Track	No applications received.
Better co-ordination of planning related legal services, including mediated outcomes on legal disputes.	2013/14	Completed	Mediation now preferred option to resolve planning issues. Manager of Development and Rezoning and General Counsel to discuss potential issues early before escalation to legal dispute.
Development stimulus in conjunction with Economic Property Development to promote and encourage development throughout the shire.	2013/14	Completed	
Implement mobile technological tools to streamline current practices and provide a more efficient, accessible service to the public. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	Dual screens recommended for all assessment staff to improve efficiencies.
Improved process and education for other operational units to ensure better compliance with Part V approval under Environmental Planning Act (EPA) requirements	2013/14	On Track	Ongoing advice given to other directorates to assist in the preparation of Review of Environmental Factors's as well as when development permissible without consent.
Investigate the use of e-lodgement process to include major development applications.	2013/14	On Track	A number of major development applications are now being lodged electronically.
Review a range of Council development related policies (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Council report in April 2014 seeking endorsement to repeal a number of redundant policies.
Review current Landscape Policy (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	Engagement with internal stakeholders commenced
Improved information to developers	2013/14	On Track	Wyong Local Environment Plan 2013 summaries on development standards applicable for each zoning provided on Council's website.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 6 - Environment & Land Use			
6.01 - Waterways and Asset Management			
Establishment of Waterways Service - Ensuring a corporate and community focus on local waterways both now and in the future with a focus on wrack removal and gross pollutant traps to ensure our lakes remain healthy and aesthetically pleasing, increasing their use by the community	2013/14	Completed	
Global Reporting Initiative Performance Indicator Environmental 13 - Habitats protected or restored. Metres of stream bank rehabilitated Subject to alignment with the Estuary Management Plan reporting requirements (subject to funding however maintenance schedules will continue)	2013/14	Completed	Estuary Management Plan reporting completed.
Complete an adopted Asset Management Strategy by June in each financial year to apply for the following year	2013/14	On Track	
To improve WSC Asset Management Practices beyond core level to an appropriate advanced level by June 2014, by implementing relevant corporate tasks in the Asset Management Improvement Plan and reviewing progress by asset suppliers on individual asset classes in the AMIP. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Dredging works complete as per adopted Resourcing Strategy	2013/14	On Track	Triggers not yet met, some dredging proposed April 2014.
Required approvals for the wrack harvesting program and dredging program obtained by June 2014	2013/14	Completed	Approvals obtained December 2013.
Reviewed, adopted Coastal Management Plan and sent to the Office of Environment and Heritage by October 2013	2013/14	Deferred	Office of Environment & Heritage grant only announced October 2013, work underway January 2014 however final review is pending release and integration of Stage 2 coastal reforms by NSW Government scheduled for mid 2014.
2 Gross Pollutant Trap maintenance activities as per Type 1 Gross Pollutant Traps	2013/14	On Track	
3 Gross Pollutant Trap maintenance activities as per Type 3 Gross Pollutant Traps	2013/14	On Track	
6 Gross Pollutant Trap renewed with improved more efficient and maintainable designs	2013/14	On Track	
Review progress in implementing Estuary Management Plan and update strategy by 30 June 2014	2013/14	Completed	Lakes Strategy report has been endorsed by the General Manager and a Council briefing was held in July 2013.
Complete 2 wetland maintenance activities (sediment zone dredging, waste sediment disposal, replacement planting) per constructed wetland	2013/14	On Track	
Complete three stream bank maintenance activities per constructed stream bank	2013/14	On Track	
Complete The Entrance Channel Flooding Impact Study in 2013/14 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Completed	Report has been released
Complete at least 4000 cubic metres (1000 tonne dry weight) of wrack harvesting	2013/14	On Track	5700m3 of wrack collected

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
6.01 - Waterways and Asset Management			
Complete Stage 2 of the Emergency Services review project. (as per WSC strategic plan 2013/17) (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	
Develop 10 year plan for maintaining Rural Fire Service (RFS) buildings in place (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Role of new position to work with building asset staff when recruited
Deliver Flood Risk Management Plan for Northern Catchments and Lake Macquarie (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	This program is dependent on state funding but this was not forthcoming.
Deliver Flood Risk Management Plan for Tuggerah Lake Foreshore. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Deliver Flood Risk Management Plan for Wallarah and Spring Creek (Dependent on grant funding) (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	No grant funding allocated. This program is dependent on state funding.
Deliver Flood Risk Management Plan for Wyong River (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Flood study 95% complete, will be used to inform risk management plan in future years
Deliver Ourimbah Creek Catchment Floodplain Risk Management Plan (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	Flood study complete
Studies and Plans completed according to contractual work plan targets agreed by grant funding partners	2013/14	On Track	
Undertake Bathymetric study of major creek entrances in Tuggerah Lakes (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Completed	
Water quality monitoring results are reported six monthly in an appropriate format that clearly demonstrates and explains progress in improving the waterways	2013/14	On Track	Results for swimming beaches reported monthly, Office of Environment & Heritage results report card issued December.

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 7 - Waste Management			
50% of domestic waste diverted from landfill	2013/14	On Track	Currently 47.1%
Domestic Waste Collection - 100% of registered premises provided with regular collection services	2013/14	On Track	100% of registered premises are provided with regular collection services.
Develop and implement a program to move towards the NSW domestic waste diversion target of 66% resource recovery (or diversion from landfill) by 2014 by means of the following: <ul style="list-style-type: none"> - Education - Awareness - Behavioural change programs - Additional process initiatives and landfill operations. - Continue to explore opportunities through the Regional Waste Strategy between Gosford and Wyong. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Development Strategy for area 5 at BWMF (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Scheduled and programmed services to clean-up and monitor open spaces and roadsides	2013/14	On Track	
Develop a strategic plan for alternative waste technologies	2014/15	On Track	
Soil processing facility operating by January 2014	2013/14	On Track	Development Application preparation underway, operator has requested a 12 month extension to gain approval.
Gwandalan Tip - Stage 3.1 - Master Design, Environmental Impact Statement Studies and Lodgement of the Development Application	2013/14	On Track	Detailed design contract awarded.
Continue to explore opportunities through the Regional Waste Strategy between Gosford and Wyong (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	Deferred	Wyong approach to regional strategy has been sent to the Environmental Planning Authority as part of the Waste Less Recycle more funding application. The focus is on cooperation with Council's to both the North and South of the shire. Existing arrangements with Gosford City Council are still in place (e.g. One Coast Remondis Contract) -

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 8 and 9 Roads and Stormwater			
1,000 metre of shared pathways constructed per annum - Measures annual growth of the shared pathway system (length of constructed cycleway is influenced by terrain, grant funding and Council funds allocated to the deliver the service)	2013/14	On Track	
Anita Avenue at Agatha: Road Upgrade including stormwater drainage	2013/14	Completed	
Bay Road: Road Upgrade including stormwater drainage	2013/14	On Track	
Berkeley Road: Road Upgrade including stormwater drainage	2013/14	On Track	
Bumble Hill Guardrail: Road Safety Facilities.	2013/14	Completed	
Bunning Creek Road: Road Upgrade (Seal)	2013/14	Completed	
Elouera Ave: Road Upgrade with possible stormwater drainage	2013/14	On Track	
Goorama Ave: Road Upgrade/Renewal including stormwater drainage.	2013/14	Completed	
Panorama Ave/Hobson: Road Upgrade/Renewal with possible stormwater drainage 1	2013/14	On Track	
Provide average pavement condition index >6.5 (industry standards) as a measure of the road quality	2013/14	On Track	
Saltwater Creek Killarney Vale timber footbridge replacement programme	2013/14	Deferred	Project deferred to 2014/15 to provide the funding necessary to complete the replacement of Tumbi Creek bridge at The Peninsula a year earlier than scheduled
Shire Wide bridge renewals	2013/14	On Track	
The Entrance Road disabled parking improvements: Road Safety Facilities	2013/14	On Track	
The Ridgeway (CH1100 CH1870): Road Upgrade and Renewal	2013/14	On Track	Resolved the power pole relocation issue and returned project to schedule
The average pavement condition index of >7 (industry standards) as a measure of the road quality	2015/16	On Track	
Timber footbridge replacement programme - Peninsula	2013/14	On Track	Vegetation clearing completed in December 2013 and bridgeworks to commence in late January 2014
Tumbi Rd at The Ridgeway: Road Safety Facilities	2013/14	On Track	
Develop Rural Roads Policy	2013/14	On Track	
Develop and implement formal Boundary and Adjacent Roads Agreements in association with Gosford City, Cessnock, and Lake Macquarie City Councils which define responsibilities, promote cooperation, provide equity, and improve service efficiency. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	
Collection of automated road condition data on >15% of the road network per annum	2013/14	On Track	
Develop a new shared pathway capital works project priority listing	2013/14	On Track	
10% of drainage systems inspected and returned to its original design capacity per annum	2013/14	On Track	
Implement strategic capital works programming for drainage assets using asset management systems	2013/14	On Track	

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 10 and 11 - Water and Sewerage			
100% compliance against the health related criteria of the Australian drinking water guidelines	2013/14	On Track	
95% customer satisfaction with sewerage service	2013/14	Completed	The General Manager has approved the removal of this customer satisfaction target for 2013/14 due to the difficulty in maintaining a survey process that was based on staff availability to make the phone calls and was subject to the number of customers that were available to answer the phone and complete the survey. It was statistically not a valid process. In 2014/15, the IPART measures will be used for Quarterly reporting as they are considered as being a true measure of Council's performance.
95% of customer satisfaction with water supply service	2013/14	Completed	The General Manager has approved the removal of this customer satisfaction target for 2013/14 due to the difficulty in maintaining a survey process that was based on staff availability to make the phone calls and was subject to the number of customers that were available to answer the phone and complete the survey. It was statistically not a valid process. In 2014/15, the IPART measures will be used for Quarterly reporting as they are considered as being a true measure of Council's performance.
Central Coast Water Corporation and Joint Services Business Establishment - The management of the supply of water and sewerage services for the Central Coast Region, supported by a combined, Wyong Shire Council and Gosford City Council Joint Services Business. This service will provide essential administration services and operating efficiencies to the Central Coast Water Corporation and both Councils.	2013/14	Deferred	Central Coast Water Corporation and Joints Services Project remains on hold
Global Reporting Initiative Performance Indicator Environmental 10 - Percentage and total volume of water recycled and reused. The estimated quantity of tertiary treated recycled water that is produced and distributed for non potable purposes	2013/14	On Track	Annual figure to be reported in Quarter 4
Global Reporting Initiative Performance Indicator Environmental 21 - Total water discharge by quality and destination. The combined total estimated discharge of secondary treated effluent sent to ocean outfalls and tertiary treated effluent for non potable	2013/14	On Track	Annual figure to be reported in Quarter 4
Global Reporting Initiative Performance Indicator Environmental 8 - Total water withdrawal by source. Estimated quantity of water sourced from local water supplies (Wyong River/Ourimbah Creek) and transferred to Mardi Water Treatment Plant	2013/14	On Track	Annual figure to be reported in Quarter 4
Council to ensure less than nine water main breaks per 100km of Council's mains (not associated with third party damage)	2013/17	On Track	
Implementation of revised operating strategy to maintain water quality, asset management and customer service in view of increasing population, asset age and regulatory changes. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
100% compliance with Environmental Protection Authority licensing requirements for the quality of secondary treated effluent that is discharged to the ocean	2013/14	On Track	

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
Principal Activity 12 - Administration			
12.01 - Contract and Project Management			
80% of all contracts managed by the Contract and Project Management Service Unit are to be completed within budget	2013/17	On Track	
95% compliance with goods and services requested and processed within 48 hours of receipt of order	2013/14	On Track	
Capital Works Program - Renewal and upgrade projects that address the current asset maintenance gap while also delivering on new high usage assets such as completing the gap in the North Entrance cycleway to enhance accessibility	2013/14	On Track	Council's Capital Expenditure Committee meets regularly to ensure projects are being delivered according to plans.
Optimise store inventory, ensuring total value is maintained at <\$1 million	2013/17	On Track	
Commence baseline monitoring for Porters Creek Stormwater Harvesting Scheme and Precinct 7A by 30 June 2013 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	On Track	There is a Project Control Group for this work, chaired by the General Manager. The bulk of the work for this product is scheduled for the first half of 2014
12.02 - Finance			
Agreed productivity gains are identified and achieved with gains or offset recorded against the business of Council	2013/17	On Track	
Building and infrastructure renewals ratio of >1%	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
Debt Service Ratio of <15%	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
Finance Technology upgrades to improve organisation productivity and efficiency and service quality	2013/14	Off Track	Delays in project due to availability of resources. New project manager assigned in December 2013 to progress the project and get it back On Track during Quarter 3.
Managing outcomes of the Special Rate Variation - Create financial sustainability and enhance the standard of assets and reduce Councils asset backlog.	2013/14	On Track	Council's Capital Expenditure Committee, in its regular meeting, reviews the progress of SRV projects. Where an SRV project is experiencing details, others which have been designed and ready for delivery are brought forward.
Rate coverage ratio of 50%.	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
Rates outstanding percentage of <5%	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
The organisation achieves 100% budgeted target revenue	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
The organisation achieves within +/- 1% of actual expenditure budget at year end	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
The organisation completes 80% of all projects on time and within budget	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
The organisation to achieve 1% saving in operational (salaries and wages) budgeted expenditure for each service unit for actual expenditure	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
Unrestricted current ratio >1.5%	2013/17	On Track	Annual ratio that will be completed post 30 June 2014
<12,000 assessments in arrears	2013/14	On Track	Annual Ratio that will be completed post 30 June 2014
100% compliance with IP&R guidelines & LG Act (including Community Strategic Plan, 4 year Delivery Program, Resourcing Strategy, one year Operational Plan and Annual Report)	2013/14	On Track	
Refine the integrated planning process through benchmarking and best practice. (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	

	Action timeframe 1 Year or 4 Year	Status Q2	Comments Q2
12.03 - Human Resources			
Lost Time Injury Frequency Rate (LTIFR) - Minimum achievement of set targets for lost time injuries of < 24.81 per million hours (organisational)	2013/14	Off Track	Currently 26.90
Permanent Staff Turnover at <10%	2013/14	On Track	Currently 3.7%
Individual Action: Central Coast Water Corporation HR Coordination	2013/14	Deferred	Central Coast Water Corporation project is on hold as per Council resolution.
3 System Audits	2013/14	On Track	
30 Inspections	2013/14	On Track	
30 Observations	2013/14	On Track	
40 Compliance Audits	2013/14	On Track	
All incidents entered into SafeTsmart on day of notification. Volume depends on incidents occurring. Estimate of 220 Incidents per year (based on 2010/11)	2013/14	On Track	
Maintain Drug & Alcohol testing program	2013/14	On Track	
Streamline process after new Performance Management system and Salary Grading system are in place (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Deferred	
12.04 - Information Management			
85% of the organisations service requests are assessed within the required timeframes (organisational)	2013/17	Off Track	Infrastructure & Operations - 70.13%, Community & Recreation Services - 75.5%, Development & Building - 79.67%, Property & Economic Development - 80.38%, General Manager's Department - 96.16%, Wyong Shire Council Overall -78.01%
Information Technology upgrades to improve organisation productivity and efficiency and service quality	2013/14	On Track	
Wyong Shire Loyalty System (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
12.05 - Legal and Governance			
Implement a comprehensive policy for the management of complaints	2013/14	On Track	
Develop and maintain an interactive register of legislative provisions that apply to or have impact upon Council by March 2013 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2013/14	Deferred	Pending imminent release of software package by Local Government Legal
Establish an interactive intranet site that provides useful information to staff and councillors about legislation that applies to Council	2013/14	Deferred	As above
Liaise with other nearby local councils to develop synergy in internal processes, to allow for seamless secondments of in-house solicitors between councils to meet unusual periods of demand	2014/15	On Track	
Improve compliance and statutory timeframes by 20% under the Government Information (Public Access) Act 2009 (This target is a carry over from the Wyong Shire Council 2012-16 Strategic Plan)	2012/16	On Track	
Ensure compliance with all relevant legislation - review claims to ensure compliance, ensure an investigation is carried out within 5 days for each claim received, ensure all claims and possible public liability claims are reported to our insurers, ensure Units are informed of insurers decisions within 5 business days.	2013/14	On Track	
Provide steps for injured workers/supervisors/managers that will encourage a safe & durable return to work for the injured worker in a reasonable period of time.	2013/14	On Track	
Conduct Local Government Election and associated processes	2016/17	On Track	
Determine Contract for Local Government Election provision	2015/16	On Track	
Develop a new Councillor induction	2016/17	On Track	
New Code of Conduct to be released by DLG	2013/14	On Track	