

A decorative graphic in the top right corner consisting of a trail of white-outlined triangles of various sizes, some pointing up and some down, creating a sense of movement and direction.

# taking shape



Wyong Shire Council  
DRAFT ANNUAL REPORT  
**2011/12**



# TAKING SHAPE

ANNUAL REPORT | 2011 - 2012

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Draft version November 2012



Wyong  
Shire  
Council

CENTRAL COAST

\*The paper used in this report is manufactured using low environmental impact FSC accredited pulps and is totally chlorine free

*Wyong Shire Council is proud of its continuous improvement philosophy. The organisation has provided thoughtful, efficient and innovative ways of doing business and has transformed Council into a business that takes a holistic approach in all its activities*

**Michael Whittaker, General Manager**

## Our Vision

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

## Our Mission

To build a better tomorrow



## Fast facts about

### Our Community



Estimated Resident Population

153,992 June 2011

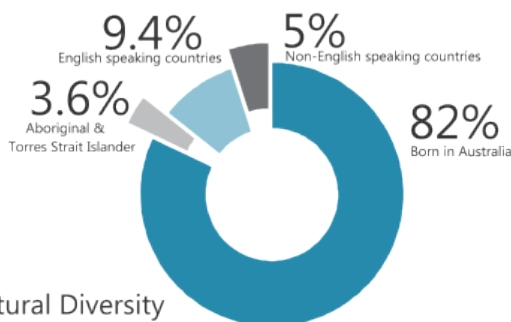


65,662  
Total number of dwelling

\$934



Median weekly household income



Cultural Diversity

### Our Shire

820.42 km<sup>2</sup> Area



79.6 km<sup>2</sup> Lakes

47,400ha



National Parks and State Forests



35km  
Coastline

### How to Read this Report

This report is divided into five sections and is prepared in accordance with the NSW Integrated Planning and Reporting Framework, as legislated in the Local Government Act (NSW) 1993.

**Section 1** is an introduction to our organisation and provides details of our Councillors, Executive Team and our workforce.

**Section 2** details the innovations, efficiencies and improvements we have made and our journey over the last 12 months to shape our organisation. This section also includes progress against the actions we set out to do over 2011/12.

**Section 3** is the statutory information Council is required to complete under the Local Government Act (NSW) 1993, Local Government (General) Regulation 2005, Government Information (Public Access) Act 2009, and the Independent Pricing Regulatory Act 1992.

**Section 4** is a detailed report of the Shire's environment. It is prepared under the Local Government Act (NSW) 1993 and Local Government (General) Regulation 2005, and includes the status of the land, water, biodiversity, air quality, waste, noise, climate change, energy, sustainability and cultural heritage.

**Section 5** is the complete and signed-off audited financial report, as required under the Local Government Act (NSW) 1993.

## About this Report

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*Taking Shape is the theme of Wyong Shire Council's 2011/12 Annual Report. It represents a time of change for Council.*

Prior to 2011/12, Council faced prosecution from the EPA (Environmental Protection Authority) for breaching environmental law, investigation for non-compliance by the Division of Local Government, and an operating shortfall of \$30 million. To rectify this, Council acknowledged that it needed to shape its:

- Internal communication and integration
- Criteria for making decisions, incorporating economic, environmental, social and governance
- Toolbox for assessing assets and policies
- Corporate records relating to natural assets
- Capacity to listen and respond to its community

This report details the transformation of our organisation and our journey to address these issues. The outcomes are presented in four key themes:

***Shaping our Business***  
***Shaping our Environment***  
***Shaping our Community***  
***Shaping our Economy***

Each theme includes highlights and performance indicators against Council's twelve Principal Activities. These Principal Activities include:

**Community and Education:** information, places and spaces for people to participate, learn, and contribute to their local neighbourhood.

**Community Recreation:** planning, promotion and operation of sport and recreation facilities, including maintenance of natural areas and open spaces such as beaches, lake foreshores and parks.

**Economic and Property Development:** strengthening the economic base of the Shire by promoting economic development as well as the creation of employment opportunities; identifying and developing sustainable income strategies for Council; and providing property related services to the organisation.

**Council Enterprises:** operation of care and education facilities, that provide long day care and education for 0-6 year olds; and holiday parks which significantly contribute to the local tourism industry and provide a funding stream for works on surrounding Crown Reserves.

**Regulatory:** ensuring compliance with statutory requirements across a wide range of regulatory responsibilities, including the management of Council's animal care facility.

**Environment and Land use:** enhancing the natural and built environment on both private and public land through strategic planning and policies, as well as controls over land-use.

**Waste Management:** providing safe, reliable and environmentally responsible waste collection and disposal services to help reduce the Shire's environmental footprint and provide waste management and soil processing facilities.

**Roads:** providing and maintaining roads (excluding RTA roads), bridges, footpaths, shared pathways, bus shelters and traffic management to help ensure ease of travel and environmental responsibility.

**Stormwater:** providing safe and reliable collection, transmission, treatment and discharge facilities for stormwater.

**Sewerage Services:** providing safe and reliable storage, collection, treatment and disposal facilities for sewage.

**Water Supply:** providing safe and reliable water services including the collection, storage, transportation, treatment and distribution of water.

**Administration:** corporate-wide internal services including the governance and statutory compliance of finance, human resources and corporate information.



Come fly with me - celebrating  
World Migratory Bird Day  
exploring Toowoon Bay with  
renowned bird experts Alan Morris  
and Ricki Coughlan

# Contents of Report

---

Fast Facts	4
How to read this report	4
About this report	5
Highlights	8
Awards and Citations	10
Our Purpose	11

## SECTION 1 INTRODUCTION

### OUR COUNCIL

Mayors Message	14
Shire Profile	15
Councillors 2011/2012	16
Councillors 2012-2016	17
Your Council	18
Working with the Community	19

### OUR PEOPLE

General Manager's Review	21
Our Performance	22
Executive Leadership	26
Organisational Structure	27
Our Workforce	28
Shape of 2011/12 and Beyond	32
Corporate Governance	33
Our Volunteers	34

## SECTION 2 PRINCIPAL ACTIVITIES

### SHAPING OUR BUSINESS

Mardi to Mangrove Pipeline	38
Project Management Team PAT	38
Deficit Reduction	38
Central Coast Water Corporation	40
Principal Activity Performance	42

### SHAPING OUR ENVIRONMENT

Tuggerah Lakes Estuary Management Plan	46
Cabbage Tree Harbour Cliff	
Restoration	46
Animal Care Facility	47
Sustainable Care and Education	47
Principal Activity Performance	48

### SHAPING OUR COMMUNITY

Hamlyn Terrace	52
Bateau Bay Sports Complex	52
Community Facilities Strategy	52
Learning Communities Strategy	53
NGURA Wellbeing Course	53
Community Matching Fund	53
Principal Activity Performance	54

### SHAPING OUR ECONOMY

Wyong Civic and Cultural Precinct Masterplan	58
The Entrance Town Centre Masterplan	58
Creative Enterprise	58
Principal Activity Performance	59

## SECTION 3 STATUTORY INFORMATION

INDEX PAGE	62
GLOSSARY OF TERMS	82

## SECTION 4 SHAPING OUR ENVIRONMENT

SHAPING OUR ENVIRONMENT	85
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## SECTION 5 AUDITED FINANCIAL STATEMENTS

FINANCIAL STATEMENTS	155
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# Highlights 2011/12

## GOVERNANCE

### HIGHLIGHTS

- Mardi-Mangrove pipeline complete. The \$120m project includes 21 kilometres of pipeline laid, two new pump stations and infrastructure to link Wyong River to Mardi Dam and Mardi Dam to Mangrove Creek Dam
- Implementation of a Project Assessment Model to ensure better decision-making in Council projects. Appointment of the Central Coast Water Corporation Board of Directors
- Initial worked commenced on the formation of a Joint Services Business with Gosford City Council
- Insitu-stabilisation techniques implemented for road pavement renewals. This involves the reuse of road pavement material, resulting in cost savings, waste reduction and reduced construction times

Refer to page 38 for more information

## ENVIRONMENT

### HIGHLIGHTS

- Cabbage Tree Harbour cliff restoration complete. Council used an eco-engineering solution to stabilise the cliff bank, which was completed two months ahead of schedule
- Stage 2 of the Estuary Management Plan implemented. Works included 18km of riparian protection and rehabilitation, 260ha of weeds removed, "love our living lakes" website launched, and recruitment of over 650 volunteers
- Operational changes to Animal Care Facility including lower cost pet registration, reduced fees, upskilling of staff, and improved sanitary procedures. Environmental initiatives, such as purchasing free range eggs, sourcing fruit and veggies from local producers, and establishing onsite vegetable and citrus orchards were implemented at Child Care Centres. These new features are now advertised as a distinguishing feature for the centres

Refer to page 46 for more information

## SOCIAL

### HIGHLIGHTS

- State of the art facilities were built across the Shire, with the completed construction of the Bateau Bay Sports Complex and Shelly Beach Surf Clubs in the South, and the Hamlyn Terrace Sports and Community Centre and Soldiers Beach Surf Club in the North.
- Community Facilities Strategy adopted to manage facilities in the long term and maximise utilisation
- Development of the Learning Communities Strategy, engaging over 400 people from across the community and aims to implement initiatives that support lifelong learning
- Implementation of the NGURA Indigenous Wellbeing Course. A 12 week course for students to learn about cultural pride and complete a certificate in health and fitness
- Introduction of a Community Matching Fund, which provided eight successful community groups with \$200,000 to undertake their project proposal

Refer to page 52 for more information




Council  
58,968   
Plants planted

 1,110  
Development Applications

623,957   
Library visits

 36,462,00

 Square metres of mowing  
6.8%  
Decrease in energy consumption

220,041   
Calls received at Council's  
switchboard

 2,117  
Twitter followers

## ECONOMY

### HIGHLIGHTS

- Adoption of the Wyong Civic and Cultural Precinct Masterplan and The Entrance Masterplan. In developing the Masterplans Council held a series of workshops, where staff worked with the community to develop a plan that incorporated both the Council's commitment to the quadruple bottom line and the community's aspirations. It is envisaged that the Masterplans will rejuvenate the two town centres, and stimulate employment and residential growth
- Creative Enterprise initiative implemented. Council selected four local artists who were financially supported to occupy a vacant shopfront at The Entrance

Refer to page 58 for more information

Shelly Beach

# Awards and Citations

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## Winners

Wyong Shire and Gosford City Councils, in collaboration with engineering partner GHD, were awarded the **Engineers Australia Award for Infrastructure Excellence in Regional Communities**.

Council's Water Loss Management Program was joint winner in Division C of the **Water Conservation of the Local Government and Shires Association of NSW Excellence in the Environment Awards in 2010/11**.

The Water Loss Management Program was also a winner in the **2011 AWA NSW Water Industry Awards** under the AWA Program Innovation Award category.

## Commendation

Council's Alternative Recycling Options for the Wyong Shire Community was a finalist and achieved a high commendation in **Division C of the 2011 Local Government Excellence Environment Awards** under the Waste Avoidance category.

Council's Wyong Shire Coastal Zone Management Plan received a commendation from the **2012 National Awards for Local Government** under Land Use Planning Addressing Disaster Risk and Enhancing Resilience category.

## Finalist

Northlakes Care and Education Centre was a finalist in two categories of the recent **Australian Child Care Week Awards** – Best Activity and Best Community Involvement. The Centre was chosen as one of only eight finalists in category from over 400 applications.

The Wyong Shire Iconic Development Sites Planning Framework was a finalist in the **2011 UDIA NSW Austral Bricks Awards for Excellence under Government Leadership for Urban Development and NSW Regions and ACT categories**.

Council's Art House Wyong Shire Performing Arts Conference Centre was also announced as a finalist in the **2011 UDIA NSW Austral Bricks Awards** for Excellence under Concept Design and NSW Regions and ACT categories.

The Wyong LEP and the Civic and Cultural Precinct Masterplan was a **2012 finalist in the UDIA NSW Austral Bricks Awards** for Excellence under Government Leadership for Urban Development, and NSW Regions and ACT categories.

Council's Holiday Parks were finalists in the **2011 Caravan and Camping Association of NSW Awards of Excellence** – Best North Coast Park category for Budgewoi Holiday Park, Canton Beach Holiday Park, Norah Head Holiday Park, and Toowoona Bay Holiday Park.

The highly contested **A.R Bluett Award** is presented annually to the council that has made the greatest relative progress over the previous financial year. Wyong Shire Council was finalist in 2012. The Bluett Award Trustees also mentioned the impressive works undertaken by Wyong Shire Council.

The Natural Areas Bush Fire Management Program (NABFMP) won the **NSW Section of the Resilient Australia Awards** for Local Government and is a finalist in the **National Award** (to be held in December 2012).

## Our Purpose

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### Our values

As an organisation we share a set of values and behaviours which were developed in consultation with staff. We are committed to caring for each other, we have pride in our work, we show integrity and unity, we strive for excellence and we are treated with respect.

### Our Guiding Principles

In June 2011 Council adopted the Community Strategic Plan, a 20 year vision of the community's ideal Shire. The plan contains four basic principles that describe the fundamental ways in which the Plan will be achieved.

These are:

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

### Our Community Strategic Plan Priority Objectives

The Community Strategic Plan details on the community's long-term aspirations and is described under eight priority objectives. These objectives provide the focus for improvements to the community over the next 20 years and include:

- Communities will be vibrant, caring and connected;
- There will be ease of travel;
- Communities will have a range of facilities and services;
- Areas of natural value will be enhanced and maintained;
- There will be a sense of community ownership of the natural environment;
- There will be a strong sustainable business sector;
- Information and communication technology will be world's best; and
- The community will be educated, innovative and creative.

### Our Sustainability Principles

Wyong Shire Council has adopted sustainability as a central position for its activities in delivering community and council objectives and targets. Ultimately it's about doing things better - and measuring our prosperity on the health of our communities, our environment and our economy.

Sustainability is defined as: *"Meeting the needs of the present without compromising the ability of future generations to meet their own needs"* (Brundtland Report 1987)

Six guiding principles have been adopted by Council to help apply sustainability in local decisions and programs impacting the Shire. Developed by Wyong Shire Council and the Wyong Shire Community in 2007, Wyong's guiding sustainability principles are:



Think holistically. Act responsibly.



Smart Local Adaptable



Care for Nature



Good processes. Improved outcomes.



Work together



Lead by example





# SECTION 1 INTRODUCTION

Hamlyn Terrace Sports and Community Centre

## A message from the Mayor

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It is a pleasure to present the Wyong Shire Council 2011/12 Annual Report.

Council has achieved a great deal over the past 12 months, and our achievements and major outcomes have demonstrated an improved level of commitment to the community through the delivery of sound economic, environmental and social outcomes.

Both Council staff and Councillors have worked extremely hard to deliver some major projects to our community.

As Mayor, I speak on behalf of all Councillors when I say we value the hard work of staff and their efforts in serving Council and their community. Without this type of dedication, it would be very difficult to get things done.

Among our achievements is the completion and official opening of the Mardi to Mangrove Link.

This link is a key component of the region's long term water supply strategy and will help avoid water shortages and restrictions such as those experienced over the past decade. The \$120 million project is the biggest water infrastructure project on the Central Coast and was jointly funded by the Australian Government, through an \$80 million contribution, and Gosford City and Wyong Shire Councils.

One of the major focuses of Council is Economic development and job creation and our message is simple: Wyong Shire is open for business.

We have taken some major steps in this regard with our Iconic Development Sites program. We identified 28 sites around the Shire as having the potential to provide an economic stimulus to the Shire and create jobs.

Two of these sites are the 'Key Site' on the corner of Marine Parade and The Entrance Road, at The Entrance and the site known as the Klumper Development west of The Entrance Bridge.

Council agreed to initiate planning proposals for both sites and forward it to the State Government, seeking permission to vary our Local Environmental Plan in order to relax height restrictions for the developments to proceed.

The Key Site proposal has been endorsed by the State Government to be placed on public exhibition, and we are shortly expecting news regarding the Klumper Development,

Overall both developments have the potential to create more than 1000 local jobs.

I had the pleasure of launching the Precinct 7A project recently, and this is the biggest single land development ever undertaken in the Shire.

It involves \$1 billion worth of investment via the rezoning of 540 hectares of land at Warnervale and Hamlyn Terrace, and includes plans for a new high school, new neighbourhood retail centre adjacent to the existing Warnervale Railway Station, low, medium density and aged housing and a business park.



All up, this development is anticipated to create more than 1,200 jobs.

We have also been working with Woolworths and Aldi for the construction of new supermarkets in the Shire's north and at Wyong, and also with Westfield about a new major development at Tuggerah. All of these projects will create local jobs.

The adoption of Masterplans for both The Entrance Town Centre and the Wyong Civic and Culture Precinct are also a significant achievement that will facilitate and encourage economic growth for our Shire. These plans will revitalise and enhance these town centres, making them more viable to support economic development and attract new residents to the Shire.

Our community has also seen some major developments over the past year, with the completion of the Hamlyn Terrace Sports and Community Centre in the Shire's North and the Bateau Bay Sports Complex in the South. These facilities are state-of-the-art and provide a great resource for our community to connect with one another and enjoy a range of recreational and cultural activities.

In closing, I would like to thank my fellow Councillors who served to make 2011/12 a success, and welcome the new Councillors. I look forward to working with them over the next four years.

Thank you also to Council's General Manager Michael Whittaker for leading the Council through some significant changes and the tremendous effort staff have put in implementing these changes.

**Cr Doug Eaton**  
**Mayor**



## Location

Wyong Shire covers 820km<sup>2</sup> and is located on the Central Coast of New South Wales, between Sydney and Newcastle. It is bounded by the City of Lake Macquarie in the north, Gosford City in the south and south-west and Cessnock City in the north-west.

## History

Wyong is thought to be named from an Aboriginal word meaning "place of running water".

The original inhabitants of the Wyong Shire area were the Guringai and Darkinjung people, with European settlement dating back to 1825. At that time the land was used mainly for farming and timber harvesting. The opening of the railway line in 1889 enabled significant expansion, with continued development and population growth continuing well into the 2000's.

## Current day

Wyong Shire is a growing residential area, with some commercial and industrial land use. The Shire includes substantial areas of national parks, state forests, coastline and lakes. The major service centre is Wyong-Tuggerah with numerous townships spread around Tuggerah Lake, Budgewoi Lake, Lake Munmorah and the southern shore of Lake Macquarie. The western half of the Shire is predominantly rural.

Major features include the coastal lake system of Budgewoi Lake, Lake Munmorah, and Tuggerah Lake, beaches, Wyrabalong National Park, Lake Macquarie State Conservation Area, Jiliby State Conservation Area, Munmorah State Recreation Area, Olney State Forest, Ourimbah State Forest, Wyong State Forest, The Entrance Waterfront, University of Newcastle (Central Coast Campus), TAFE NSW – Hunter Institute (Ourimbah and Wyong Campuses), Central Coast Community College, Wyong Hospital, Westfield Tuggerah (shopping centre) and Wyong Racecourse. The Shire is served by the Sydney-Newcastle Freeway, the Pacific Highway and the Sydney-Newcastle railway line.



Wyong Shire is divided into two electoral areas called wards, A ward covers the northern part of the Shire and B Ward covers the southern part.

Every four years five councillors are elected, for a four year term, to represent the interests of the residents and businesses in each ward. Each September, those Councillors elect a Mayor and Deputy Mayor.

# Councillors 2011/12

## A WARD

### Projects Completed in 2011/12 include

- Construction of the Soldiers Beach Surf Lifesaving Club
- Construction of the Cabbage Tree Harbour toe drainage structure
- Construction of Hamlyn Terrace Sports and Community Centre
- Holiday Park upgrades at Budgewoi and Norah Head
- Construction of the Mardi-Mangrove pipeline



Cr Greg Best



Cr John McNamara



Cr Bill Symington



Cr Doug Vincent



Cr Sue Wynn  
Deputy Mayor

## B WARD

### Projects Completed in 2011/12 include

- Construction of Shelly Beach Surf Lifesaving Club
- Upgrade of Sunshine Reserve Boat Ramp at Chittaway Bay
- Construction of Bateau Bay Sports Complex
- Installation of subsoil drainage at Bateau Bay playing fields
- Construction of the Mardi-Mangrove pipeline



Cr Bob Graham  
Mayor



Cr Doug Eaton



Cr Lisa Matthews



Cr Emma McBride



Cr Lynne Webster



# 2012 - 2016

## Councillor Area of Focus

### A WARD

- Creation of local jobs
- Addressing sea level rise issues
- Better roads and drainage

**Ph:** 0408 001 597

**E:** bestg@wyong.nsw.gov.au



Cr Greg Best

- Putting the Community first in all decision making
- Supporting initiatives that bring job opportunities to the Shire
- Having a vibrant successful community where residents can both live and work

**Ph:** 0400 389 985

**E:** ken.greenwald@wyong.nsw.gov.au



Cr Ken Greenwald

- Attracting businesses and jobs to Shire
- Addressing youth employment issues
- Promoting investment in the Shire's infrastructure

**Ph:** 0421 832 611

**E:** luke.nayna@wyong.nsw.gov.au



Cr Luke Nayna

- Facilitating the construction of a break-wall to flush the lakes and control the odour
- Stopping of commercial over fishing of the lakes
- Introducing a program to remove the weeds from the lake

**Ph:** 0412 000 665

**E:** adam.troy@wyong.nsw.gov.au



Cr Adam Troy

- Improving the traffic and stormwater system
- Ensuring community consultation on major developments and planning issues
- Volunteering for a range of community activities and acting on various Council Committees

**Ph:** 0417 224 105

**E:** doug.vincent@wyong.nsw.gov.au



Cr Doug Vincent

### B WARD

- Creating more local jobs and job opportunities
- Addressing sea level rise issues
- Construction of an arthouse

**Ph:** 4350 5211

**E:** eatond@wyong.nsw.gov.au



Cr Doug Eaton  
Mayor

- Pursuing investment, development and more jobs for the Shire
- Supporting the ongoing restoration of Tuggerah Lakes
- Reducing the Council deficit

**Ph:** 0408 439 155

**E:** grahamb@wyong.nsw.gov.au



Cr Bob Graham

- Keeping community assets in public ownership
- Retaining Council libraries and child care centres
- Ensuring community consultation on all major planning issues

**Ph:** (02) 4350 5555

**E:** lisa.matthews@wyong.nsw.gov.au



Cr Lisa Matthews

- Establishing an independent authority to manage the lakes
- Facilitating the construction of a break-wall to flush the lakes
- Assisting local anglers and putting and end to professional fishing

**Ph:** 0416 234 000

**E:** lloyd.taylor@wyong.nsw.gov.au



Cr Llyod Taylor

- Keeping the community fully informed on local issues
- Working towards a fairer and consistent policy sea level rise and climate change
- Continuing work on the restoration of Tuggerah Lakes

**Ph:** 0414 853 788

**E:** lynne.webster@wyong.nsw.gov.au



Cr Lynne Webster  
Deputy Mayor

# Your council

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## The Role of the Council

Council's role is to make policies on the Shire's direction, funding, expenditure, investment, borrowing, finance, strategic development and growth.

Together the Councillors, as 'Council', form the governing body of the Shire of Wyong, a public statutory body constituted under the Local Government Act 1993.

## Council's Decisions

The term 'Council' refers to the ten elected Councillors recognised as a single entity, "The Council" which acts as a governing body, is responsible for making decisions as a group. These decisions are made at Council meetings when reports are submitted by the General Manager to Council with a recommendation for consideration and adoption by the Council.

## Council Meetings

Meetings are open to the public, and residents and businesses are encouraged to attend and participate in the decision-making process. The meeting schedule of the Council, agendas and minutes are available on Wyong Shire Council's website [www.wyong.nsw.gov.au](http://www.wyong.nsw.gov.au).

## Code of Conduct

The Local Government Act 1993 Section 440 requires every council to adopt a code of conduct that incorporates the provisions of The Model Code of Conduct for Local Councils in NSW. The Code of Conduct sets the minimum requirements that administrators, members of Council staff, independent conduct reviewers, members of Council committees, including the conduct review committee and delegates of the Council comply with.

## Code of Meeting Practice

Council's Code of Meeting Practice is made under the Local Government Act (NSW) 1993 and in accordance with the Local Government (General) Regulation, 2005 and provides the structure for the orderly and efficient proceedings of Council meetings. It informs Councillors and staff on their obligations and aims to ensure meetings are held in an environment that facilitates respect and maintains and builds good working relationships.

## Making your Voice Heard

Below is an outline of the democratic processes in place which allow opportunities to have your voice heard:

- Local Government elections are held every four years, use your vote to elect a Councillor who will best represent your point of view
- Contact your local Councillors to raise issues of concern within your community
- Residents' forum are held prior to Council meetings and provide opportunities to discuss items that are not included on the agenda for Council meetings
- Speakers may address the Council at a Council meeting regarding items listed on the agenda
- Make a submission on exhibition items such as Council's Strategic Plan, Development Applications, major projects and policies and procedures

## Delegating Decision Making

Upon appointment of the General Manager, Council assigned delegation of authority (in accordance with the Local Government Act 1993) to the General Manager to make decisions which can be implemented by Council officers. If the General Manager does not have the delegated authority a recommendation is submitted to Council for consideration.

## Councillor Meeting Attendance

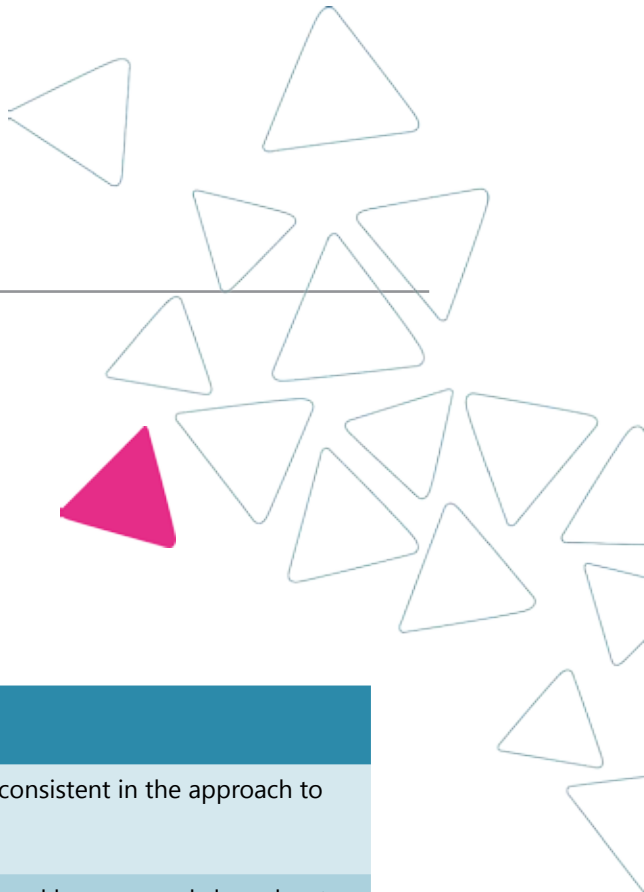
Ordinary Council Meetings are held at 5.00pm on the second and fourth Wednesday of each month from February to November inclusive, except those Wednesdays that are designated NSW Public School Holidays. There is only one meeting in December, held on the second Wednesday, and an Extraordinary Council Meeting is held each September for the election of the Mayor and Deputy Mayor. It should also be noted that additional 'extraordinary' meetings may also be convened if the need arises. There were a total of 25 Ordinary and Extraordinary Council meetings held in 2011/12. Councillors also attend inspections on the first Wednesday of each month and Briefing/Workshop sessions are conducted on the second, third and fourth Wednesday of each month.

## Council Committees

Council Advisory Committees provide advice on specific issues relating to Council. Advisory Committees are an important way of staying connected with the community and the following is a list of the Council Committees operating during 2011/12:

- Governance Committee
- Strategic Finance Committee
- Grants Committee
- Sports Committee
- Tuggerah Lakes Estuary, Coastal and Floodplain Management Committee
- Traffic Committee
- Beach Liaison Committee (operated for part of the year)
- Senior Citizen Committee (operated for part of the year)

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



## Working with the community

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Wyong Shire Council's 'Engage Me' program has been developed to ensure the community is able to share its thoughts, opinions and views in a variety of different ways. This is part of Council's wider engagement framework, which was adopted in 2011/12.

Used when planning, conducting and participating in community consultation, our principles promise to:

<b>LISTEN</b>	to the needs and aspirations of the community
<b>UNDERSTAND</b>	the opinions, views, issues and interests and be consistent in the approach to engagement
<b>RESPECT</b>	the barriers, values and rights of each individual and be open and clear about what you are asking
<b>RESPOND</b>	be genuine, consider and value the input and close the loop with feedback
<b>LEARN</b>	from each other, value strengths and build relationships with trust and integrity

Council will engage with the community in a variety of ways to:

<b>INFORM</b>	provide information, educate or give advice to the community to let you know what happened or why we are doing something
<b>CONNECT</b>	seek feedback about attitudes, opinions and preferences that will assist Council in its decision making
<b>ENGAGE</b>	partner and collaborate with the community on issues affecting the Wyong Shire

The Resident ePanel is an example of communicating more effectively with the community. This new way of communicating engages with people of all ages using email and web based surveys. It is a voluntary program that allows participants to have their say on a variety of issues that face Council on a regular basis. By being able to have a say on issues that are important to the person directly, Council is able to gain an insight into the community. For information on the Resident ePanel please visit Council's website [www.wyong.nsw.gov.au/get-involved/resident-e-panel/](http://www.wyong.nsw.gov.au/get-involved/resident-e-panel/).



Shelly Beach Surf Club

# General Manager's Review

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Over the past 12 months Wyong Shire Council has continued to shape its business into one that delivers sound economic, environmental, social and governance outcomes to achieve both organisational and community sustainability.

This report documents how our organisation performed against the targets set in its 2011/12 operational plan and provides Council's audited financial statements for 2011/12.

All of our achievements start with the efforts of our staff.

Council is putting a lot of investment into training and developing staff. As the largest employer in Wyong Shire, we are striving to become an employer of choice, particularly for young people in our region.

Our staff and Councillors will continue to work together to ensure that we provide best value in all aspects of our business as we aim for our target of operational break even by 2015.

Like many organisations Council has faced rising costs and the challenge of meeting the levels of service required by its residents. Much of the Shire's built infrastructure is ageing and the level of investment required for renewal and maintenance is greater than the Shire can afford.

While Council has managed to reduce its operating deficit to \$12.4 million – which is \$2.3 million ahead of schedule, we have been faced with some big decisions on how to balance the maintenance of our infrastructure while providing the level of service the community requires.

To help address this, Council embarked on a review of service standards with its community. This review will continue into the next financial year where both Council and community will work together to identify priorities and alternate areas of funding to assist in closing the gap in asset maintenance.

Council is dedicated to operating under its guiding principle of openness and transparency and as such has engaged the community on a number of occasions this year. The outcomes of this consultation have resulted in a more connected community and increased understanding of the challenges and opportunities that face our business.

Key projects such as the Mardi to Mangrove Link and the formation of the Central Coast Water Corporation have provided Council with the opportunity to work closely with Gosford City Council.

The delivery of the Water Corporation will be a major challenge for the organisation.

To reduce duplication, whilst providing an overall cost saving to the Central Coast community, both Councils are working together to identify areas in which future projects can be delivered in unison.

With 1200 staff, \$340 million in expenditure annually, \$100m in capital works each year and \$2.5 billion in assets/infrastructure under our management, Wyong Shire Council is one of the largest Council's in NSW.



Our size creates both challenges and opportunities, and gives us the ability to apply our resources to move the Central Coast forward and play a large role in creating a successful community.

Recently, we undertook an organisational restructure at the request of Councillors to build on what we have achieved over the past two years, and take our service delivery model to the next stage of evolution, driving Council forward as a customer focused organisation.

The new structure is in response to Councillors wanting a focus on creating jobs, attracting investment and making improvements to our Lakes.

Wyong Shire Council is proud of its continuous improvement philosophy. The organisation has provided thoughtful, efficient and innovative ways of doing business and has transformed Council into a business that takes a holistic approach in all its activities.

I look forward to continuing to work with staff and Councillors to provide a professional and responsible organisation.

A handwritten signature in black ink, appearing to read 'Michael Whittaker'.

**Michael Whittaker,**  
**General Manager**



## Our Performance

A year of value in service delivery was our key focus for 2011/12 as we shaped our business and reviewed our Services and Products to ensure we delivered on what our community valued.

By 30 June 2012, 80% of the targets identified for the 2011/12 financial year had been completed or were on track. The table below provides a summary of overall progress with further details on the performance of each Principal Activity included throughout this report.

The Local Government (Planning and Reporting) Amendment Act 2009 has replaced the Management Plan and Social Plan requirements that previously guided Council's corporate planning process. Council now prepares a Strategic Plan, which contains a 4 Year Delivery Program and Annual Plan that is reported through 12 Principal Activities on a quarterly basis.

### OUR SUCCESS AGAINST PERFORMANCE INDICATORS

87



37



23



12



COMPLETED ON TRACK NOT ON TRACK DEFERRED

Status	Total number	%	Governance Refer page 42	Environment Refer page 48	Community Refer page 54	Economic Refer page 59
Complete	87	55	22	30	29	6
On track	37	23	16	7	8	6
Not on track	23	14	9	5	6	3
Deferred	12	8	2	5	2	3

## Financial

Wyong Shire Council is ahead of schedule by more than \$2m in its quest to reach a break-even financial position by 2014/15.

Council recorded a net operating deficit of \$12.4m for the year ended 30 June 2012, against a budgeted deficit of \$14.7m.

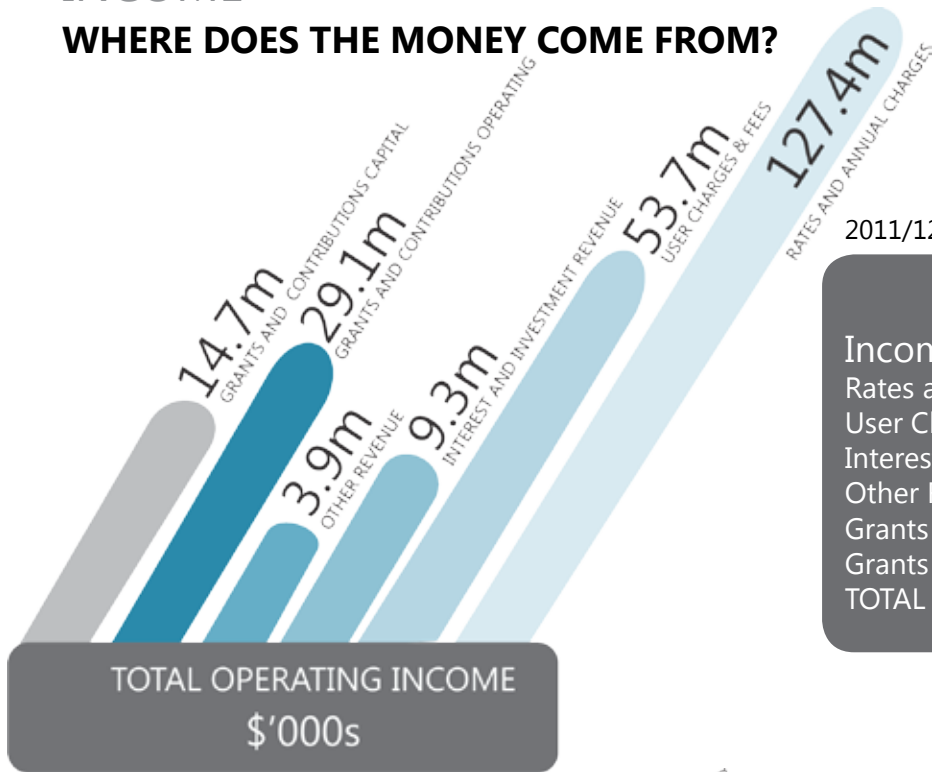
This result represents a \$5m improvement on the previous financial year (\$17.4m deficit) and a \$17.6m improvement over the 2 years since 30 June 2010. While this is a significant improvement, it is acknowledged that Council faces further financial challenges with the management of its asset maintenance program and levels of service provision across the community.

In 2010, with the endorsement of Council, staff undertook a financial reform program to overturn this deficit and set Council on the path to financial sustainability. This year's result demonstrates the hard work and rigorous management by Council staff. A positive step towards shaping our business for the challenges ahead in 2012/13.



## INCOME

### WHERE DOES THE MONEY COME FROM?

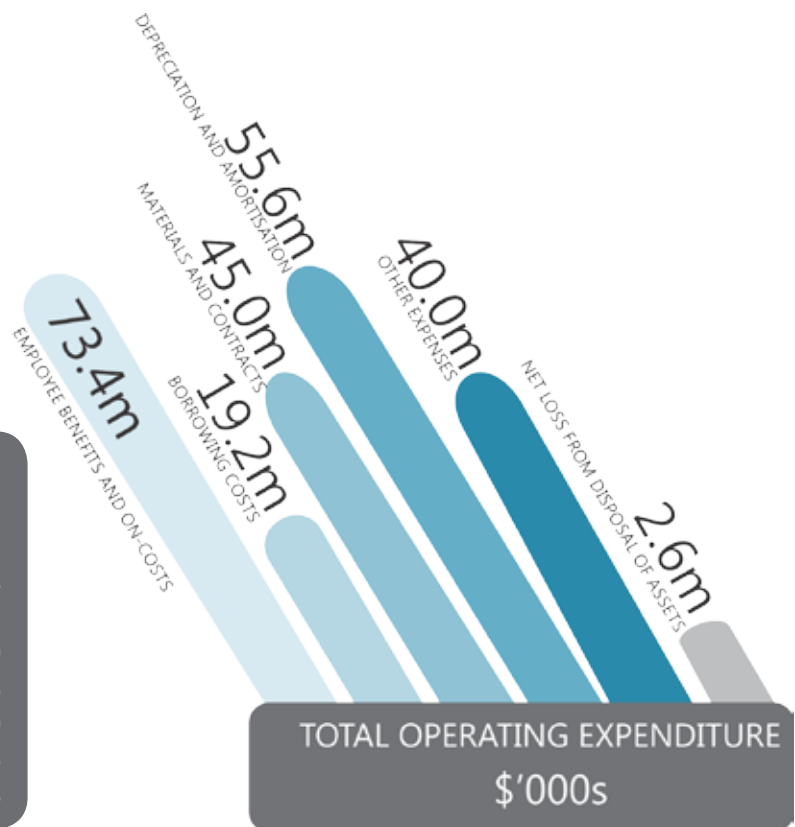


2011/12 Total Operating Income

Income	ACTUAL 2011/12 \$m
Rates and Annual Charges	127.4
User Charges and Fees	53.7
Interest and Investment Revenues	9.3
Other Revenues	3.9
Grants and Contributions Operating	9.1
Grants and Contributions Capital	14.1
<b>TOTAL INCOME</b>	<b>238.0</b>

## EXPENDITURE

### HOW IS THE MONEY SPENT?



2011/12 Total Operating Expenses

Expenses	ACTUAL 2011/12 \$m
Employee benefits and on-costs	73.4
Borrowing Costs	19.2
Materials and Contracts	45.0
Depreciation and amortisation	55.6
Other Expenses	40.0
Net loss from the disposal of assets	2.6
<b>TOTAL INCOME</b>	<b>235.8</b>

## Cost Shifting for 2011/12

As Council moves closer towards financial sustainability, it is recognised that State Government activities and requirements have increasingly become a burden on Wyong Shire residents, with functions previously funded by the State now being paid for by Council.

The list below demonstrates the service impact of this shift in costs on the local community through Council, who remain committed to reversing this process of cost shifting.

Cost Item	2011/12
<b>Total income from continuing operations before capital amounts (for comparison)</b>	<b>223,364,000</b>
Contribution to NSW Fire Brigade	1,183,544
Contribution to Rural Fire Service	541,823
Contribution to NSW State Emergency Service	136,687
Pensioners rates rebates	1,602,923
Voluntary conservation agreements	Unable to estimate
Public library operations	1,985,585
Shortfall in cost recovery for regulation of On-site sewerage facilities ( <i>note 2</i> )	-
Shortfall in cost recovery for regulation of administration of the Companion Animal Act (NSW) 1998 ( <i>note 3</i> )	434,593
Shortfall in cost recovery for regulation of administration of Contaminated Land Management Act (NSW) 1997	Included in next item
Shortfall in cost recovery for functions under the Protection of the Environment Operations Act (NSW) 1997	308,130
Shortfall in cost recovery for functions as control authority for noxious weed	90,973
Functions under the Rural Fires Act (NSW) 1997	620,332
Immigration services and citizenship ceremonies	10,000
Shortfall in cost recovery for administering food safety regulation ( <i>note 3</i> )	283,536
Provision of educational services	17,650
Community safety	5,775
Flood Mitigation program	107,510
Transfer of responsibilities for roads under recent RTA road reclassification reviews	227,356
Medical services	-
Road safety	68,822
Community and human services	54,912
Waste levy	10,791,141
Sewerage treatment system license fee	51,150
Waste management site license fee	3,520
Taking away of revenue from crown reserve land under Council management	-
Shortfall in cost recovery for processing of development applications	999,559
<b>Total net cost shifting in \$</b>	<b>19,525,521</b>
<b>Cost shifting ratio (total net cost shifting divided by total income before capital amounts times 100) in %</b>	<b>8.74%</b>

Notes:

1. Definitions are taken from the Local Government Association/Shires Association website; <https://lgsa.wufoo.com/forms/lgsa-cost-shifting-survey/>
2. Property owners are charged for this service but the charge is set such that Council recovers its costs. Other councils may have different recovery models.
3. Includes a proportion of ranger costs.





## Global Reporting Initiative Performance

The Global Reporting Initiative (GRI) is an international reporting framework for both public and private organisations. The indicators have been developed, reviewed and improved with input from organisations around the world, including the Australian Local Government Sector.

More than 1,500 organisations from 60 countries use GRI to produce sustainability reports, with Council choosing to use the relevant GRI indicators where it is considered to add value or inform the community.

The table below provides a page reference to demonstrate where in this report the GRI data can be located. Council has self assessed its GRI rating as C level and is working toward five years of indicator data.

GRI data for specific performance indicators is as follows:

<b>EN3 Direct Energy Consumption (kWh)</b>			
2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Target
33,776,039	33,795,340	36,100,628	38,000,000
<b>EN13 Kilometres of Streambank Rehabilitated</b>			
2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Target
3km	5km	8km	13.2km
<b>EN13 Number of Streambank Rehabilitated Sites</b>			
2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Target
21	5	18	9

<b>GRI standard disclosure</b>	<b>GRI Indicator</b>	<b>Page</b>
<i>Strategy and Analysis</i> Message from the Mayor and General Manager	1.1-1.2	14, 21
<i>Organisational Profile</i> Primary services, organisational structure, location, operational structure, workforce information, awards	2.1-2.10	5, 10, 15, 26-29
<i>Report Parameters</i> Reporting period, performance reporting	3.1-3.13	4, 22-24, 38-39, 42-45, 48-51
<i>Governance</i> Committees, governance body, mission, vision, procedures for management of business, Stakeholder engagement	4.1-4.10 4.11-4.17	3, 11, 16-18, 33 19, 32-33
<i>Economic</i> Economic performance		Section 5
<i>Environmental</i> Biodiversity		112-117
<i>Human Rights</i> Non-discrimination		73-74
<i>Society</i> Community		63, 66 & 73
<i>Product Responsibility</i> Product & service labelling		45,51
<i>Labour practices and decent work</i> Occupational Health & Safety		76



# Executive Leadership

**Michael Whittaker**  
General Manager

The General Manager is responsible for the efficient and effective operation of Council's organisation and for ensuring the implementation, without undue delay, of decisions of the Council, and has the following particular functions:

- To assist Council in connection with the development and implementation of the Community Strategic Plan and Council's Resourcing Strategy, Annual Plan and Four Year Delivery Program and the preparation of its Annual Report and State of the Environment Report
- The day-to-day management of Council
- To exercise such other functions of Council as are delegated by the Council to the General Manager
- To appoint staff in accordance with an organisation structure and resources approved by the Council
- To direct and dismiss staff
- To implement the council's Equal Employment Opportunity Management Plan.



**Michael Whittaker**  
General Manager

Legal & Risk  
Major Projects

## Corporate Services



**David Jack**  
Director  
Corporate Services

Corporate Governance  
Economic & Property  
Development  
Finance  
Human Resources  
Information  
Management  
Integrated Planning

To provide support services to the Organisation comprising corporate-wide internal services, commercial and economic development as well as organisational integrated planning.

The Department is accountable for the governance and statutory compliance of the organisation's finance, human resources and information.

## Environment & Planning



**Gina Vereker**  
Director  
Environmental and  
Planning Services

Building Certification & Health  
Compliance & Regulation  
Development  
Assessment  
Environment & Natural Resources  
Land Use Planning & Policy Development  
Place Management

The Department seeks to enhance the Natural and Built Environment and the sustainable use of Natural Resources.

The Department also undertakes Land-Use Planning and Assessment.

## Community & Recreational Services



**Maxine Kenyon**  
Director  
Recreation and  
Community Services

Community Buildings  
Community & Cultural  
Development  
Community & Customer  
Relations  
Lifelong Learning  
Open Space  
Sport, Leisure &  
Recreation

We are in the business of connecting and enabling our community to improve their quality of life.

## Infrastructure



**Greg McDonald**  
Director  
Infrastructure

Asset Management  
Contract & Project  
Management  
Plant, Fleet & Depot  
Roads & Stormwater  
Water & Sewerage  
Waste

To manage Infrastructure Assets including Waste Management, Roads and Stormwater, Water and Sewer, Asset Management Systems, Infrastructure Projects, Contract Management, Plant and Fleet.

## our organisational structure



## Our workforce

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### Workforce Management Strategy

People are the essence of Council's business capacity. The workforce Management Strategy details the approach for managing this vital resource over the course of the Strategic Plan period. Council must ensure its workforce of approximately 1,200 people is appropriately skilled and resourced to deliver all the actions in its Operational Plan.

In the past 12 months Council has implemented a number of people management practices that have resulted in a saving of approximately \$3m. The Workforce Management Strategy continues to focus on the continuous improvement of processes and development of a capable workforce that delivers efficient, high quality services, aligned to the Community Strategic Plan. The focus areas of the Strategy include:

- Managing human resource data
- Ensuring organisational capability
- Award compliance
- Flexible work practices
- Performance management systems
- Recruitment and selection
- WH&S and risk
- Policies and measuring performance against set targets

Refer to page 76 for more information on Human Resources activities

### Operational Management

In 2011/12, an improved focus was placed on people management, reporting and policy management. To support this focus, the following key operational projects were undertaken:

- Review of the current 57 HR policies, the result of which streamlined into a suite of 37. Consultation and finalisation of the policies will occur in 2012/13
- Review of the corporate staff establishment of budgeted full-time equivalent position hours versus actual full-time equivalent hours to improve our organisational resource management and included system and reporting enhancements.

More information on human resource activities can be found on page 76.



## Age Profile

The average age of Council's total workforce is 44.8 years

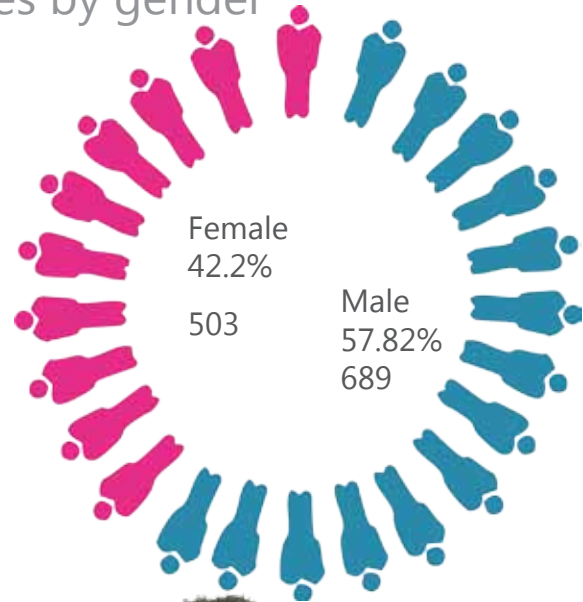
## Tenure

The average tenure for the permanent workforce is 10 years

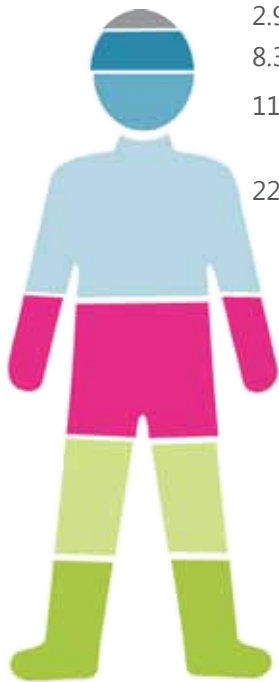
14.5% have less than 5 years service

36.2% have greater than 10 years service

## Employees by gender



## Employees by occupation



- 2.9% Managers
- 8.3% Machinery operators/drivers
- 11.1% Technicians and trades
- 22.7% Clerical and administration
- 19.9% Professionals
- 17.5% Community and personal service works
- 17.5% Labourers



- 63 employees participated in accredited learning
- 52 employees participated in Study Assistance Program
- 21 apprentices
- 87 traineeships
- 45 employees undertaking a Leadership Development Program



## Where do our Lifeguards go in the winter?



In winter 2011/12, two of our Lifeguards were assigned a brand new task to help further ensure staff safety.

Our Lifeguards made the change from keeping visitors safe on our beaches to assisting staff in updating their first aid certificate. Utilising their qualifications in Training, Assessment and Evaluation, the Lifeguards delivered Senior First Aid training.

The Senior First Aid training was held at Council's newly built Shelly Beach Surf Club, during the Lifeguards off-season when they are not patrolling the Shire's beaches.

This great new initiative utilises and enhances the Lifeguard's skills, experience and extensive knowledge of first aid for the benefit of the organisation and community. Overall this initiative has saved Council around 50-60% of the typical costs for outsourcing first aid training.



## Keeping Safe

Keeping people safe is a passion for Council's Senior Safety Co-ordinator, who is responsible for nurturing workplace health and safety across our organisation.

"Making people safer, whilst benefiting the organisation is very rewarding," he explains.

With a background of consulting to heavy industry, he has investigated many nasty workplace mishaps and fatalities, including overseas incidents.

"What strikes you in some places is how little human life is valued. Luckily, in Australia we value life and our people much more."

"Safety is something we all need to be aware of everyday. A lot of accidents happen due to simple complacency', the Senior Safety Co-ordinator advised.

"A workplace or other accident can not only affect your ability to earn income, it can affect your quality of life and your family, so it pays to pay attention. Often safety is simply a matter of reminding people to be aware of their surroundings".



## Reptile Park helps us handle unexpected visitors on site

It may not happen regularly, but staff do sometimes come across unwanted visitors who haven't been inducted on site, such as snakes and spiders.

To help when confronted with these dangerous visitors, Council has partnered with the Australian Reptile Park for snake and spider awareness training.

Council's General Works Assistant Supervisor said it's a great course with many benefits.

"The training covers identification of different venomous species, preventing possible injury, and what you should do if an accident occurs," the Supervisor explains.

"It was great that they presented the information using actual facts, not urban legends!"

It is important for some staff to have this training to identify the different species of snakes and spiders they may come across on the job.

"The hands-on training provided by the Reptile Park keeper is better than the traditional 'text book' approach. I especially found the first aid methods to be applied following a bite beneficial, which could not have been achieved through a regular first aid course," he said.

Overall, staff who attended the course have shown an increase in confidence levels. They can now carry out their normal duties safely with self assurance even when a snake or spider encounter could happen.



## Shape of 2011/12 and beyond

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Council faces a wide range of challenges including:

- Continual financial sustainability
- Rising community expectations
- Balancing development with environmental and social needs
- Improving local employment and economic growth

In addressing these challenges, Council determined five key strategic focus areas for the period 2011 – 2016. These focus areas included:

### Achieving Best Value Service Delivery (2011-2013)

Council, much like other organisations, need to regularly review the services delivered, how they are provided to the community, and ultimately consider what is best for our diverse community. This is a continual focus for the organisation and Councillors, to ensure that we are providing the best value services.

### Economic Development Strategy (2012/13)

This includes attention to:

- Investment
- Shire marketing and branding
- Council's property strategies
- Iconic site development
- Business support and sponsorship
- Regional cooperation and partnerships (e.g. with Gosford City Council).
- Investigating options to borrow for property development.

An Economic Development Strategy will be formulated that builds on and supports the Regional Economic Development and Employment Strategy (REDES) published by the NSW government in 2010, and the Central Coast Regional Plan (2011 - 2015) published by Regional Development Australia, Central Coast in July 2010.

### Long Term Financial Strategy (2013/14)

The focus for Council is to gain financial sustainability for both now and into the future through the Long Term Financial Strategy, which includes:

- Delivery of the 4 Year Plan
- Delivery of the Annual Plan
- Cost containment
- Asset Management Strategy Implementation
- Workforce development
- Engagement of the community on Council services, the cost of these services, and areas to be invested in.

### Community Agenda (2014/15)

This approach will focus on working with and supporting our community to deliver what is needed and achievable. It includes:

- Completing and implementing strategic initiatives that deliver real results to the Shire its people
- Working with others to deliver activities and programs that improve the quality of life for our residents.

### Environment Strategy (2015/16)

Focus for 2015/16 is the environment and will include:

- Completion of the Natural Assets section of the Asset Management Strategy, incorporating mechanisms for financing the long-term management and maintenance of Council's natural assets
- Completion of biodiversity mapping for inclusion into the shire wide Local Environmental Plan
- Incorporation of data and outcomes from the Natural Assets Strategy and biodiversity mapping into a Natural Resources Sustainability Strategy
- Continued implementation of the Coastal Zone Management Plan
- Continued implementation of the remaining significant programs within the Tuggerah Lakes Estuary Management Plan as funding becomes available.

A major long-term outcome of this focus is the protection, management and maintenance of 1,100 ha of significant native bushland in public ownership.

### Working Together for the Central Coast

In 2011/12 Council worked closely with Gosford City Council on both the formation of the Central Coast Water Corporation and a Joint Services Model to support both Councils and the Corporation. More information can be found on page 40.



# Corporate Governance

As a local government body, we have a duty to ensure that both our decision making and our day-to-day activities are undertaken in accordance with the best interests of Wyong Shire's current and future generations. Governance is not just a set of processes and structures, but a core responsibility of every Councillor and staff member every day. In order to achieve this, we have a rigorous governance framework in place that goes above and beyond the standard required by the NSW Local Government Act 1993, to help us make the right decisions and set the right course for our community.

## Engagement Framework

As detailed on page 19, Council has developed an Engagement Strategy that seeks to ensure we engage and seek feedback from our community on the various operational and strategic issues we are faced with. Council is committed to ensuring that everyone with an interest in a decision has the opportunity to be informed, participate and have their voice heard. Mechanisms include Precinct Committees, Resident ePanel, and user-friendly feedback channels.

## Decision Making

Our ten Councillors make decisions on behalf of the community at Council meetings. Council's Executive Team are then responsible for ensuring implementation and delivery of the Councils' decision, whilst also making day-to-day decisions on operational matters.

## External Controls

Many of Council's functions are set by the NSW Local Government Act 1993. However there are other Acts which confer different functions on the Council, including compliance with Federal and State Government legislation, NSW Ombudsman, Division of Local Government, Independent Commission Against Corruption, WorkCover and external financial audit.

## Internal Controls

Council's administrative functions do not have a significant direct affect on the public, however, the way in which we operate generally does impact on our ability to provide services to the public and carry out Council's regulatory and other functions. Our internal controls include fraud and corruption prevention, legal and risk management, tendering and procurement, and the positions of internal audit, internal ombudsman, and an independent Governance Committee.

## Planning and Reporting Framework

Council's planning and reporting framework is managed through strategic planning, performance reporting and financial reporting. It forms as part of the Integrated Planning Framework, which is detailed below.

## Policy Framework

The key documents relating to our governance framework are the Code of Conduct and Code of Meeting Practice (as detailed on page 18). Council also operates under 51 policies to ensure a consistent and transparent approach is followed at all times.

## Integrated Planning Framework

The Integrated Planning Framework is designed to integrate and streamline Council's planning and reporting processes. It is driven by the Community Strategic Plan (CSP), which details the aspirations for the community and provides Council with direction when developing its operational plan and four year delivery program.

As part of the Framework, Council prepares a Strategic Plan each year. The plan is made up of a number of plans and strategies, and outlines Council's capacity to manage and maintain its assets while delivering quality service to the community. It includes the operational plan and four year delivery program, and also looks at the asset, workforce and financial resources required to continue delivering services over the next 10 years.

The Integrated Planning Framework is a cyclical process that constantly refers back to the CSP to ensure Council remains aligned to the Community's vision. As part of the cycle, the Annual Report details Council's progress in delivering the four year delivery program and highlights Council's achievements for the year.



## Our Volunteers

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Council has hundreds of volunteers working with us during the course of the year. Our volunteers carry out a range of tasks including Landcare work, managing the bookings at our community halls, dog walking, and helping out at our libraries. In times of need we also see our volunteers helping via State Emergency Service and Volunteer Rescue Association.

In 2012/13, with a great deal of effort from our volunteers, Alison Homestead is being restored to its former glory after an arson attack left the building in tatters in early 2012.

Volunteering provides a great opportunity for people to interact and make connections, to learn new skills and contribute to their community. Without the help of these volunteers, our Shire would not have the caring, thriving community that exists.



Allan Browne  
Hargraves Beach Dunecare







## SECTION 2 PRINCIPAL ACTIVITIES

Mardi-Mangrove Pipeline

## Shaping our Business

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*The shape of our business has been enhanced over the last 12 months with a clear focus on improving our corporate processes and implementing innovative techniques that reduce costs and improve efficiencies. This includes the continued effort to reduce the 2009/10 \$30 million operating shortfall to \$12.4 million in 2011/12, and the development of a project assessment model that focuses on the quadruple bottom line and ensures a holistic approach to planning.*

Key projects such as, the Mardi to Mangrove link and the formation of the Central Coast Water Corporation also provide Council the opportunity to work more closely with Gosford City Council to identify functions that can be delivered in unison and reduce duplication, whilst providing an overall cost saving to the Central Coast community.

### Mardi-Mangrove Pipeline (m2m)

After two years of extensive planning, investigations, environmental assessments, community consultation and physical construction of the pipelines, 2011/12 marked a significant milestone for the Central Coast, as the Mardi-Mangrove Link was completed and officially handed over to both Gosford City and Wyong Shire Councils.

The \$120 million project was jointly funded by the two Councils and through the Australian Government's Water Smart Program. The project included laying 21 kilometres of buried water pipelines, building two new pump stations and other related infrastructure to link Wyong River to Mardi Dam and Mardi Dam to Mangrove Creek Dam.

The Link is a key element in helping secure the region's water supply for the next 40 years and was constructed using innovative engineering techniques, where it was the first time a pipe of this size, length and diameter was successfully installed using horizontal directional drilling.

The community saw benefits from the project soon after completion, with the relaxation of water restrictions, and over 11 billion litres of water transferred to Mangrove Creek Dam which allowed the dam's storage to reach 48%.

### Project Assessment Team (PAT)

In 2011/12 a new model to enable better decision-making for project assessment was adopted by Council. All new projects are now rated by an interdisciplinary Project Assessment Team (PAT), according to a quadruple index of factors:

- Economic viability
- Community benefit
- Environmental impact
- Governance

Each proposed project now receives a 'score' and a unique quadratic graph, enabling teams to make quick judgments about a project's sustainability and value to the community.

The interdisciplinary nature of the PAT means that projects receive a rigorous evaluation, which takes into account perspectives from a range of council management areas. Overall this means robust project management, diversity of staff engagement in the project process and, most importantly, community confidence that only the right projects are built at the right time and in the right way.

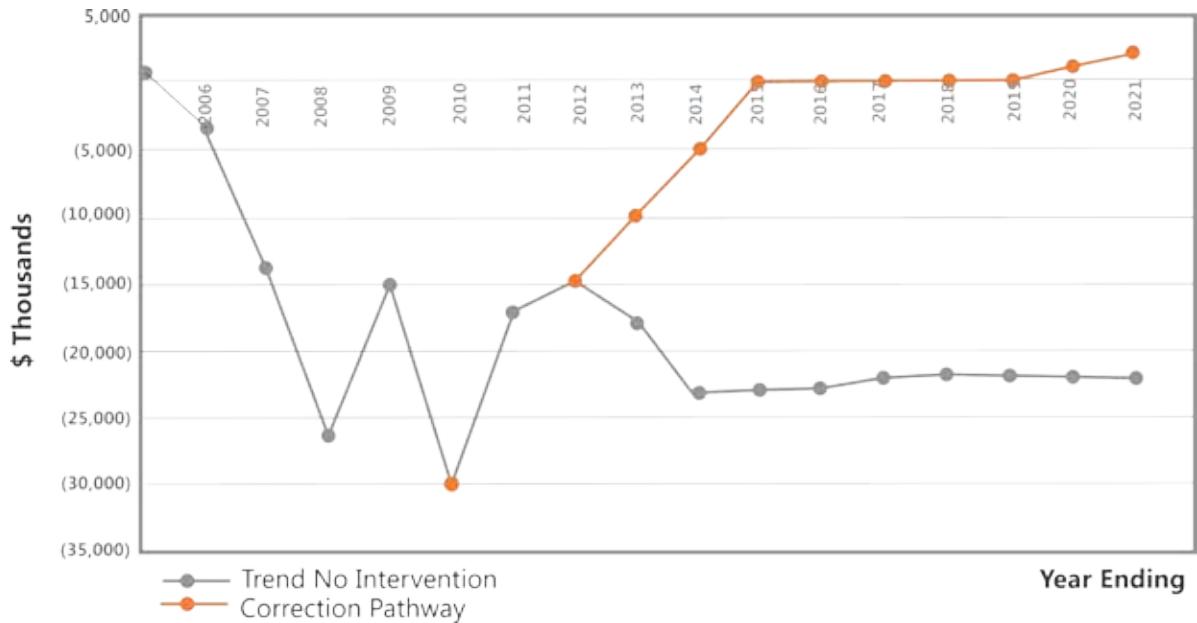
### Deficit Reduction

The 2011/12 financial year presented many challenges and opportunities as the organisation focused on achieving the foundations for Council's long term financial future, with a target of break even operational performance in 2014/15. The graphs on page 39 show our targeted path to break even in 2014/15. More information is available in the Financial Statements in Section 5.

The favourable year end result was due to tight management controls and rigorous business planning, that resulted in a positive move towards financial sustainability while still delivering on acceptable levels of service to our community. The significant change in Council's organisational activity to long term sustainability has been achieved by a focus on maintaining tight fiscal control over expenditure through monthly budget reviews, strict internal controls over labour costs and the implementation of a Project Assessment Team to review alignment and project scopes prior to commencement. Council has continued to focus on identifying and implementing cost savings and productivity improvements to operations resulting in identified programs to improve the business and service delivery.

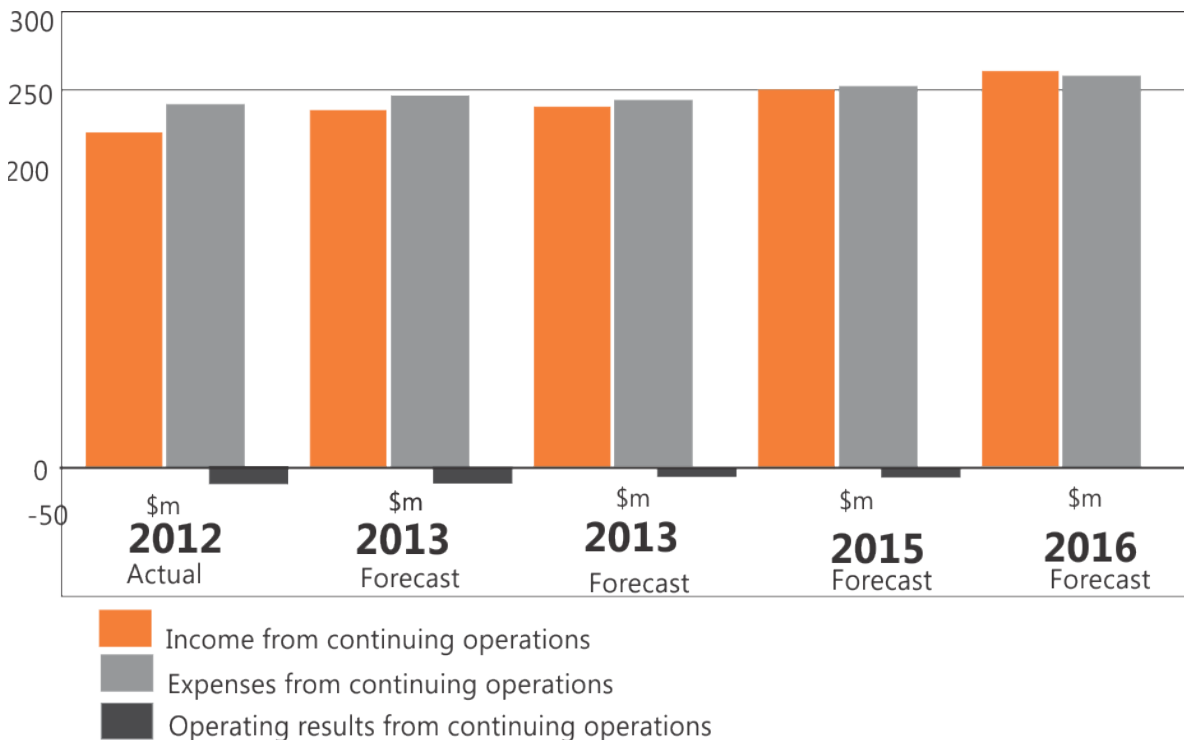
Council's integrated planning is continuing to be developed to address the long term financial sustainability issues and to meet the challenges of economic growth and development in the Shire.

## Net Operating Result Forecast 2012-21



After six years of operating shortfalls (before capital grants and contributions income), the 2011/12 result represents a significant improvement – reduced from 2009/10 (\$30.0m), 2011/12 deficit (\$17.4m) to (\$12.4m) in 2011/12. This result is the first step in a staged improvement journey to breakeven by the end of 2014/15.

## Financial Projection



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## Central Coast Water Corporation

In a step closer to the formation of the Central Coast Water Corporation (CCWC), the board of directors was appointed in December 2011. The board is responsible for governing the corporation and ensuring minimal impact on the community, staff and both Gosford City and Wyong Shire Councils. The board is made up of five directors, three external and two Council Directors:

- John Read (Chairman)
- Abigail Goldberg
- Margaret Haseltine
- Michael Whittaker (WSC General Manager)
- Peter Wilson (GCC General Manager)\*

Over the 2011/12 year, a cost benefit analysis was undertaken and identified the optimal model for the Corporation, as well as potential benefits of joining forces on a range of activities beyond water-related services. The Councils are now working towards the formation of a Joint Services Business to undertake the corporate functions of Finance, Human Resources, Information Technology and Plant and Fleet to service the Councils and Corporation. It is expected that there will be an overall benefit to the Central Coast community from the reduction in duplication and enhanced sustainability in service provision. Cost savings will be reinvested back into the community.

\*Peter Wilson has retired, Stephen Glen, the Acting General Manager, has joined the Board of Directors until a permanent appointment is made.

## Road Innovations

A major focus of Council's 2011/12 Strategic Plan was improving the condition of Council's road network. Instead of undertaking the usual methodology for pavement renewal works, Council utilised insitu-stabilisation techniques that reduced construction time and costs.

The sustainable technique recycles the majority of the existing road pavement and sub grade materials, with lime, recycled furnace slag and fly ash added to complete the work.

Utilising this technique means Council meets environmental, economic and social criteria including:

- The reuse of existing pavement materials, with a reduction in over 4,000 tons of waste being produced and eliminating the need to purchase an estimated 48,000 tons of new quarried material
- A reduction in energy usage and greenhouse gases, with less heavy truck movements required to haul waste and material to and from the site
- A reduction in future maintenance cost and improvement in serviceability, with the pavement less prone to water ingress and potholing
- A 60% saving in road pavement construction and maintenance with lower material costs, and less waste and raw material transport
- Less disruption to road users and adjoining properties, with projects typically completed in 50% of the time.

The overall result has benefited Wyong Shire road users with eight kilometres of new road laid in the shire, 75% using insitu-stabilisation techniques, and better road surfaces for safe and easy commute.





Chittaway Road insitu-stabilisation

22



COMPLETED

16



ON TRACK

9



NOT ON TRACK

2



DEFERRED

## Principal Activity Performance Trends

### Administration

Indicator	Target	2009/10 Actual	2010/11 Actual	2011/12 Actual
Asset Renewal Ratio	>1	0.61	0.52	0.74
Debt Service Ratio	<15%	10.32%	10.7%	13%
Rate Coverage Ratio	50%	48.84%	46.06%	54%
Rates Outstanding	<5%	6.78%	6.5%	6.29%
Unrestricted Current Ratio	>1.5	1.45	1.83	2.01
Permanent staff turnover	<10%	4.2%	6.87%	5.9%

### Water Supply and Sewerage Services

Indicator	Target	2009/10 Actual	2010/11 Actual	2011/12 Actual
Customer satisfaction with water supply service	95%	96%	100%	94%

### Roads and Stormwater


Indicator	Target	2009/10 Actual	2010/11 Actual	2011/12 Actual
Average Pavement Condition Index	4.0 – 7.0	4.8	4.6	6.1

## Principal Activity Performance







### Administration

	Action	Comment
<b>Asset Management</b>		
	Improve Councils Asset Management practices beyond "core" level (achieved in December 2008) to integrate with other key components for the organisation by June 2011 and then complete the work in the Asset Management Improvement Strategy to achieve an appropriate "advanced" level by June 2012	The Asset Management Strategy will continue to improve and evolve
	Undertake a rationalisation process to determine whether current assets held provide an appropriate investment both economically and in service delivery to the community and whether their use is maximised by June 2012	The process has been developed and will be applied in 2012/13
	Flood Plain Management Plans developed in accordance with agreed priorities	Priorities amended to align with State Government Funding








	Action	Comment
	Road Side Marker Project is in place with training provided to all relevant staff by 1 January 2012	The second stage of the project will take place in 2012/13
<b>Contract and Project Management</b>		
	Explore any opportunities for savings or revenue creation from the creation of the new Central Coast Water Corporation and resulting closer cooperation/amalgamation with Gosford City Council	A steering committee will review standardisation of contract documentation, joint tendering and shared systems development
	Procurement Review	A high level review and identification of opportunities for improvement has been undertaken and will be completed over the next two years
<b>Corporate Governance</b>		
	New Council Transition Plan developed by 30 June 2012	Completed for presentation to Council in July 2012
	75% of Council's corporate policies are reviewed by 30 June 2012	15% achieved – under target due to resource reallocation
<b>Finance</b>		
	Asset Renewal Ratio >1	Not on track 0.74 achieved
	Debt Service Ratio <15%	Achieved 13%
	Explore commercial and alternative opportunities for the funding of assets through the Economic and Property Development Unit	A review of use will be completed in conjunction with the review of services
	Rate Coverage Ratio 50%	Achieved 54%
	Rates Outstanding <5%	Not on track 6.29% achieved
	Unrestricted Current Ratio >1.5	Achieved 2.01
<b>Human Resources</b>		
	Annually promote Wyong Shire Council and create potential quality talent pool by attracting candidates at expos	Promotion included attendance at a school expo in June 2012
	WorkCover continue to approve Wyong Shire Council as a self insurer	Council is an approved as a self insurer
	Permanent staff turnover <10%	Currently at 5.9%
	Executive development program developed and implemented by April 2012	Executive Team decision to defer the development of a program due to other priorities at this time
	Youth employment program developed and implemented by October 2011	Program developed with implementation to occur over the next four years
	Succession Planning Project completed by 30 June 2012	Plan adopted by Executive Team

	Action	Comment
	Lost Time Injury Frequency Rate of 25 per million hours worked	A rate of 28.48 was achieved, a 2.5% improvement over the previous years results
	Prepare Council for Occupation Health & Safety Act and Regulations changes in accordance with National Harmonisation of Laws. Review Occupation Health & Safety system documents to ensure alignment to new laws	A systematic education and awareness program was implemented and a review of the Safety Management System has commenced
<b>Information Management</b>		
	Business System Strategy developed by December 2011	Strategy developed
	"Councils Online" computer system	Business system requirements continue to evolve. Business rules and processes require review and re-engineering as detailed in the Information Management Strategy
	Printer centralisation project implemented by September 2011	Achieved
<b>Integrated Planning</b>		
	A program and Community Engagement Strategy for a Central Coast Community Strategic Plan are formulated by 1 July 2012 and is endorsed by both councils for implementation	The preparation of a Central Coast Community Strategic Plan has been deferred to 2016
	Complete the WSC Strategic Plan (2012) by 30 June 2012 that complies with Department of Local Government guidelines	Council's 2012-16 Strategic Plan was adopted on 23 May 2012
	Councils Annual Report 2011/12 is completed by 1 December 2012 and complies with Department of Local Government guidelines	The report is being prepared to meet the legislative deadline of 30 November 2012
	An integrated system of corporate measures and reporting is endorsed by the Executive and in place by 1 July 2012	The project is being finalised with implementation expected by the end of 2012
<b>Legal and Risk</b>		
	Compliance with the timelines and outcomes set out in the adopted Audit Plan	On track
	Number of external investigations referred to Internal Ombudsman for investigation	On track
	Compliance with statutory timetable for implementation of Government Information (Public Access) Act 2009, compliance with provisions for the processing of applications for access under the Government Information (Public Access) Act 2009, and drafting of policies as required by that Act and PIPPA Act	On track
<b>Plant, Fleet and Depots</b>		
	Align with Gosford City Council fleet in the ordering of vehicles and plant in order to obtain greater purchasing power	Both Councils are actively reviewing their planned asset purchases
	All passenger vehicles in Councils fleet to be 4 cylinder or hybrid by 31 December 2013	Nil six cylinder passenger vehicles purchased during 2011/12
	Greater support in the utilisation of assets between Wyong Shire Council and Gosford City Council	Council's asset utilisation is at a high level leaving little opportunity to make equipment available to Gosford City Council, however we continue to look for opportunities to the mutual benefit of both Councils
	Review of Emergency Services	Draft report completed, to be reviewed for finalisation by July 2012

## Water Supply and Sewerage Services

Action	Indicator	Comment
<b>Water and Sewerage</b>		
	100% customer satisfaction with Sewerage Service	Achieved
	100% Compliance with the DECCW licence for effluent discharge to the ocean.	Full compliance was not achieved due to number of minor volume and quality issues, which were advised to the regulator Department of Environment, Climate Change and Water
	Develop the Water Corporation transition strategy	Draft Project Plan developed
	Water Corporation establishment	Cost Benefit Analysis completed and adopted by Council. Operating Model selected and implementation plan adopted by Council
	95% customer satisfaction with water supply service	Customer satisfaction of 94%
	100% compliance with Australian Drinking Water Guidelines or other standards as directed by Department of Health	A low level E.coli reading was detected in a regular sampling Program at Summerland Point. While this issue was satisfactorily resolved, it resulted in a 99.77% compliance result

## Roads and Stormwater

Action	Indicator	Comment
<b>Roads and Stormwater</b>		
	Collection of automated road condition data on >15% of the road network per annum	Data collected for 25% (255km) of the road network and entered into the Pavement Management System
	Complete 90% of approved asset inspection program	100% of program completed
	Develop opportunities for resource recovery (e.g. materials processing and recycling, remediation of old sites)	There has been a significant reduction in the quantity of internal material taken to Buttonderry and a large proportion has been stockpiled separately (see page ?? for more detail)
	Review opportunities to share resources with Gosford City Council	Signoff of boundary road agreements to take place 2012/13
	0.5 km of Shared Pathway Constructed	A total of 3.39 km of shared pathway constructed
	Average Pavement Condition Index (PCI) of 5	PCI significantly improved to 6.1
	10% of drainage system inspected and returned to original design capacity	Drainage inspections completed for 100% for all open drains, culverts, wetlands, gross pollutant traps etc. 5% of piped drainage network inspected. Resulting works to restore capacity were programmed and completed

# Shaping our Environment

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*Council's environmental focus over 2011/12 has shaped the way we look at and sustain the environment now and into the future.*

The implementation of stage 2 of the Estuary Management Plan has meant that our unique estuaries are improving and being restored to a point where it can effectively maintain itself. The education and awareness programs that have been held will also encourage the community and visitors to protect, whilst still enjoy the lakes.

Other environmental initiatives, such as the sustainable Care and Education centres, ensure that future generations have the skills and understanding to continue to look after our Shire.

Included under Section 4, is a detailed report on the status of the Shire's environment. It is prepared under the Local Government Act (NSW) 1993 and Local Government (General) Regulation 2005 and provides information on the key drivers that impact our environment and what actions have been undertaken to address the impacts. Actions include:

- Development of a Climate Change Adaptation Plan
- Adoption of a Carbon Management Hierarchy
- Implementation Waste and Sustainability Improvement Payment (WaSIP) funding projects to address energy consumption, waste management issues, educational programs for the community.

## Tuggerah Lakes Estuary Management Plan – Stage 2

One of the major environmental achievements for Council in 2011/12 was the continued implementation of the Tuggerah Lakes Estuary Management Plan (EMP). Council successfully secured \$20 million in funding through the Australian Government's Caring for our Country program (CFoC) and completed a number of projects that would revitalise and protect the estuary. These key achievements include:

- Over 18km riparian protection and rehabilitation
- The recruitment of over 650 volunteers
- The engagement of seven community organisations
- The recruitment of Indigenous people in managing natural resources
- Over 260ha of Weeds of National Significance removed
- 360ha protected from the impacts of vertebrate pest animals
- Approximately 550ha of native habitat and vegetation managed to reduce critical threats to biodiversity
- 7ha of improved land management practices applied to land under, horticulture and cropping.

- 116 land managers, farmers and fishers who have demonstrated improvement in knowledge and skills in natural resource management.
- The launch of the "Love our Living Lake" website to help raise community awareness [www.loveourlivinglakes.com.au](http://www.loveourlivinglakes.com.au)

The Tuggerah Lakes estuary is considered one of the most unique estuaries in Australia, and by completing such projects it is hoped that it can be restored to a point where it can effectively maintain itself and continued to be enjoyed by our community well into the future.

## Cabbage Tree Harbour Cliff Restoration

In September 2011, Council completed construction of a "toe drainage structure" at Cabbage Tree Harbour, Norah Head. Adopting a sustainable approach, Council worked with natural processes and nature to stabilise the base of the cliff, which was completed two months ahead of schedule.

The eco-engineering solution was constructed to stabilise the cliff bank, address public safety, and protect against further erosion caused by tides and strong waves. The structure consists of a rock and gravel base at the "toe" of the slope to help prevent slumping, and also acts as a filter to allow groundwater to flow onto the beach without eroding the sand.

Since its completion there has been no further cliff erosion and the work has demonstrated Council's commitment to securing the sustainable future of the region and restoring the natural environment.

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## Animal Care Facility

In 2011/12 the Wyong Animal Care Facility implemented a new business model to deliver a sustainable, humane and efficient service. The Animal Care Facility implemented both operational and cultural changes to improve the re-homing rate of healthy and suitable cats and dogs.

New incentives such as lower-cost pet registration and reduced fees for the release of impounded animals, helped bring down the number of impounded and destroyed animals from 411 animals the previous financial year to 262 animals in 2011/12. This has also led to dramatic reductions in vet expenses, which dropped from \$120,000 to \$76,000.

Other operational changes include:

- The addition of a quarantine room for sick animals
- Radical improvements in washing and sanitizing procedures to reduce the spread of infectious diseases
- The active up-skilling of staff triage abilities to identify the need for early veterinary intervention

Overall, finding a home for the animals has meant a new furry friend for someone in the community, a lower cost to Council, as well as economic sustainability for the animal care service.

## Sustainable Care and Education

Our environmental achievements also extended to our child care centres, where a number of sustainable initiatives were implemented in 2011/12, including:

- Sourcing fruit and vegetables from local producers
- A financial commitment to purchasing free range eggs
- Establishing vegetable gardens and citrus orchards onsite

Treelands Child Care Centre has also installed a playground designed to encourage recycling and also hosts environmental programs to encourage children and families to sort rubbish and recycle, use worm farms and guinea pigs for disposing of food scraps, and craft items sourced from recyclable

products. The Centre also ran a 'Green-Up, Clean-Up' fundraiser and used the earnings to set up a vegetable garden designed and built by Council gardeners.

These initiatives have been promoted as a distinguishing feature of the centres and have given Council a competitive edge, whilst ensuring that future generations understand the importance of our environment and continue to take care of our Shire.





## Principal Activity Performance Trends

### Regulatory

Indicator	Target	2009/10 Actual	2010/11 Actual	2011/12 Actual
Class 1 and 10 DA processing times	<20 working days (median)	16 working days	18 working days	15 working days

### Environment and Land Use

Indicator	Target	2009/10 Actual	2010/11 Actual	2011/12 Actual
Class 2 to 9 DA processing times	<25 working days (median)	16 working days	18 working days	16 working days





### Waste Management

Indicator	Target	2009/10 Actual	2010/11 Actual	2011/12 Actual
Domestic waste diverted from landfill	50%	49.5%	50.5%	49.16%













## Principal Activity Performance Regulatory

	Action	Comment
<b>Building Certification and Health</b>		
	35% of the total market share for Complying Development Applications (CDCs)	Market share is currently 43.92%
	Council maintains 70% of the total market share for Construction Certificate applications (CCs)	Market share is currently 78.01%.
	Less than 20 working days net median processing times for small scale residential development applications	Net median processing time is 14 working days
	Less than 7 median calendar days to process Complying Development Certificates (CDCs)	Net median processing times is 5 days
	Complete 400 on-site sewage management system audits per calendar year	407 on-site sewage management system audits carried out
<b>Compliance and Regulation</b>		
	Number of animals saved, expressed as a % of the total number of animals arriving at the Animal Care Facility (ACF) is not less than 93%	86% (1,581) of animals that could be were saved. Of the 262 animals euthanized – 95% were restricted breed, vicious or aggressive, ill, diseased or injured, or assessed as having a temperament unsuitable for re-homing



	Action	Comment
	No less than 450 residential pools have been inspected annually	578 residential pools met safety requirements
	Minimum 12 inspections of high risk noxious weeds premises	127 high risk properties inspected
	90% of Ranger service requests are substantially responded to within 0-5 working days	Reported figures are unreliable, however it is believed that the target has been met
	Cost recovery provisions have been applied to Clean-up, Prevention and Prohibition Notices	Compliance Officers (Auditing and Land Use Compliance) issued notices and fines to the value of \$39,301

## Environment and Land Use

	Action	Comment
<b>Development Assessment</b>		
	Less than 15 median calendar days to process subdivision certificates	Net median processing time 12 days
	Less than 25 working days net median processing times for Development Applications (Class 1(a)(ii) and 2 - 9)	Net median processing time 16 days
	Less than 40 working days net median processing times for priority Development Applications (those that will result in at least 10 permanent full-time equivalent positions)	Net median processing time 20 days
<b>Environment and Natural Resources</b>		
	Completion of environmental audits in accordance with adopted program	Audits deferred due to higher priority of Environmental Management System and will recommence in July 2012 with recruitment of an Environmental Assurance Officer
	Investigate the Porters Creek Stormwater Harvesting Scheme	Awaiting result of grant funds applications before proceeding
	0.85 km of stream bank rehabilitated	Refer Estuary Management results page 50
	18 stream bank sites rehabilitated	Refer Estuary Management results page 50
	Complete the construction of the toe drainage structure at Cabbage Tree Harbour	Project complete in September 2011
	Completion and adoption of the Coastline Management Plan by November 2011	Awaiting certification of Plan by Minister, implementation scheduled
	Completion of Natural Resources Sustainability Strategy by the 30 June 2012	Draft finalised, to be completed in 2012/13
	Prepare Wyong Natural Area Bush Fire Program by June 2012	Works Program complete, seeking Council adoption
	Prepare the Biodiversity Management Plan	Project to commence in 2012/13

	Action	Comment
<b>Land Use Planning and Policy Development</b>		
	6 planning proposals prepared by 30 June 2012 for the Local Environmental Plan (LEP)	Currently processing seven planning proposals, exclusive to the composite LEP 2012
	Comprehensive LEP and Development Control Plan (DCP) reviewed and developed by 30 June 2012	LEP and DCP have been reviewed and drafted
	10 Voluntary Planning Agreements (VPA) developed by 30 June 2012	Council has not received the number of VPA expected for 2011/12 due to the slow market and construction sector
	3 Section 94 Contribution Plans reviewed, amended and developed by 30 June 2012	One s94 plan completed, whilst work has commenced on three other contribution plans
	3 planning policies reviewed and developed by 30 June 2012	Achieved
<b>Environment Planning Major Project - Estuary Management</b>		
	10Ha saltmarsh rehabilitation, establishment and protection	Targets met and exceeded by 6Ha
	8km + 50Ha streambank rehabilitation & establishment	Targets met and exceeded at 10km + 130Ha
	90Ha wetland protection & rehabilitation	Target met and exceeded by 260Ha
	Conduct a Community survey	Project deferred to coincide with roll out of the new EMP Branding Strategy, Website and Education program, and other works
	Conduct landholder field days/workshop for 50 landholders	116 land holders attended field days or workshops
	Engagement of 70 new volunteers/groups	Recruitment of over 650 volunteers
	Undertake 1 school field day	5 school field days were conducted at Warnervale Public School; Lakes Anglican Grammar and MacKillop Catholic College
	Undertake 3 community workshops/forums	This target was exceeded with 7 community organisations engaged
<b>Environment Planning Major Project - Sustainability</b>		
	Asset management plans incorporate Climate Change adaptation measures	Information was provided for inclusion in the Plans as a preliminary response to climate change. A revised target date has been set for September 2012
	Conduct 16 workshops with Councils staff	11 pilot workshops completed for 175 participants or 14% of staff
	Staff awareness of the sustainability principles increased by 20%	Full evaluation is pending on research results from 2012 staff survey. Based on other project feedback there has been a positive organisational culture shift
	Successful completion of actions under two modules of the Sustainability Advantage program	Not completed due to resourcing issues
	Sustainability Policy adopted	Draft policy finalised with completion expected early in 2012/13
	Working Sustainably Strategy completed	Strategy completed and will form part of the broader Sustainability Strategy to be undertaken in 2012/13

## Waste Management

Action	Indicator	Comment
	<b>Waste</b>	
	Undertake a feasibility study for establishment of soil processing facility	Negotiations have commenced to lease a part of Buttonderry to establish a commercial soil processing facility
	Remediation of 7 closed landfills in accordance with remediation program	Mardi site to be managed through planning legislation (SEPP55). All other sites are currently listed on Office of Environment and Heritage Contaminated Site Register
	50% of domestic waste diverted from landfill	Average of 49.16% achieved
	95% customer satisfaction with Waste Services	Since the 2009 survey (of 97% satisfaction) there has been no significant increase in customer complaints indicating that the current level remains as satisfied - a new survey will be undertaken in 2012/13
	Establish a Central Coast Waste Entity	Consultants appointed to develop a Regional Waste Strategy in conjunction with Wyong Shire and Gosford City Councils
	Litter Management Plan implemented by June 12	Council is participating in the NSW Litter prevention initiative and is awaiting Regional Illegal Dumping (RID) squad funding proposal from Hunter Central Coast Regional Environmental Management Strategy (HCCREMS)

## Shaping our Community

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*During 2011/12 our focus on the community highlighted the shape of things to come with the construction of new facilities that provide a great resource for our community, where people can connect with one another and enjoy a range of recreational, educational, environmental and cultural programs, whilst utilising state-of-the-art amenities.*

Council has welcomed and sought community feedback with engagement and consultation undertaken during the development of the Community Facilities Strategy and Learning Communities Strategy. The launch of the Resident ePanel has allowed Council to continue to collaborate and gain meaningful input from the Wyong Shire community and ensure Council remains in-touch with the community's wants, needs and issues.

### Hamlyn Terrace Sports and Community Centre

In May 2012, Council opened the state-of-the-art Hamlyn Terrace Sports and Community Centre. The \$8.5 million community and sports complex was designed with input from user groups and has three netball/basketball courts, cricket practice nets, two soccer pitches and an artificial cricket pitch as well as an amenities block and car parking for 118 vehicles. The centre includes office and various meeting spaces, playground equipment, bocce pitch, exercise bays, picnic and BBQ areas and a shared pathway around the entire site. Sustainable features include 500 kilolitres of underground water storage, recycled water used for irrigation and flushing, solar-powered hot water and external lights programmed to conserve energy. The new facility is located adjacent to Warnervale Public School, creating a central hub of activity and focal point for the wider community. Community feedback has been overwhelmingly positive and facilities have achieved 90% usage within months of opening.

### Bateau Bay Sports Complex

The Bateau Bay Sports Complex was opened in February 2012 on land transformed from a 7 hectare former landfill and night soil disposal site to a first class sporting facility. Complete rehabilitation of the site was undertaken to ensure that it no longer posed a risk to the local environment and the community. The complex includes two playgrounds, a multi-use hardball court, more than 1,200 metres of paved cycleway and footpaths, 26,000 square metres of native bushland landscaping, an AFL oval, four soccer fields and four softball diamonds, two amenity blocks with kiosk and change room facilities for both local and visiting teams, competition-grade floodlighting, and recycled stormwater irrigation system. Both the Bateau Bay Sports Complex and the Hamlyn Terrace Sports and Community Centre provide the citizens of the Shire with up to date recreation and sports facilities, that have been designed and developed with sustainable innovations, and can be utilised for a wide range of activities for years to come.

### Community Facilities Strategy

In 2011/12 Council adopted a Community Facilities Strategy that aims to better serve the needs and expectations of the community. The development of the strategy included a cross-disciplinary effort with Council staff from Community and Recreation Services, Finance, Property and Information Technology, as well as surveys of service providers, user groups and Council management committees. All facilities were assessed to identify which were being well used and whether improvements were needed.

Overall, the strategy provides a framework to guide the sustainable provision, development and management of facilities over the longer term, and can now be managed to maximise usefulness to the community and minimise costs to Council. As an added bonus, it was identified that despite facility fees remaining cheaper than other councils the revenue from the facilities increased by 85% over a one-year period.

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## Learning Communities Strategy

As a key factor in combating our Shire's low school retention rates and low participation rates in higher education, Council developed a Learning Communities Strategy in 2011/12.

In developing the strategy Council took a whole-of-community approach with more than 400 people, from students to older residents, participating in the process to identify learning challenges and potential partnership projects.

The underlying idea of the strategy is based on the Organisation for Economic Cooperation and Development's (OECD) four pillars of learning: Learning to Know, Learning to Do, Learning to Live Together and Learning to Be. It provides a practical framework for building learning communities within the Shire, and includes learning outcomes such as:

- Promoting a culture of learning
- Advocating for investment in learning and education
- Facilitating accessible learning opportunities
- Establishing partnerships and better linkages between sectors
- Bringing people together to connect and learn through informal programs and activities
- Providing places within the Shire to support learning.

Overall, the Learning Communities Strategy represents a major commitment in engaging and working in partnership with our community, and promoting a culture of learning and enabling spaces to support learning.

## NGURA Indigenous Wellbeing Course

In 2011/12 Council introduced a families camp as a way of bedding down the very successful NGURA (place) program run by Council for Indigenous school students. The 12-week course offers an opportunity for young people to identify with their culture as well as developing their health and wellbeing. Students learn about cultural pride and complete a certificate in health and fitness offered through partnership with one of the leisure centres.

This year Council introduced a family camp at the conclusion of the course, where a significant person such as a parent, aunty, uncle or grandparent was invited to attend with the graduating student. The goal is to help transfer the learning to the home environment and begin a dialogue with families to see if other children might need assistance.

The course is carefully tailored to meet students' needs and the success of this approach is evidenced by the results: a 95% completion rate and a noticeable reduction on school truancy rates among participants.

## Community Matching Fund

Council's Community Matching Fund program was introduced in 2011/12, with eight community groups sharing over \$200,000.

The aim of the fund is to increase the active participation of community members, while supporting the development and implementation of community-driven initiatives, and addressing local infrastructure improvements. A minimum community contribution of \$10,000 is required, with the possibility of a 2 for 1 match and a maximum Council contribution of \$75,000 per project. For example, a group contributing \$10,000 is eligible for up to \$20,000 to match their contribution.

The funding will enable community groups, both formal and informal, to realise goals and initiatives within their neighbourhood, and will lead to healthier and stronger communities, without relying entirely on government funding.





COMPLETED ON TRACK NOT ON TRACK DEFERRED

## Principal Activity Performance Trends

### Community and Education

Indicator	2009/10 Actual	2010/11 Actual	2011/12 Actual
7.2 for loans per capita	7.37	6.45	5.83
Library visits	669,796	625,627	623,957

### Community Recreation





Indicator	2009/10 Actual	2010/11 Actual	2011/12 Actual
Number of plants planted	107,000	69,855	58,968
Square meters of mowing (approximately)	35,500,000	36,934,000	36,462,000

## Principal Activity Performance












### Community and Education

	Action	Comment
<b>Community and Cultural Development</b>		
	Community facilities are clean and safe with a 10% increase in utilisation over 2010/11	Community facilities remain clean and safe, with an average >10% increase across all facilities
	Preparation of Art House design, documentation, and stakeholder development	Project is awaiting funding
	Adoption of Cemeteries Plan by December 2011	Plan of management updated and costed for approval by the Department of Catchment and Lands
	Expand provision of cemetery services	Draft cemeteries review undertaken
	Feasibility study for the formation of a Wyong Shire crematorium facility	Draft cemeteries review undertaken
	Adoption of Community Facilities Strategy by June 2012	Community Facilities strategy adopted by Council
	Adoption of Learning Community Strategy by February 2012	Learning Communities Strategy adopted by Council
	Increase revenue via community facilities review which may include: reduction of existing buildings, increased fees & charges, improved maintenance planning, increased grant funding opportunities	Overall there was an increase of over 75% in revenue for community facilities

	Action	Comment
	20 community and cultural programs conducted each year	26 programs undertaken
	6 new asset based local community development programs/projects commenced	6 programs completed
	5% increase in participation by Precinct Committees	Measure for 2012/13 has been developed, however there is currently no baseline data for comparison
	Two event / grants community workshops undertaken	Achieved
	Attitudinal and behaviour change of 25% (pre and post survey) via community education programs	On average each education program is achieving a minimum 25% behaviour change
<b>Community Buildings</b>		
	Apply for Office of Environment & Heritage, Local Council Waste and Sustainability Improvement Payments funding to address the environmental issues surrounding the bulk material storage compound at Long Jetty Depot. Scope and design currently being prepared	Scope and design finalised, capital project funded and programmed to commence February 2013
	85% of service requests being assessed within timeframes	75% completed
	Condition of all community buildings / infrastructure meets statutory requirements	Fire audit inspections completed with no significant issues identified
	Proactive maintenance and inspection schedule developed by June 2012	Proactive maintenance and inspection schedule developed for all classes of assets
	Review toilet block operations (planning, standards, cleaning & operating times)	Standards, cleaning and operations review completed with action plan to be developed by early October 2012
<b>Customer and Community Relations</b>		
	Communications and Branding Strategy completed by June 2012	Scope was changed in third quarter to a Reputation Management Framework with communications and branding strategies to be completed in 2012/13
	Investigate advertising potential for website and other council facilities	One year actions completed with preliminary planning underway on Website Stage 2 Strategy
	80% level of satisfaction with engagement advice and guidance provided	80% achieved
	Develop enhanced engagement activity and reporting, with an e-consultation strategy	One year actions completed with implementation of the Consultation Hub and Resident ePanel
	75% of residents satisfied with information on Council services and activities	Action completed through Service Standards review project
	Implement priority actions of the Customer Service Charter by the due dates	Customer Relations Strategy developed for inclusion in Service Standards review project
<b>Community Lifelong Learning</b>		
	Average of 7.2 library loans per annum for each Shire resident	Average of 5.83 achieved with circulation impacted by the implementation of radio-frequency identification and a new service model

	Action	Comment
	Explore partnership opportunities with developers to enhance library services	A Development Application and Voluntary Planning Agreement was lodged that would deliver an enhanced library to the community
	Library usage statistics show a 10% increase from 2010/11	Increase of just over 10%
	Utilisation targets for each vacation care program met	The utilisation target for each vacation care location was not achieved
	Raise the profile of Wyong Shire as a learning community through effective collaboration and partnership with peak bodies for learning provision, including the University of Newcastle, public and private schools, TAFE, associations and State and Federal levels of government	Learning Communities Strategy and the Learning Partnership Officer has raised the profile of Wyong Shire Council as a learning community. Partnerships with TAFE Outreach, Open Universities Australia and Conservatorium of Music were established and discussions with University of Newcastle continued

## Community Recreation

	Action	Comment
<b>Open Space</b>		
	85% of service requests being assessed within timeframes	Not achieved due to higher than anticipated number of tree service requests. 75.1% of non tree requests completed on time
	Community satisfaction for parks, reserves and sports fields is 7.5	Community satisfaction 7.7
	Greater than 35 million square metres of grass mowed annually	36,462,000m2 of grass mowed
	High profile sport fields, parks and reserves mowed every 3 weeks in summer and 5 weeks in winter	Achieved
	Low profile sports fields, parks and reserves mowed every 5 weeks in summer and 8 weeks in winter	Achieved
	1,000 trees planted in streets and parks	1,134 trees planted
<b>Sport, Leisure and Recreation</b>		
	Achievement of Councils high priority projects in the 2011/12 Bicycle and Shared Pathway Strategy Action Plan (dependant on funding)	Total works achieved equal 3,390m
	Complete the review of sports grants and implement January 2012	The sports grant review was incorporated into the Council wide grants review
	Complete the sports study by December 2011	Draft Completed
	Lobby State and Federal government to ensure that all building programs on private and public school sites incorporate requirements, where appropriate, for the school to support the use of the facility by community groups (possibly through the Central Coast Principals' Group)	Discussions held with Principals and representatives of local schools, who advised that where appropriate they are happy to share facilities as done in the past. A representative of the local schools is now on the Sports Committee
	Undertake 2 workshops with sporting groups by April 2012	Achieved



	Action	Comment
	2% growth in the number of participants in the sports that are the main hirers of Council facilities	Figures gathered from the associations demonstrate a 12% increase
	5% increase in community participation across all sports and recreation facilities	All sports and recreation facilities have improved participation rates by 14%
	Develop water safety education program by October 2011	Achieved
	Implement water safety program to 1600 participants	Achieved
	Rationalise parks and recreation areas to ensure they meet the community needs. Where there has been amalgamation identify commercial opportunities (e.g. partnering with developers on Council land)	Strategy endorsed by Council and community consultation has commenced. Bateau Bay playground and purchasing for replacement of equipment has commenced

## Shaping our Economy

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*The Shire's economy took shape with major groundwork achieved through the adoption of the Wyong Civic and Cultural Precinct Masterplan and The Entrance Masterplan. It is expected that by rejuvenating these two town centres more local employment will be created, stimulating further investment for development, and business opportunities for public and private organisations.*

### Wyong Civic and Cultural Precinct Masterplan

In 2011/12 Council prepared, exhibited and adopted a new Masterplan to reinvigorate the Wyong Town Centre as a cultural and civic precinct. The Masterplan drew on Council's six sustainability principles and employed nine key urban design principles. It provides leadership to the community and developers and creates a vision for the town.

Implementing the Masterplan will significantly enhance the public domain and provide new economic and employment opportunities. The development of the Masterplan involved a robust and rigorous community engagement strategy: this ensured that Council understood and acted on the community and stakeholders' concerns and aspirations.

In addition to promoting social and economic sustainability, the Masterplan includes an innovative practical stormwater and drainage solution for the precinct.

### The Entrance Town Centre Masterplan

In December 2011 Council adopted The Entrance Town Masterplan which envisages an attractive, sustainable, vibrant and viable town centre that will harness the best of The Entrance for the future.

The Masterplan includes an understanding of the history and background of The Entrance, a vision for the future, and the urban design layout that will deliver this vision.

Development of the Masterplan involved extensive community and stakeholder engagement. In a series of eight carefully planned workshops, Council staff worked with the community and other stakeholders that realised both the Council's commitment to the quadruple bottom line and the community's aspirations for The Entrance.

Overall, the implementation of the Masterplan will support economic development, attract new residents and reinvigorate The Entrance's public spaces and amenity. The Masterplan also commits to employing sustainable practices and materials particularly in the redevelopment of the public domain to provide appropriate amenity, create a strong identity and foster a sense of place.

### Creative Enterprise

A new residency program for artists was developed by Council in 2011/12.

In partnership with a local shopping centre, a thriving art business has been created in an empty shopfront at The Entrance. After an expression of interest process, four emerging and diverse artists were selected and occupied the space rent-free for six months, after which they had to make their own way financially. The artists have held a number of public exhibitions and community workshops to build up the local artistic community and encourage other creative enterprises to flourish in the Shire.

To continue to build on enterprise opportunities such as these, a Social Enterprise Model has been developed and adopted. A potential enterprise can be a business that trades for a social, cultural or environmental purpose and reinvest its profits back into that venture, contributing to social innovation, increased participation and connectedness, and encouraging resourcefulness in communities.

OUR SUCCESS AGAINST PERFORMANCE INDICATORS



## Principal Activity Performance Trends




### Council Enterprises

Indicator	Target	2009/10 Actual	2010/11 Actual	2011/12 Actual
Occupancy rate for Holiday Parks	56%	53.46%	57.07%	57.1%







## Principal Activity Performance

### Economic and Property Development

Action	Indicator	Comment
<b>Place Management</b>		
	Commence the preparation of a comprehensive draft Greater Toukley Area Development Control Plan chapter informed by the Planning Strategy and Masterplan by June 2012	Draft chapter commenced, further progress will rely on the completion of the Toukley Town Centre Masterplan which is underway
	Develop the Iconic Development Sites Generic Development Control Plan	Achieved
	Investigate the establishment of the Iconic Development Site Design Review Panel	Achieved
	Work with individual property owners to develop site specific Development Control Plans for the nominated Iconic Development Sites	Staff continue to work with individual property owners of Iconic Development Sites
	Completion and adoption of the Masterplan for The Entrance Town Centre by February 2012	Achieved
<b>Major Projects</b>		
	Complete investigations for the release of land at Warnervale Town Centre and quantify potential yield	Project progressing in line with the approved business plan
	Investigate the establishment of a Wyong Skills Centre	Council resolved not to proceed with the funding application
	Review the potential of Wyong Shire being an aged centre of excellence	Project progressing in line with approved business plan
<b>Economic and Property Development</b>		
	The Property Development and Investment Strategy adopted by Council by 30 June 2012	Draft to be finalised by end December 2012

Action	Indicator	Comment
	Economic Development Plan adopted by Council by 30 June 2012	This plan will become a focus in 2012/13
	The Revenue Opportunity Plan developed by 30 June 2012	This work will be encapsulated in the Economic Development Plan
	Investigate the establishment of a Wyong Shire Loyalty System	Project will now be completed as part of the Economic Development Plan

## Council Enterprises


Action	Indicator	Comment
<b>Care and Education</b>		
	75% child / family satisfaction at each service point	Satisfaction rates at each location are 94%
	Each care and education centre meets all its regulatory requirements and remains accredited	All centres remained accredited and met regulatory requirements throughout the financial year
	Each care and education centre meets its targeted utilisation rate	Each centre has not met its targeted quarterly utilisation. The average annual utilisation target was met or exceeded by four centres; Karinya, Northlakes, Tom Stone and Treelands
<b>Holiday Parks</b>		
	56% occupancy rate for all Holiday Parks	57.1% due to the unusually wet year (the Central Coast recorded 173 wet days during 2011/12)
	Build a new Holiday Park	Sites investigated to date have not been successful and investigations will continue
	Further develop the Holiday Parks to improve the revenue and funding for reserves throughout the Shire	Works included the camp kitchen at Canton Beach and two BBQ's, one at Toowoyn Bay and the other at Canton Beach

Shared pathway at Long Jetty





Sharing our Shire Photo competition - Erin Lawrence - Daydreaming



## SECTION 3 Statutory Information

# Statutory Information Index

ITEM	ACT / REGULATION	Section	Page
ACCESS AND EQUITY ACTIVITIES	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(d)(i)	Page 63
AUDITED FINANCIAL REPORTS	LOCAL GOVERNMENT ACT	428(2)(a)	Section 5
BUSHFIRE HAZARD REDUCTION ACTIVITIES	LOCAL GOVERNMENT ACT	428(2)(i1)	Page 64
CATEGORY 1 BUSINESS ACTIVITIES	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(d)(ii), 217(1)(d)(iv), 217(1)(d)(v), 217(1)(d)(vi), 217(1)(d)(viii)	Page 65
CATEGORY 2 BUSINESS ACTIVITIES	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(d)(iii)	Page 66
CHILDREN SERVICES AND PROGRAMS	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(c)	Page 66
COMPANION ANIMALS ACT ACTIVITIES	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(f)	Page 66
COMPETITIVE NEUTRALITY PRICING REQUIREMENTS AND COMPLAINTS MANAGEMENT	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(3)(a,b,c), 217(1)(d)(vii), 217(1)(d)(ix)	Page 65
CONDITION OF PUBLIC WORKS	LOCAL GOVERNMENT ACT	428(2)(d)	Page 67
CONTRACTS AWARDED	LOCAL GOVERNMENT ACT	428(2)(h)	Page 68
CONTRIBUTIONS AND GRANTS MADE UNDER SECTION 356	LOCAL GOVERNMENT ACT	428(2)(l)	Page 70
CONTROLLING INTERESTS IN COMPANIES	LOCAL GOVERNMENT ACT	428(2)(p)	Page 70
COUNCILLOR EXPENSES AND FACILITIES	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(a1)	Page 70
DETAILS OF APPLICATION RECEIVED AND ACCESS TO INFORMATION	GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009	125	Page 70
DIVERSE AND MULTICULTURAL SERVICES	LOCAL GOVERNMENT ACT	428(2)(j)	Page 73
EQUAL EMPLOYMENT OPPORTUNITY (EEO) ACTIVITIES	LOCAL GOVERNMENT ACT	428(2)(n)	Page 74
EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS	LOCAL GOVERNMENT ACT	428(2)(o)	Page 75
HUMAN RESOURCE ACTIVITIES	LOCAL GOVERNMENT ACT	428(2)(m)	Page 67
IPART DETERMINATION INFORMATION	INDEPENDENT PRICING AND REGULATORY ACT 1992	18(4)	Page 78
LEGAL PROCEEDINGS, PROGRESS AND COSTS	LOCAL GOVERNMENT ACT	428(2)(e), 428(4)(b)	Page 78
MAYORAL AND COUNCILLOR FEES	LOCAL GOVERNMENT ACT	428(2)(f)	Page 81
OTHER INFORMATION	LOCAL GOVERNMENT ACT	428(2)(r)	Page 81
OVERSEAS TRIPS BY COUNCILLORS AND COUNCIL STAFF	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(a)	Page 81
PARTNERSHIPS WITH OTHER ORGANISATIONS	LOCAL GOVERNMENT ACT	428(2)(q)	Page 81
PERFORMANCE OF PRINCIPAL ACTIVITIES (AS SET OUT IN THE MANAGEMENT PLAN)	LOCAL GOVERNMENT ACT	428(2)(b)	Page 22
RATES AND CHARGES WRITTEN OFF	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	132	Page 81
SENIOR STAFF REMUNERATION AND NUMBER EMPLOYED BY COUNCIL	LOCAL GOVERNMENT ACT LOCAL GOVERNMENT (GENERAL) REGULATION 2005	428(2)(g) 217(1)(b)	Page 81
STATE OF THE ENVIRONMENT REPORT	LOCAL GOVERNMENT ACT LOCAL GOVERNMENT (GENERAL) REGULATION 2005	428(2)(c) 217(2)	Section 4
STORMWATER MANAGEMENT SERVICES	LOCAL GOVERNMENT (GENERAL) REGULATION 2005	217(1)(e)	Page 82
WORK CARRIED OUT ON PRIVATE LAND	LOCAL GOVERNMENT ACT	428(2)(k)	Page 82



## ACCESS AND EQUITY ACTIVITIES (217(1)(d)(i))

### Target Group: People with disabilities

ACCESS & EQUITY ACTIVITY	OBJECTIVE	PERFORMANCE TARGET	PERFORMANCE OBJECTIVE	STATUS @ JUNE 2012
Target disability support organisations to promote engagement in key Community Strategies	To gain the perspective of community members with a disability, their families, friends and carers	People with a disability, their families friends and carers provide input into the development of key Community Strategies	The strengths and needs of people with a disability are identified and represented	On Track Contact made with key individuals and groups
Community Benefits Grant funding to support the provision of training workshops	People with a Disability can use digital communication devices effectively	Camp Breakaway provides training in the use of Ipads through the "Digital Freedom" workshops	People with a Disability access the training workshops and are able to use an Ipad effectively	Complete
Fishing workshops for people who are usually disenfranchised from mainstream opportunities	Create access to leisure activities for those who are often disenfranchised from mainstream opportunities	Participants are targeted as people with a disability; young homeless people; women from Culturally and Linguistically Diverse background; working-age stroke survivors	Attendees at the workshops are the intended audience and they consider fishing as a leisure option for themselves	Complete

### Target Group: Older People

ACCESS & EQUITY ACTIVITY	OBJECTIVE	PERFORMANCE TARGET	PERFORMANCE OBJECTIVE	STATUS @ JUNE 2012
Develop and promote Seniors Week celebrations	To encourage participation in Seniors Week activities	Senior community members have access to information about activities and choose to participate during Seniors Week	A special event is hosted during Seniors Week. A calendar of activities is distributed throughout the community	Completed
Contribute to Aged & Disability services forums and meetings	To support the provision of high quality aged and disability services	State and Federally funded services are available to the local community	Maintain up-to-date information. Support local community Aged Services providers	On Track
Resource Wyong Shire Council - Senior Citizens Council Committee	To provide information and support to members of the Committee. To identify successful processes for engagement with local seniors	A diversity of Seniors groups and organisations are represented	Communication between Council and seniors representatives. Collaboration between seniors' organisations	On Track

## BUSHFIRE HAZARD REDUCTION ACTIVITIES (428(2)(I1))

### Bush Fire Funding

In 2011/12 Council expended \$205,950 on bush fire mitigation works, which included grants totalling \$162,950, through the Rural Fire Fighting Fund Hazard Reduction Subsidy (\$120,000) and RFS Mitigation Grant Funding (\$42,950).

### Natural Areas Bush Fire Management Program (NABFMP) – Stage 1

A jointly funded project, through a Natural Disaster Resilience Grant Scheme of \$344,000 in 2010 and one-third funding by Council in 2010/11, to improve Council's understanding of bush fire risk on Council-managed land (3011 ha of bushland with an urban interface of around 67 km), communicate risk to the community, and develop effective strategies and works programs. Four key areas for improvement were:

1. Review of existing Asset Protection Zones (APZ) or "fire breaks"
2. Audit all Fire Trails on Council land and prioritise for upgrade works
3. Analyse the bush fire risk to a wide range of community assets
4. Trial innovative and targeted community engagement
5. Project outcomes include:
  - Development of iPad and GIS tools to streamline data capture on asset condition
  - Development of a Decision Support Tool
  - Developing a five year program of works to significantly improve physical hazard reduction works
  - Audit of all Fire Trails, capture in Fire Trail Register and design work for initial two years of upgrades
  - Development of standard documents to support Fire Trail design, audit and protection of various asset classes
  - Community engagement program
  - Targeted mail outs to 4,500 households in Extreme and Very High localities and to 3250 rural landowners advising them of proposed changes to Open Burning
  - The NABFMP won the NSW section of the Resilient Australia Awards (Local Government) and is a finalist in the National award to be held in December 2012.

### Mechanical Hazard Reduction Activities

Shire bushfire hazard management is facilitated largely through the Wyong Bush Fire Management Committee (BFMC) with stakeholders including the Local Aboriginal Land Council, Environmental Groups, private land holders, fire fighting agencies and authorities and government departments responsible for land management.

The NABFMP allowed greater understanding of the scale of the bush fire problem related to Council's various land holdings and community assets. Council manages an estimated 3011 hectares of identified bush fire prone land, comprising approximately 50 high conservation value parcels > 10ha in size and hundreds of smaller parcels, plus a significant amount of smaller areas that also represent a lower fire hazard.

The urban – bushland interface is defined as Council-managed bushland on one side and built assets within 40m on the private property side of the boundary. There are approximately 6200 houses located in bushfire prone areas adjacent to Council managed reserves. With an average of 2.51 people per house, there are about 15,500 people living adjacent to Council managed bushland reserves, with most properties identified as having a bush fire risk rating of Extreme, Very High or High under the Wyong BFRMP.

Council's Bush Fire Hazard Reduction Schedule of works is prepared in accordance with the Wyong Bush Fire Risk Management Plan (BFRMP), and aims to manage risks listed as High or above. The works schedules are modified to include Hazard Complaints lodged by the public with the local RFS.

All Asset Protection Zones (APZ) maintained by Council are mapped within Council's Geographical Information System and registered through the RFS Bushfire Risk Information Management System (BRIMS). Council is required to use the RFS BRIMS to record all completed bushfire mitigation activities on land under Council care and control.

Currently there is a program of APZ maintenance that treats 30.7 km of the 67km interface, with a total area of 17.62 Ha. The NABFMP proposes a draft works program that will substantially increase this to 31.6 km and 29.63 Ha in 2012/13, with further improvements over the period to 2016/17.

A number of new APZs were established using contractors following the serving of S.66 Hazard Reduction Notices by the RFS – an example is the expansion of one APZ from 520m x 3m to 520 x 15m at a cost of \$32,560, which demonstrates the likely scale of future improvement costs to reach the minimum legislative requirement.

In 2011/12 Council refined the work schedules for the maintenance of approximately 116 APZs. Approximately 25km of APZ was maintained four times per year by mechanical means using a tractor slasher, with a further ~7km of maintained 3 times per year by manual means using Council's Bushfire Mitigation Team.

Council's Bush Fire Fuel Management program involves a dedicated Fire Mitigation Team consisting of one full time supervisor and up to three Corrective Service Order Workers provided by the Department of Corrective Services. This collaboration between the Department of Corrective services and Council has proven to be a cost effective way of undertaking fire hazard reduction works. The fire mitigation team are responsible for maintaining APZs that are inaccessible to conventional machinery, often due to steep terrain, but mostly due to the presence of wetlands immediately adjacent to the rear of private property fences.

### Fire Trails and Access

The Rural Fire Service introduced a State-wide Fire Trail Register (FTR) system in 2011/12 with a requirement for all fire trails to be entered into this system and classified according to RFS standards.

In conjunction with the BFMC, it has been established there are 46 designated Fire Trails on Council land, with a total length of 44.7 km. Council has inspected all trails with twenty currently operational and a proposed works program being developed to maintain and upgrade the trails to a suitable standard. Council continues to seek external grant funds to assist with Fire Trail upgrades. In 2011/12 Council upgraded a 420m section of the Buangi Rd Fire Trail at a cost of \$46,250 (design and build). Applications have lodged for two Fire Trail upgrades (Mardi Dam Complex & Pleasant Valley Complex) under the Major Capital Works Fund scheme totalling \$470,000. If funding applications are successful the works are expected to be undertaken in 2012/13, with Council required contribution of approximately \$200,000 for design, environmental approvals, contract management, administration and community engagement.

Recent wet years have contributed to the poor condition of many Fire Trails, along with significant impacts from illegal use by 4WD vehicles and motorbikes. A register of all Fire Trail gates and slip rails is being further improved to identify location, lock type and inspection date, and a program is being developed to better control access with approximately 5 new gates installed in 2011/12 at a cost of approximately \$3500 each.

### Community Engagement

Engagement is aimed at improving the knowledge of the community in regard to prevention, control, suppression and mitigation of bush and other fires. The development of an ongoing community engagement program is one of the key challenges for 2012/13 following the trial and improvement of a variety of methods in 2010/11.

The community engagement stage of the NABFMP involved sending each household a letter detailing their specific risk, and brochure outlining what Council and other agencies were doing, and providing contact details and links to further information. The key message that bush fire risk management is a shared responsibility.

Targeting areas at most risk was supplemented by development of a website at <http://www.wyong.nsw.gov.au/environment/bush-fire-management/> which provides information on the BFRMP development, an explanation of the strategies to be undertaken, and tools for the public to both manage their own risks and report on risks on public Land. This is aligned with priority outcomes in Sections 3.2 and 3.3 of the NSDR.

Council and the BFMC developed a new "Living with Bush Fire" brochure and Council's website was updated to provide more relevant and up to date information, <http://www.wyong.nsw.gov.au/environment/bush-fire-management/how-to-prepare-for-the-bush-fire-season/>

### CATEGORY 1 BUSINESS ACTIVITIES (217(1)(d)(ii))

- Water and Sewerage
- Waste
- Care and Education
- Holiday Parks

### STATEMENT OF EXPENSES, REVENUES AND ASSETS (217(1)(d)(iv))

The statement of expenses, revenues and assets in relation to each Category 1 business activity is contained in Council's General Purpose Financial Reports 2011/12 – Special Purpose Financial Reports and is enclosed with this report as attached. (Section 5)

### IMPLEMENTATION OF COMPETITIVE NEUTRALITY PRICING REQUIREMENTS 217(1)(d)(v)

Separate internal reporting systems are in place for each activity and a Competitive Neutrality Complaint Handling System is in place. As from 1 July 1998 full cost attribution was applied, including tax equivalent payments, debt guarantee fees and return on capital. Any subsidies paid to the business were identified and reported to Council.

### APPLICATION OF COMPETITIVE NEUTRALITY PRICING REQUIREMENTS (217(1)(d)(vi))

As above.

### ACTUAL PERFORMANCE (217(1)(d)(viii))

see page 22

### CATEGORY 2 BUSINESS ACTIVITIES (217(1)(d)(iii))

There are no Category 2 Business Activities

### CHILDREN SERVICES AND PROGRAMS (217(1)(c))

SERVICES AND PROGRAM	STATUS
Deliver quality care and education services throughout each centre	<b>Complete</b> Family and child satisfaction for each centre was high, with each location meeting regulatory requirements. Annual average utilisation for all sites was slightly under target by 0.5%
Collaboration with library staff for story-time presentations and link with families for lifelong learning opportunities at the libraries	<b>Complete</b> Four story-time sessions were held at each centre throughout the year and library membership applications were added to centre enrolment forms to encourage family participation in library activities
Integrate the educational elements of the Care and Education and library services to produce better lifelong learning opportunities for families using childcare	<b>Ongoing</b> Initial meetings developing implementation plan have occurred between care & education and libraries. Educational elements from the Early Learning Years Framework are incorporated in all programs and enable families opportunities to build appreciation and understanding of lifelong learning principles.

## COMPANION ANIMALS ACT ACTIVITIES (217(1)(f))

1. Lodgement of pound data collection returns with the Divisions forwarded to the Department of Local Government
2. Lodgement of data relating to dog attacks with the Department
3. On completion of investigation, the Department of Local Government is notified by Dog Attack Data Collection Forms and forms are completed on line via the Companion Animals Register
4. The amount of funding spent relating to companion animal management and activities
5. Council's budget for the 2011/12 year was \$721,237 and expended on the management and operation of the following activities:
  - Animal Care Facility
  - Salaries of Staff at facility \$215,383
  - Materials \$43,111
  - Animal food, bedding, blankets, feed bowls, pharmaceuticals, euthanasia equipment, kennel cleaning chemicals
  - Vet fees \$77,411
  - Animal de sexing, injured animal care, consultation fees, blood testing and heartworm
  - Free Micro chipping days x 4 = \$4,000 consisting of purchasing of micro chips, staff salaries, advertising
  - Enforcement of Companion Animals Act \$381,332 consisting of: staff salaries, advertising, community education, inspections and restricted breeds
6. Companion animal community education programs carried out and strategies the council has in place to promote and assist the de sexing of dogs and cats:
  - Fees and charges for release of seized animals set to encourage de-sexing
  - Council sponsored de-sexing for all dogs listed for dog of the week
  - Promotion of national de-sexing program
  - Quarterly free micro-chip days
  - Promoting responsible dog ownership at the annual dog expo operated by community volunteer dog training association
  - Promotion and participation in "Paws and Claws" walk of The Entrance
7. The strategies Council has in place to comply with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals include:
  - Rangers first priority when seizing an animal is to return the animal to its owner in the field
  - Dogs for sale advertised on photo gallery on Council's website
  - Maximising trading times to enable public to seek a pet through the animal care facility – operating six days a week 10:00am – 4:30pm
  - List of dogs suitable for re-homing, emailed to RSPCA, Hunter Animal Rescue, PAWS and Cat Care and other re homing organisations prior to any animal being euthanised
  - Procedure to ensure full compliance with minimum holding times is observed, by referring all intentions to euthanise to the Chief Ranger for prior approval
  - "Dog of the week" program, fully funded by Council which includes free micro chip, registration, vaccinations, worming and de sexing
  - Council promotes stories through both the print and television media to encourage responsible dog ownership particularly with regard to micro chipping to enable the quick identification and return of seized or impounded animals
  - Community volunteer dog exercise and grooming program for animals held within the animal facility
8. Off leash areas provided in the Council area:
  - Beateau Bay Reserve bounded by Avignon Avenue, Sabrina Avenue and Fishermans Bend
  - Reserve off Moola Road, Buff Point (excluding the sports oval)
  - Charmhaven Reserve, Lowana Avenue, Charmhaven
  - Drainage easement, James Watt Drive, Chittaway Bay
  - Lees Reserve, Wyong Road, Chittaway Bay
  - Helen Reserve, Gascoigne Road, Gorokan
  - Craigie Reserve, Donald Avenue, Kanwal
  - Reserve adjacent to Colongra Bay Hall, Colongra Bay Road, Lake Munmorah
  - Reserve, Tallowood Crescent, Ourimbah
  - Council Reserve, Peppercorn Avenue and Ivory Crescent, Woongarra
  - Mataram Ridge Park (southern section), Woongarra
9. Beaches
  - Lakes Beach from 500m north of Surf Club to Ocean Street
  - North Shelly Beach, from the northern beach access walkway off Shelly Beach Road (adjacent to the golf course) to the beach access stairs opposite Swadling Reserve

- North Entrance Beach from Wyuna Avenue to Stewart Street

## COMPETITIVE NEUTRALITY PRICING REQUIREMENTS AND COMPLAINTS MANAGEMENT

### COMPETITIVE NEUTRALITY PRICING (217(3)(a,b,c))

In 2011/12 Council has not provided nor intends to provide loan funds to any of Council's business activities.

### ESTABLISHMENT OF COMPLAINTS HANDLING (217(1)(d)(vii))

Council adopted its Customer Response Policy on 18 December 1998 which contains complaint handling mechanisms for competitive neutrality complaints. This policy was advertised in the Shire's local press during the draft stage and received coverage in Council's Annual Report to the public. The Policy is available under the provisions of the *Government Information (Public Access) Act 2009* for viewing and / or copying by the public.. This Policy was reviewed in 2011/12.

### DETAILS AND STATUS OF COMPETITIVE NEUTRALITY COMPLAINTS AGAINST COUNCIL (217(1)(d)(ix))

In 2011/12 Council did not receive any competitive neutrality complaints.

### CONDITION OF PUBLIC WORKS (428(2)(d))

#### Community Buildings

Council is responsible for the maintenance of 398 building structures. The financial responsibility to maintain these buildings is spread between Council (directly); care, control and management groups to Council (355 Committees); and direct leases.

- The estimated cost to bring Council's buildings to a satisfactory (good) standard is \$4.368m (For more detailed information see Special Schedule 7)
- An estimate (at current values) of the annual cost of maintaining the buildings at a satisfactory standard is \$3.203m. This results in an average capital replacement value of 1.91%. The average industry standard for building maintenance is 1% to 2.5% of capital replacement value
- The 2011/12 funding for building maintenance was \$2.057m

## Roads and Stormwater

### Roads

Council is responsible for 1050km of rural and urban roads. These roads include:

- 19.24km = Regional roads
- 98.37km = Distributor roads
- 188.00km = Collector roads
- 418.43km = Local Access roads
- 236.06km = Minor roads
- 89.93km = Unsealed/Earth roads

The network includes bitumen sealed roads; gravel unsealed roads, kerb and gutter.

1. The estimated cost to bring the road network to a satisfactory standard is \$90,184,000
2. The estimated annual cost of maintaining the road network is \$9,924,000
3. The 2011/12 expenditure on road maintenance was \$8,641,000

**Note:** See Council's financial statements (Special Schedule 7) for definitions related to the condition of the road network and explanatory notes of Council applications of the definitions. (Section 5)

### Stormwater Drainage

Council is responsible for 478km of stormwater drainage pipes, 19032 pits and headwalls, 25 wetlands and 197 gross pollutant traps. The drainage infrastructure includes:

- 403km = Drains
- 37km = Culverts
- 39km = Open drains
- 4704 x Headwalls
- 14370 x Pits

The stormwater drainage network is located throughout the rural and urban parts of the Shire.

1. The estimated cost to bring the stormwater drainage network to a satisfactory standard is \$22,403,000
2. The estimated annual cost of maintaining the stormwater drainage network is \$3,136,000
3. The 2011/2012 expenditure on stormwater drainage maintenance was \$1,906,000

**Note:** See Council's financial statements (Special Schedule 7) for definitions related to the condition of the road network and explanatory notes of Council applications of the definitions. (Section 5)

### Bridges

Council is responsible for 50 timber and concrete bridges. The bridge infrastructure includes:

- 20 x Timber bridges
- 11 x Concrete/Steel bridges
- 34 x Concrete culverts over 6 metres in length

The majority of the bridge network is located within the rural parts of the Shire.

1. The estimated cost to bring the bridge network to a satisfactory standard is \$825,000
2. The estimated annual cost of maintaining the bridge network is \$176,000
3. The 2011/2012 expenditure on bridge maintenance was \$63,000

**Note:** See Council's financial statements (Special Schedule 7) for definitions related to the condition of the road network and explanatory notes of Council applications of the definitions. (Section 5)

### Footpaths

Council is responsible for 235km of footpaths. The footpath infrastructure includes:

- 232km = Concrete
- 3km = Paved
- 2km = Asphalt

The footpath network is located throughout the urban parts of the Shire and is constructed in a variety of widths.

1. The estimated cost to bring the footpath network to a satisfactory standard is \$3,246,000
2. The estimated annual cost of maintaining the footpath network is \$559,000
3. The 2011/2012 expenditure on footpath maintenance was \$362,000

**Note:** See Council's financial statements (Special Schedule 7) for definitions related to the condition of the road network and explanatory notes of Council applications of the definitions. (Section 5)

## Water and Sewerage

### Water Supply Assets

Council is responsible for 1,257 km of water distribution system, one water treatment plant, 24 water pump stations and 29 water reservoirs. The water distribution system includes trunk mains, distribution mains, raw water reticulation, reclaimed water distribution system and service mains to industrial and commercial developments.

- The average condition of the assets is satisfactory or better
- The estimated cost to bring the water supply system to an average standard is \$7.0m
- The required annual maintenance expenditure for 2012-2013 is \$4.7m
- The 2011/2012 expenditure on maintenance for the water supply system was \$4.4m

**Note:** See Council's financial statements (Special Schedule 7) for definitions related to the condition of the road network and explanatory notes of Council applications of the definitions. (Section 5)

### Sewerage System

Council is responsible for 1,247 km of sewer mains, six sewage treatment plants and 143 sewerage pump stations. The sewer infrastructure includes gravity trunk mains, effluent disposal mains, distribution mains and rising mains.

- The average condition of the assets is satisfactory or better
- The estimated cost to bring the sewerage system to an average standard is \$30.3m
- The required annual maintenance expenditure for 2012/2013 is \$5.5m
- The 2011/2012 expenditure on maintenance of the sewerage system was \$5.4m

**Note:** See Council's financial statements (Special Schedule 7) for definitions related to the condition of the road network and explanatory notes of Council applications of the definitions. (Section 5)

**CONTRACTS AWARDED (428(2)(h))**

NAME OF CONTRACTOR	DESCRIPTION OF CONTRACT	VALUE OF CONTRACT \$ (EX GST)
<b>FIRST QUARTER</b>		
Playsafe Fencing Pty Ltd	Construction of Softball Cages and Chainwire Fencing at the Bateau Bay Sports Complex	\$246,972
Delcare Constructions Pty Ltd	Extension of B9 Sewerage Rising Main Long Jetty	\$2,338,610
Hall Earthmoving	Hire of Plant and Trucks for Operation of Buttonderry Waste Management Facility	\$782,860
John E Hogan Pty Ltd		
Active Excavation Works		
R.K.Talbot Enterprises Pty Ltd		
RI Equipment Pty Ltd		
R.W. Leete Pty Ltd		
Scape Constructions Pty Ltd		
Talbot Plant Hire Pty Ltd		
Andy's Earthworks Pty Ltd		
Bowsmark Investments Pty Ltd		
Catt & Sons Pty Ltd		
Environmental Land Contracting Pty Ltd		
<b>Second Quarter</b>		
Parsons Brinkerhoff Australia	Concept & Detailed Design for Augmentation of Wyong South Sewerage	\$633,830
Australian Tourist Park Management Pty Ltd	Operation & Management of Council's Four Holiday Parks	\$2,325,998
Newcastle Security	Provision of Security Services various Council facilities and The Entrance Town Centre	\$410,000
Evolution Security	Provision of Security Services various Council facilities and The Entrance Town Centre	\$164,450
Arogen Pty Ltd	Replace Existing water main Pollock Ave Wyong	\$316,405
Ghd Pty Ltd	New Waste Cell at Buttonderry Waste Facility	\$157,900
Pricewaterhousecoopers	Central Coast Water Corporation Cost Benefit Analysis	\$376,763
Fulton Hogan Pty Ltd	Asphaltic Concrete Heavy Patching Works	\$1,000,000
Fulton Hogan Pty Ltd	Asphaltic Concrete Works	\$1,500,000
Gosford City Council	Spray of Bituminous Surfacing Works	\$1,500,000
Transpacific Industrial Solutions Pty Ltd	Sludge dewatering No.2 Sludge lagoon Charmhaven and No.1,2 and 3 Mannering Park Sewerage Treatment Plant	\$195,252
Road Signs And Marking Supplies Pty Ltd	Supply and Delivery of Traffic Control Equipment and Signage	\$199,209
Adz Cleaning Services Pty Ltd	Provision of Cleaning Services 2011	\$235,000
Australian Water Holdings	Project Management Services	N/A
Nasr Group		
Worley Parsons		
Bcp Precast Pty Ltd	Supply and Delivery of Various Steel Reinforced Concrete Bases for Goorama Ave San Remo	\$148,500
Stabilised Pavements Australia	In Situ Stabilisation	\$3,000,000
Riverdine Nurseries Pty Ltd	The collection, propagation and supply of provance seed	\$297,931
Capgemini Australia Pty Ltd	IT Services	\$8,941,000
Eire Contractors Pty Ltd	Budgewoi T22 Sewerage Pump Station Upgrade	\$2,323,000
<b>Third Quarter</b>		
Gotrala Pty Ltd T/A Bolla Contracting	Kerb and Gutter and Associated Works	\$221,458
The Asphalt Man	Asphaltic Heavy Patching Works	\$828,890
Cda Eastland Trade Supplies Pty Ltd	Supply and Delivery of Tools and Hardware	\$1,030,245
J Blackwood And Son		
Express Industrial Supplies Pty Ltd		
Bmt Wbm Pty Ltd	Wyong River Catchments Flood Study	\$156,260
Smec Australia Pty Ltd	Detailed design and documentation for remediation of Mardi Landfill	\$379,686

NAME OF CONTRACTOR	DESCRIPTION OF CONTRACT	VALUE OF CONTRACT \$ (EX GST)
<b>Fourth Quarter</b>		
Gongues Constructions Pty Ltd	Design documentation and construction of Bateau Bay Sewage Treatment Works	\$800,000
Mcnamee Constructions Pty Ltd	Construction of Proposed C16 and associated works- Blue Haven Rising Main	\$1,455,680
Poles And Underground Pty Ltd	Construction of new power supply for water pump stations 17 and associated works	\$263,280
Downer Australia Pty Ltd	Asphaltic Concrete Works Category Two - Supply and Lay Asphaltic Concrete works	\$3,717,743
Interflow Pty Ltd	Sewer Main Rehabilitation various areas	\$1,102,936
Ymca Of Sydney	Contract extension Management of Toukley Aquatic Centre, Wyong Olympic Pool, The Entrance Ocean Baths and Lake Haven Recreational Centre, for a further period of two years	\$1,000,000

### CONTRIBUTIONS AND GRANTS UNDER 356 (428(2)(l))

CONTRIBUTION / GRANT	AMOUNT 2011/12
Convict Trail Project	\$5,000
Emerging Musicians Development	\$5,175
Wyong Shire Garden Competition	\$5,500
Indigenous Art Painting Project	\$6,000
Rotary Youth Drivers Awareness	\$6,000
Wyong Country Music Markets	\$6,818
Paws And Claws	\$8,000
New Years Eve Celebrations	\$9,000
Central Coast Business Awards	\$10,000
Central Coast Water Watch	\$10,000
Ken Duncan Photo Awards	\$10,000
Hunter Valley Research Foundation	\$10,455
Food And Fun In The Village Green	\$10,545
Nsw Body Boarding Titles	\$10,909
Gathering Of The Clans	\$11,364
Mardi Gras Festival	\$13,000
Central Coast Academy Of Sport	\$15,000
Chromefest	\$15,000
Community Environment Network	\$18,182
Australia Day Activities	\$20,000
Country Music Festival	\$30,000
Central Coast Regional Organisations Of Councils	\$33,604
Rental Concessions - Charity And Community Groups	\$45,000
Funds Granted Under \$5,000	\$46,741
Surf Club Subsidies	\$57,941
Regional Development Australia Central Coast	\$89,091
Councillors Community Improvement Grants	\$108,754
Central Coast Business Mentors Services	\$112,000
Central Coast Mariners	\$125,000
Sports Equipment And Community Donations	\$148,659
Central Coast Tourism	\$150,000
Tipping Subsidies - Charity And Community Groups	\$166,958
Community Development Grants	\$230,241
<b>TOTAL</b>	<b>\$1,549,937</b>

### CONTROLLING INTEREST IN COMPANIES (428(2)(p))

In 2011/12 Wyong Shire held a 50% controlling interest in Gosford / Wyong Councils' Water Authority.

### COUNCILLOR EXPENSES AND FACILITIES 217(1)(a1))

COUNCILLORS PAYMENT OF EXPENSES	
Councillors' Office Equipment	\$5,467
Telephone	\$49,109
Conferences And Seminars	\$30,353
Training (Company Director's Course)	\$5,318
Interstate Visits	\$0
Overseas Visits	\$0
Expenses Of Any Spouse, Partner Or Other Person	\$2,206
Expenses For Provision Of Care Of Others	\$570
Other Costs (Uniforms, Travel, Meals)	\$41,754
<b>TOTAL</b>	<b>\$134,778</b>

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## **DETAILS OF GIPA APPLICATIONS RECEIVED AND ACCESS TO INFORMATION (125)**

Council's program for the proactive release of government information involves a request for feedback (sent via email twice a year) from the Managers of Council's Service Units on the type of information each Unit holds, which each Unit considers, should be made publicly available.

The program also involves an informal assessment of the types of requests for information being received by Council (both informal requests, and access applications), in addition to an assessment of information that Council has proactively released as a result of an initiative or other requirement, outside the GIPA framework specifically:

A review of the above Program during the Reporting Period has identified the following information which has been released by Council:

1. Council's Online Mapping Project – (<http://www.wyong.nsw.gov.au/mapping/>). This Project was initiated by Council as an attempt to firstly, provide members of the public with an easier way to obtain some basic information regarding the planning controls and constraints relevant to their property; and secondly to reduce the volume of enquiries for this information being received verbally or in writing by Council.
2. Council's Community Engagement for the Tuggerah Lakes Estuary Management Plan – <http://www.wyong.nsw.gov.au/environment/tuggerah-lakes-estuary/>. A key element in the implementation of this Plan is community engagement, which has involved the release of information in various ways (for example, the internet, fact sheets, community workshops, school education programs and short films).

## **TOTAL NUMBER OF ACCESS APPLICATIONS RECEIVED**

Council received a total of 40 access applications during the reporting period (including withdrawn applications but not invalid applications), with 35 of these applications determined in 2001/12.

## **TOTAL NUMBER OF ACCESS APPLICATIONS THAT WERE REFUSED**

Council refused one access application as the information requested was referred to in Schedule 1 of the GIPA Act. This application was refused in part.



## STATISTICAL INFORMATION

**TABLE A:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Members of Parliament	N/A	1	N/A	N/A	N/A	1	N/A	N/A
Private sector business	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Not for profit organisations or community groups	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Members of the public (Legal Representatives)	2	1	N/A	1	N/A	N/A	N/A	3
Members of the public (Other)	7	6	N/A	N/A	N/A	3	N/A	7

**TABLE B:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	2	N/A	N/A	N/A	N/A	N/A	N/A	1
Access applications (other than personal information applications)	6	5	N/A	1	N/A	2	N/A	11
Access applications that are partly personal information applications and partly other	2	3	N/A	N/A	N/A	2	N/A	N/A

**TABLE C:  
INVALID APPLICATIONS**

REASON FOR INVALIDITY	NO. OF APPLICATIONS
Application does not comply with formal requirements (sec. 41 of the Act)	4
Application is for excluded information of the agency (sec. 43 of the Act)	N/A
Application contravenes restraint order (section 110 of the Act)	N/A
<b>Total number of invalid applications received</b>	<b>4</b>
<b>Invalid applications that subsequently became valid applications</b>	<b>N/A</b>

**TABLE D:  
CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO ACT**

	NO. OF TIMES CONSIDERATION USED
Overriding secrecy laws	N/A
Cabinet information	N/A
Executive Council information	N/A
Contempt	N/A
Legal professional privilege	1
Excluded information	N/A
Documents affecting law enforcement and public safety	N/A
Transport safety	N/A
Adoption	N/A
Care and protection of children	N/A
Ministerial code of conduct	N/A
Aboriginal and environmental heritage	N/A

<b>TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT</b>	
	<b>NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL</b>
Responsible and effective government	2
Law enforcement and security	1
Individual rights, judicial processes and natural justice	7
Business interests of agencies and other persons	N/A
Environment, culture, economy and general matters	N/A
Secrecy provisions	N/A
Exempt documents under interstate Freedom of Information legislation	N/A

<b>TABLE F: TIMELINESS</b>	
	<b>NUMBER OF APPLICATIONS</b>
Decided within the statutory timeframe (20 days plus any extensions)	11
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	8
<b>Total</b>	<b>20</b>

<b>TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)</b>			
	Decision varied	Decision upheld	Total
Internal Review	N/A	N/A	N/A
Review by Information Commissioner	N/A	N/A	N/A
Internal review following recommendation under section 93 of Act	N/A	N/A	N/A
Review by ADT	N/A	N/A	N/A
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

<b>TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)</b>	
	<b>NUMBER OF APPLICATIONS FOR REVIEW</b>
Applications by access applicants	N/A
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	N/A

## **DIVERSE AND MULTICULTURAL SERVICES (428(2)(j))**

### **PLANNING:**

Multicultural Policies and Services Program Council is currently developing their framework for the Multicultural Policies and Services program (MPSP) focusing on the three key activity areas:

- Planning and Evaluation
- Capacity Building and Resourcing
- Programs and Services

### **CONSULTATION:**

Community Relations Commission – Hornsby Central Coast Regional Advisory Council Council is an active member of the Hornsby/ Central Coast Regional Advisory Council (RAC) of the Community Relations Commission (CRC). RAC meets every three months and has been established for a number of years to look at regional issues that may affect the Culturally and Linguistically Diverse (CALD) communities of the Central Coast.

### **LEADERSHIP:**

Central Coast Multicultural Interagency (CCMI)  
CCMI meets every two months and is the premier collective of government and non-government agencies working with the CALD on the Central Coast. Wyong Shire Council has been an active member of CCMI for many years and Council staff provide a leadership role within the Interagency, supporting multicultural workers and community members with local projects and events.

### **HUMAN RESOURCES:**

Wyong Shire Council is an Equal Opportunity Employer. In a recent staff Survey, of the 528 people who participated, 29 identified as of Cultural or Language heritage other than Australian, 11 being from Countries where English is a second language.

### **ACCESS AND EQUITY:**

Staff 2nd language Data Base  
Council has a data base of staff members who are fluent in a second language, covering 14 different languages. These languages include but are not limited to: Spanish, French, Thai, Russian, German and Tagalog. Identified staff members assist residents where required when minor language issues arise.

### **Guidelines for use of Interpreters and**

#### **Translators**

Council has developed guidelines for council staff in the appropriate use of Interpreters / Translators.

### **COMMUNICATION:**

#### **Translations**

Council has produced a multicultural Wyong Shire Council Welcome booklet for new residents. The booklet has been translated into languages of the 7 most popular or fastest growing Non-English Speaking Background (NESB) communities according to the latest ABS statistics.

The languages include:

- Greek
- Tagalog (Filipino)
- Italian
- Spanish
- Thai
- Chinese (simplified)
- Korean

The booklets contain key information on Council services and activities and are available to all Wyong Shire residents.

### **SOCIAL AND ECONOMIC DEVELOPMENT:**

#### **Stay Safe at the Beach**

“Stay Safe at the Beach” is a community partnership between Wyong and Gosford Councils, Northern Settlement Services, Surf Life Saving Central Coast and Centrelink, delivering a two day event, held in both Gosford & Wyong local government areas, to educate the community on safe beach practices.

The events target school, TAFE and university students as well as CALD and general community members. The focus on CALD communities is seen as important as recently arrived migrants can be at a greater risk of drowning due to lower levels of beach awareness and foundation aquatic skills.

The Stay Safe at the Beach program was recently awarded the Water Safety Event of the year at the Annual NSW Water Safety Awards.

### **MULTI CULTURAL EXPO**

The Central Coast Multicultural Expo was held on Wednesday 26 October in the Council function room.

This event is a highlight for the central coast multicultural community, hosted by members of the Central Coast Multi Cultural Interagency. The Expo attracted 41 organisations from across the Central Coast who provided information to people from over 40 different countries of birth with total attendance of over 300 people. The organisations covered information on Government Departments, Health, Aged and Disabilities, Legal, Education and Training, Accommodation, Employment and community groups. Entertainment was provided by Thai, Chinese and Spanish dancers in spectacular costumes and an African singing and drumming group showcasing the vibrancy and cultural diversity of our Shire.

### **HARMONY DAY**

Wyong Shire Council actively supports Harmony Week and assists with or promotes various events held throughout the shire on Harmony Day and throughout Harmony Week.

### **EQUAL OPPORTUNITY MANAGEMENT PLAN ACTIVITIES (428(2)(n))**

In accordance with Section 345 of the Local Government Act (NSW) 1993, Council is obligated to develop, implement and maintain an Equal Employment Opportunity (EEO) Management Plan. Council's current EEO Management Plan was reviewed in July 2012 and is due for review in July 2013. Council continued to monitor and evaluate strategies that have been implemented to ensure that the EEO Management Plan remains effective. Specific EEO activities undertaken during this period include:

- a) Review of Equal Employment Opportunity Policy  
The Equal Employment Opportunity policy was updated in 2012 to reflect HR structure changes and the responsibilities of the EEO Coordinator as well as employees in relation to EEO principles.
- b) Review of the Employee Assistance Program  
Council's Employee Assistance Program (EAP) is a confidential counselling service independent of Wyong Shire Council, to assist staff and their families who may be experiencing personal difficulties. Council has reviewed and renewed its contract with Hunter Employee Assistance Services (HEAS).

## EEO MANAGEMENT PLAN

STRATEGY 1: COMMUNICATION AND AWARENESS RAISING	
Ensure that all staff understand the principles of EEO, and their responsibilities in implementing Council's EEO Management Plan.	Proactive advice and guidance provided by HR whenever necessary.
STRATEGY 2: CONSULTATION	
Ensure EEO developments are widely publicised and invite comment from employees and relevant unions as required.	EEO Developments are discussed on an ongoing basis through Consultative Committee and Supervisor meetings.
STRATEGY 3: RECRUITMENT, PROGRESSION AND TRANSFER	
Ensure there is adherence to recruitment and selection policies at all times.	Recruitment and Selection Policies are monitored on a regular basis to ensure that all staff involved in the Recruitment and Selection process adhere to Council's procedures and practices.  HR representatives have received formal Recruitment and Selection training.  Data is collated by HR for all recruited positions and reviewed regularly by Council's EEO Coordinator.
Review appointment, progression and transfer policies to ensure they conform with EEO principles.	All appointments, progressions and transfers are processed taking into account EEO and diversity principles.  Job evaluation and performance appraisal procedures reviewed to ensure that they are non-discriminatory in content and administration.
Provide a training program for supervisors on recruitment and selection techniques.	Ad hoc training sessions conducted as required.
STRATEGY 4: TRAINING AND DEVELOPMENT	
Review training and development policies and practices to ensure they conform to EEO principles.	Council's Training and Development Team scheduled Bullying and Harassment training for all Managers and Supervisors.  A handbook is provided to all new staff which provides them with information about Council and in particular a summary of Human Resource policies and procedures, including No Smoking, Drug and Alcohol Free Workplace and Harassment and Workplace Bullying.
STRATEGY 5: HARASSMENT AND GRIEVANCE PROCEDURES	
Promote and implement an accessible and effective grievance policy and procedure.	Council's has a formal grievance policy and procedure that aligns with our obligations under the Local Government (State) Award 2010.
Prevent discrimination and harassment of employees.	Council aims to prevent discrimination and harassment by ensuring that all staff are made aware of their EEO obligations and responsibilities. As indicated in other actions, awareness training has continued via staff induction and regular supervisor training.  Council's EEO Coordinator and HR Manager provide regular advice to Supervisors on grievance handling procedures and should a grievance arise, staff are fully supported and assisted throughout the process.  Exit interviews are offered to all staff leaving the employment of Council. Interviews are monitored to determine if discrimination/harassment has contributed to employee resignations.
STRATEGY 6: IMPLEMENTATION AND EVALUATION	
Ensure successful implementation of the EEO Management Plan by the allocation of clear responsibilities and adequate resources.	Staff are reminded on a regular basis of their responsibilities in regards to EEO. EEO responsibilities are also included in the employee position descriptions for those staff who have direct subordinates.
Revise and amend the EEO Management Plan.	The EEO Management Plan was reviewed and updated in 2012 and new objectives and strategies developed.
Ensure Council's Personnel Records System complies with EEO principles.	Council's Personnel Records System is constantly reviewed, to ensure that confidentiality is maintained and that EEO principles are upheld.
Collect appropriate statistical data to allow ongoing monitoring of Council's personnel profile.	EEO statistical data is collated by HR for all recruited positions and reviewed regularly by Council's EEO Coordinator.  Exit data is collated and reviewed to determine if EEO issues contributed to employee resignations.

**EXTERNAL BODY EXERCISING  
COUNCIL FUNCTIONS (428(2)(o))**

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

<b>Council Community Precinct Committee Name</b>	<b>FUNCTION</b>
BATEAU BAY/KILLARNEY VALE	
Berkeley Vale/Chittaway Bay/Chittaway Point	
Budgewoi/Buff Point/Halekulani	
Gwandalan/Summerland Point	
Lakes	
Manning Park	
Lake Munmorah/Chain Valley Bay	
Norah Head	
Ourimbah	
The Entrance Peninsula	
Wallarrah North	
Watanobbi/Warnervale	

Wyong Shire Council has implemented Precinct Committees to encourage the involvement of residents in the decision making process of Council to enhance their local area. The Committee makes recommendations to Council and provides a vehicle for information to flow freely between Council and the community.

## HUMAN RESOURCE ACTIVITIES (428(2)(m))

Council provides a range of human resource (HR) activities via the Human Resource unit. Services include:

- HR Management advice and support
- Talent Management (recruitment and selection, creation of talent pools, apprentice management)
- Learning and Development
- Risk Management including worker's compensation management
- Workplace rehabilitation
- Employee Wellbeing
- Employee Assistance Program
- Workplace Health and Safety
- Industrial Relations (advocacy, grievance resolution, negotiation)
- Remuneration (salary administration, job evaluation, appraisal management, salary survey)
- Equal Employment Opportunity (EEO) Management
- HR Operations (data management and reporting, policy development, communication)
- Workforce Strategy development
- Organisational Development (program development, succession planning, engagement surveys)

The development of new initiatives and the continuous improvement of all HR activities provided to the organisation are a key focus for the HR Unit.

### OCCUPATIONAL HEALTH AND SAFETY

During 2011/12 Council prepared for and successfully responded to the introduction of the new harmonised Work Health and Safety legislation. A systematic education and awareness program was implemented and a review of the Safety Management System commenced.

During the year the major focus areas were:

- Review and re-write of the Safety Management System
- Preparation for WorkCover's Self Insurer Audit
- Preparation and response to new harmonised Work Health and Safety legislation
- Introduction of Health and Safety Representatives for work groups
- Reduction of workplace injuries and hazards

Continuous improvement activities included:

- Worksite inspections
- Compliance audits
- System audits
- Statistical and trending analysis
- Incident investigations
- Support to employee safety representatives

In 2011/12 there were no prosecutions under the Occupational Health and Safety Act 2000 or Workplace Health and Safety Act 2011.

Council achieved:

- Lost Time Injuries reduced by 4.08% to 47
- Lost Time Injury Frequency Rate reduced by 2.47% to 28.48
- Hours lost to injury reduced by 49.08%
- Improved reporting and response to improvement opportunities

The Lost Time Injury Frequency Rate is a ratio that allows different sized organisations to accurately compare figures. It is the number of lost time injuries multiplied by 1,000,000 then divided by the total number of man hours worked.

### WORKERS COMPENSATION

WorkCover granted Council a self-insurer licence under Section 211 of the Workers Compensation Act 1987. As a result Council performed injury and claims management functions within the Human Resources Unit of Council. During 2011/12 Council experienced 70 work related injuries and 38 work related illnesses.

### LEARNING AND DEVELOPMENT

Training and Personal Development Delivery

- Internal - 412 classes with 3,419 attendances
- External - 145 classes with 286 attendances

Training was provided in a number of categories including:

- Corporate
- Legislative
- Compliance
- Leadership Development
- Professional Development:
- Plant and Equipment

### SCHOLARSHIP PROGRAM

Council offered three opportunities for students attending university to undertake four weeks paid casual employment and receive \$2500 towards their education costs, conditions of the project were that students commenced university directly after completing their Year 12 Higher School Certificate and resided in Wyong Shire. The students were studying areas of Communications, Law and Nursing.

### INTERNSHIP PROGRAM

The program offered an opportunity for university students to gain on the job experience while attending university on a part time basis. This allowed students to gain practical application of the theoretical knowledge learned at university, as well as gain exposure to the career opportunities in Local Government. Council provided eight internships to students studying the area of engineering.

### TRAINEE AND APPRENTICE PROGRAM

Council continued to provide apprenticeships in areas aligning to business needs within the Infrastructure Management and Community and Recreation Departments, with 21 apprentices hosted during this period.

Council also offered traineeships to current staff to assist in their continuous learning and development, as well as employing staff on a temporary basis to achieve their Certificate III in Children's Services. 87 employees undertook or completed a traineeship during 2011/12. This included 45 employees completing Council's Leadership Development Program (a program aimed at developing future leaders through the completion of a Certificate IV in Frontline Management (level one) or Diploma in Management (level two)). Council was able to provide this learning in a cost effective manner as training costs are often subsidised by government incentives.

### STUDY ASSISTANCE

Permanent employees were provided with the option to apply for Study Assistance to provide funding toward the cost of their education, in areas that apply to business needs. The program was held under a robust selection process and ensured a return on investment to Council from the employee. The program had two intakes, with 52 employees by this program in the 2011/12 year.

### ACCREDITED LEARNING OPPORTUNITIES

In this financial year, 63 employees participated in accredited learning opportunities in identified workforce development need areas. The opportunities were part funded through government initiatives such as the National Workforce Development Fund. Training was completed in a number of areas including: project management, water operations and child care. Additionally, Council developed a partnership with a local Registered Training Organisation to enable two of our qualified and accredited lifeguards to deliver First Aid training to employees in the off season. This approach has enabled Council to deliver essential accredited training to our employees in a cost effective manner.

## IPART DETERMINATION INFORMATION (18(4))

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

Under the Energy and Utilities Administration Act 1987 (NSW), Council is required to make an annual contribution to the Climate Change Fund. IPART specifies that Council calculate the contribution per property connected to the Water Supply System and increase the water service charges as set out in the determination for 2011/12 by this amount. This will enable Council to recover in 2011/12, the Climate Change Fund contribution required for 2011/12.

Council's implementation during 2011/12, of IPART's pricing determination May 2009 is shown in the following table.

2011/12	TRIBUNAL MAXIMUM PRICE DETERMINED \$	WYONG SHIRE COUNCIL PRICE SET \$
<b>1. SERVICE CHARGES PER YEAR</b>		
<b>(a) Residential properties</b>		
<i>Water</i>		
Metered (20mm meter size)	142.32	156.53 <sup>a</sup>
	450.31	450.31
<i>Sewerage</i>		
<b>(b) Non-residential properties</b>		
<i>Water</i>		
Meter size (mm): <sup>b</sup>		
20	142.32	157.53 <sup>a</sup>
25	222.38	237.59 <sup>a</sup>
40	569.28	584.49 <sup>a</sup>
50	889.50	904.71 <sup>a</sup>
80	2,277.12	2,292.33 <sup>a</sup>
100	3,558.01	3,573.22 <sup>a</sup>
150	8,005.52	8,020.73 <sup>a</sup>
200	14,232.04	14,247.25 <sup>a</sup>
250	22,237.44	22,252.65 <sup>a</sup>
<i>Sewerage</i>		
Meter size (mm): <sup>c,d</sup>		
20	162.23 x df%	162.23 x df%
25	253.48 x df%	253.48 x df%
40	648.92 x df%	648.92 x df%
50	1,013.93 x df%	1,013.93 x df%
80	2,595.66 x df%	2,595.66 x df%
100	4,055.71 x df%	4,055.71 x df%
150	9,125.35 x df%	9,125.35 x df%
200	16,222.85 x df%	16,222.85 x df%
250	25,347.93 x df%	25,347.93 x df%
<b>2. USAGE CHARGES PER KILOLITRE</b>		
<b>(a) Residential properties</b>		
<i>Water</i>	1.98	1.98
<b>(b) Non-residential properties</b>		
<i>Water</i>	1.98	1.98
<i>Sewerage</i> <sup>e</sup>	0.81	0.81

<sup>a</sup> Water Service Charges incorporate Climate Change Fund contribution of \$15.21 per property.

<sup>b</sup> Charges for meter sizes not specified above are calculated using the formula: (meter size)<sup>2</sup> x \$142.32 / 400 + \$15.21.

<sup>c</sup> Charges for meter sizes not specified above are calculated using the formula: (meter size)<sup>2</sup> x \$162.23 / 400.

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

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

**LEGAL PROCEEDINGS, PROGRESS AND COSTS (428(2)(e) and 428(4)(b))**

**RISK MANAGEMENT CLAIMS**

DETAILS OF CLAIM	CURRENT STATUS	COSTS INCURRED BY COUNCIL IN 2011/2012
Public Liability Claim	Active	\$8,737.60
Public Liability Claim	Active	\$1,600
Public Liability Claim	Active	\$4,054.60
Public Liability Claim	Complete	\$13,380.66
Public Liability Claim	Complete	\$42,286.95
Public Liability Claim	Complete	\$48,833.00

**LEGAL SERVICES 428(4)(b)**

**AMOUNTS INCURRED IN LEGAL PROCEEDINGS FROM 1 JULY 2011 TO 30 JUNE 2012 (OTHER THAN PROCEEDINGS IN THE LOCAL COURT OF NSW)**

Court / Tribunal	Other Party/ Parties to the Proceedings	Nature of Proceedings	Date Proceedings Commenced	Status / Outcome	Amounts Paid to Council's External Solicitors (excl GST)	Amounts Paid to Barristers Engaged on Behalf of Council (excl GST)	Other Amounts Paid Inc Consultants (excl GST)	Amounts and Costs Received by Council from Another Party	Amounts and Costs Paid to Another Party by Council
Supreme Court of NSW	Neumanns Contractors Pty Ltd	Civil proceedings arising from contractual disputes	29/2/2008, 5/5/2009 & 18/2/2008	All proceedings resolved on confidential terms.	\$37,822	\$3,037	\$10,294	Nil	Nil
Land and Environment Court of NSW	Environment Protection Authority of NSW (Prosecutor)	Prosecutions under the <i>Protection of the Environment Operations Act</i>	2/3/2010	Matter concluded on 9/3/2012. Council was convicted of 2 offences and fined a total of \$62,000, to be paid to Tuggerah Lakes Reserve Trust. Ordered to pay the Prosecutor's costs of \$73,383.	\$244	Nil	\$62,000 \$60	Nil	\$73,383.00
Land and Environment Court of NSW	Stannic Securities Pty Ltd (Applicant)	Appeal against deemed refusal of development application	20/8/2010	Judgment delivered on 9/12/2011, appeal upheld.	\$25,370	\$54,440	\$36,188	Nil	Nil
Land and Environment Court of NSW	The Doorlong Residents Action Group Inc ( <i>Applicant</i> ) and the Salvation Army Property Trust ( <i>2<sup>nd</sup> Respondent</i> )	Challenge to the validity of a consent granted by Council to a development application (submitted by the <i>2<sup>nd</sup> Respondent</i> )	20/4/2011	Judgment was delivered on 20 Dec 2011, with the challenge to the validity of the consent being dismissed and the Applicant ordered to pay the costs of Council and the other Respondent.	Nil	\$28,144	Nil	Nil	Nil
Land and Environment Court of NSW	Kevin Gregory (Applicant)	Appeal against refusal by Council to modify a development consent	7/11/2011	Proceedings discontinued	Nil	Nil		Nil	Nil
Land and Environment Court of NSW	Sun City Property Pty Ltd (Applicant)	Appeal against a condition imposed by Council in a development consent	20/12/11	Proceedings were concluded at a s.34 conference on 3/2/12.	Nil	Nil		Nil	Nil



Court / Tribunal	Other Party/ Parties to the Proceedings	Nature of Proceedings	Date Proceedings Commenced	Status / Outcome	Amounts Paid to Council's External Solicitors (excl GST)	Amounts Paid to Barristers Engaged on Behalf of Council (excl GST)	Other Amounts Paid Inc Consultants (excl GST)	Amounts and Costs Received by Council from Another Party	Amounts and Costs Paid to Another Party by Council
Land and Environment Court of NSW	Calmsley Developments Pty Ltd (Applicant)	Appeal against Council's refusal of a development application.	19/12/2011	The proceedings were concluded at a s.34 conference on 8/2/12 with conditional consent being granted to an amended form of the development application.	Nil	Nil		Nil	Nil
Land and Environment Court of NSW	Investa Resort Housing Pty Ltd (Applicant)	Appeal against a condition that Council imposed on a consent to subdivide land.	27/4/2012	The proceedings were discontinued on 19/6/2012	Nil	Nil		Nil	Nil
Land and Environment Court of NSW	Matthew Lusted (Applicant)	Appeal against Council's refusal of a development application.	10/10/2011	The proceedings were concluded on 7/3/2012 by the issue of a conditional consent to a modified development application	Nil	Nil		Nil	Nil
Land and Environment Court of NSW	Y & O Shevket (Applicants)	Appeal against a condition that Council imposed on a consent	28/6/2012	As at 30/6/2012 the proceedings were pending	Nil	Nil	Nil	Nil	Nil
District Court of NSW	Environmental Land Clearing Pty Ltd (Defendant)	Civil proceedings arising from a contractual dispute	3/3/2010	As at 30/6/2012 the proceedings had not concluded and were listed for hearing later in 2012.	\$125,632	Nil	\$39,263	Nil	Nil

Commission	Other Party/ Parties to the Proceedings	Nature of Proceedings	Date Proceedings Commenced	Status / Outcome	Amounts Paid to Council's External Solicitors (excl GST)	Amounts Paid to Barristers Engaged on Behalf of Council (excl GST)	Other Amounts Paid (excl GST)	Amounts of Lump Sum Compensation Payments	Amounts for Applicants Solicitors
Worker's Compensation Commission of NSW	Various Applicants	Claims arising under the <i>Worker's Compensation Act</i>	Varied	Varied	\$18,338	Nil	Nil	\$20,625	\$14,383

#### AMOUNTS INCURRED IN LEGAL PROCEEDINGS FROM 1 JULY 2011 TO 30 JUNE 2012 IN THE LOCAL COURT OF NSW – CIVIL PROCEEDINGS

Number Of Statement Of Claims	Total Amount Sought To Be Recovered	Total Service And Filing Fees	Total Claim
547	\$832,037	\$79,862	\$911,899

Court/ Tribunal	Other Party/ Parties To The Proceedings	Nature Of Proceedings	Date Proceedings Commenced	Status/ Outcome	Amounts Paid To Council's External Solicitors (Excl Gst)	Amounts Paid To Barristers Engaged On Behalf Of Council (Excl Gst)	Other Amounts Paid (Excl Gst)	Amounts And Costs Received By Council From Another Party	Amounts And Costs Paid To Another Party By Council
Wyong Local Court	Lisa Martin	Fail to comply with nuisance dog order	25/7/2011	Dismissed \$1,800 costs	Nil	Nil	Nil	Nil	\$1,800
Wyong Local Court	Grant Watt	Appeal against dangerous dog declaration	25/8/2011	Control orders were made on 25/8/2011	\$660	Nil	Nil	Nil	Nil
Wyong Local Court	Peter McFayden	Appeal against dangerous dog declaration	15/9/2011	Control orders were made on 15/9/2011	Nil	Nil	Nil	Nil	Nil
Wyong Local Court	Kelvin West	Dog attack and escape	3/8/2011	Fine \$1,000 (attack) Fine \$500 (escape) \$162 Court attendance notice fees \$1,687 Victim costs	Nil	Nil	\$1,767	\$1,662	Nil
Wyong Local Court	Carol Robinson	Statement of Claim	27/8/11	Consent orders made 1/12/11	\$1,650	Nil	Nil	Nil	Nil
Wyong Local Court	Grant Watt	Appeal against dangerous dog declaration	25/8/11	Control orders were made on 25/8/2011	Nil	Nil	Nil	Nil	Nil
Wyong Local Court	Samantha Walker	Appeal against dangerous dog declaration	20/10/11	Control orders were made on 20/10/11	Nil	Nil	Nil	Nil	Nil
Wyong Local Court	Keith Field	Prosecution for multiple dog attacks and related offences	9/2/12	Professional Costs \$1,000 Court Cost to Council \$972 \$390 Pound Fines \$2,700 Dogs surrendered & euthanased	Nil	Nil	\$390	\$4,672	Nil
Wyong Local Court	Rick Whybrow	Dog Attack	20/4/12	\$500 Fines \$81 Court Costs \$300 Professional costs \$40 witness costs	Nil	Nil	\$40	\$881	Nil
Wyong Local Court	Laura Hamilton	Not notify change of registration	6/8/12	Sec 10 Dismissed	Nil	Nil	Nil	Nil	Nil
Wyong Local Court	Budgewoi Bakehouse	Failure to comply with Clauses 19(1), 19(2) & 24(1)(d) of the Food Standards Code	11/4/12	Fines totalling \$15,000 \$249 Court costs and \$300 Professional costs	Nil	Nil	Nil	\$15,549	Nil

## MAYORAL AND COUNCILLOR FEES (428(2)(f))

In 2011/12 Wyong Shire Council expended \$267,950 on Councillor fees for elected representatives.

The Mayoral allowance was fixed at \$56,250 in accordance with the determination of the Local Government Remuneration Tribunal and reduced by:

- \$8,033 payable to the Deputy Mayor
- \$1,890 for use of the Mayoral Motor Vehicle

Annual payments of \$21,170 were set for each Councillor under the provision of Section 248 of the Local Government Act 1993 and in line with the determination of the Local Government Remuneration Tribunal.

Councillors' other expenses totalled \$134,778 which includes items in Council's Facilities and Expenses Policy for Councillors.

## OTHER INFORMATION (428(2)(r))

There is no other information for inclusion.

## OVERSEAS TRIPS TAKEN BY COUNCILLORS OR STAFF(217(1)(a))

There were no occurrences of overseas trips for Councillors or staff in 2011/12.

## PARTNERSHIPS WITH OTHER ORGANISATIONS (428(2)(q))

In 2011/12 Council provided improved services to the community through the following partnerships and joint ventures:

- Gosford / Wyong Councils' Water Authority
- Mingara Aquatic Complex
- Wadalba Community School
- Lake Munmorah High School and Summerland Point Sports Hall

## RATES AND CHARGES WRITTEN OFF (132)

Small balances written off	\$656.98
Reversed payment after sale of property	\$384.33

## SENIOR STAFF REMUNERATION AND NUMBER EMPLOYED BY COUNCIL (428(2)(g) and 217(1)(b))

During 2011/12 Council employed sixteen staff in senior designated officer contract positions, held on separate performance based fixed term contracts in accordance with the Local Government Act 1993. Remuneration amounts include salary, fringe benefits, non-cash benefits, and all other on-costs connected with their employment.

TITLE	TOTAL EMPLOYMENT EXPENSE
General Manager	\$366,873
Director Environment & Planning Services	\$257,893
Director Corporate Services	\$247,509
Director Community & Recreation Services	\$233,593
Director Infrastructure Management	\$233,593
General Counsel	\$185,587
Chief Financial Officer	\$118,147
Manager Information Management	\$167,893
Manager Place Management	\$195,244
Senior Development Manager, Major Projects	\$162,537
Internal Auditor	\$163,887
Manager Major Projects	\$21,000 *
Manager Economic Property Development	\$74,509 *
Executive Manager	\$70,101 *
Manager Water & Sewerage	\$48,938 *
Manager Contracts and Project Management	\$157,075
Manager Land Use Planning Policy Development	\$173,692
<b>Total</b>	<b>\$2,878,071</b>

\*Employment commenced part-way through the year

In addition, the following staff were non-designated senior staff with a total remuneration package over \$159,000.

TITLE	TOTAL EMPLOYMENT EXPENSE
Manager Human Resources	\$212,154
Manager Development Assessment	\$179,505
Manager Community Buildings	\$177,841
Manager Roads and Stormwater	\$183,004
Manager Industrial Relations	\$173,692
Manager Plant Fleet Depots	\$169,330
<b>Total</b>	<b>\$1,095,526</b>

## STORMWATER MANAGEMENT SERVICES (217(1)(e))

STORMWATER MANAGEMENT	ACTUAL EXPENDITURE 2011/12
<b>Stormwater Management Works - Tuggerah Lakes</b>	
Catchment Maintenance	7,923
Gross Pollutant Traps Heritage Drive	64,372
Saltmarsh Rehabilitation CMA	225
Stormwater Project - Gascoigne	11,789
Stormwater Project P5 - Catalina Road	104,067
Stormwater Treatment Device Colorado Drive	2,680
Stormwater Treatment Device Malvena Road	25,397
Stormwater Treatment Device McLean Street	1,800
Stormwater Treatment Works Loxley Close Berkeley Vale	1,944
Stormwater Treatment Works Saltwater Creek Reach 2	9,091
Stormwater Treatment Works Watanobbi	1,044
Stormwater Works Lake Munmorah Reserve	183,178
Streambank Rehabilitation and Establishment	1,465
Watanobbi Wetland	5,703
<b>Total</b>	<b>420,678</b>
<b>Stormwater Management Works - Ocean</b>	
Toe Drain Cabbage Tree Harbour	565,441
<b>Total</b>	<b>564,441</b>
<b>Total Stormwater Management Works</b>	<b>986,119</b>

## WORKS CARRIED OUT ON PRIVATE LAND (428(2)(k))

Section 67 of the Local Government Act (LGA) relates to Council undertaking works on private property. This Section outlines procedures for circumstances where Council expends public money to undertake works on private lands and those works improve the land/provide the private landowner with a benefit (as compared to where Council expends public moneys on public infrastructure/public benefit). Examples of such work referenced under this Section, which are relevant to works being undertaken under the Tuggerah Lakes Estuary Management Plan (EMP), include fencing, tree planting, tree maintenance, excavation, land clearing and tree felling.

Where Council is undertaking these types of works on private property and does not have an approved fee, or is charging less than an approved fee, Council must, by resolution, approve the works before they are carried out. Funding for these works may be from various sources and are not necessarily revenue funds.

In the 2011/12 financial year under the EMP, the private properties that had works carried out are listed below, with the owners entering into an agreement relating to the sharing of costs. Agreements are based on the following principles:

- Council, through EMP funding, will provide all rehabilitation works
- If, as a result of the rehabilitation works, off-stream stock watering is required, this is to be provided by the land owner
- Council, through EMP funding, will provide initial maintenance (up to 12 months) to establish tube stock planted as part of the works
- The property owner will provide for the ongoing maintenance of any fencing and maintenance of revegetated areas after the initial maintenance period

MEETING DATE	LOT & DP	SUMMARY OF WORKS
13 July 2011	Lots 110 -112 DP 567333, Palm Grove  Lot 27, 38, 65, 80 DP 755261, Cedar Brush Creek	<ul style="list-style-type: none"> <li>• Removal of Weeds of National Significance (WoNS) (Blackberry and Lantana) and other environmental weeds from 1000m<sup>2</sup>, 530m<sup>2</sup> of supplementary planting</li> <li>• Stabilisation using soft engineering approaches including ecologs or woody debris to toe secured by piling to stabilise 100m of streambank</li> <li>• Removal and treatment of aquatic weed (Salvina)</li> <li>• Reprofile 82m of bank for top 1 to 2m</li> <li>• Jutemesh, mulch and plant out 7920m<sup>2</sup> of bank and riparian zone</li> <li>• 880m of fencing</li> </ul>
27 July 2011	Lot 49 DP2244, Palm Grove  Lot 34 DP123970, Ourimbah  Lot 1 DP 609571, Palm Grove	<ul style="list-style-type: none"> <li>• Removal of Weeds of National Significance (WoNS) (Blackberry and Lantana) and other environmental weeds from 900m<sup>2</sup>, 750m<sup>2</sup> of supplementary planting, stabilisation using soft engineering approaches including ecologs and brushing to stabilise 50m of streambank</li> <li>• WoNS removal including lantana from 3000m<sup>2</sup> of bank 660m<sup>2</sup> of supplementary planting, stabilisation using soft engineering approaches including ecologs or woody debris to toe secured by piling, jute mesh, and brushing and planting to stabilise 230m of streambank</li> </ul>
9 November 2011	Lot 43 DP 755224, Palm Grove	Severe erosion site in the upper reaches of Ourimbah creek where approximately 3m of bank material over a 20m length was removed during recent minor flood event. The site was stabilised by restoring the previous bank location using river sand fill and rough rock facing over geotextile to top of bank. Supplementary planting to top of bank, overbank and opposite bank and adjacent areas was carried out to improve the overall vegetation cover in this area.
14 March 2012	Lot 945 DP 626561, 912 Ourimbah Creek Road Palm Grove	Removal of fallen trees that are contributing to additional bank erosion. Timber piling and toe protection to eroded streambank together with brushing of bank. Riparian planting and relocation and reinstatement of 100m of fencing works to provide 1000m <sup>2</sup> of planting and 30m of bank protection.
9 May 2012	Lot 1 DP 530125, Noraville  Lot 1 DP 24532, Noraville	Rock lining the scour hole in the creek channel to prevent further erosion. Weed control through a 1 hectare area of bushland located on the school land, comprising of: <ul style="list-style-type: none"> <li>• Removal of weeds including WoNS (Lantana and Bitou Bush).</li> <li>• Riparian planting, including school planting day.</li> </ul>


All works carried out were funded through the Australian Government's Caring for our Country grant and were not subsidised by Council.

# Glossary of Terms

Acronym or Statement	Meaning	Page
AMS - Asset Management Strategy	A 10 year strategy to address the management and control of Council's assets in line with the CSP and Delivery Program	32
APZ - Asset Protection Zone	A buffer zone between a bush fire hazard and buildings	67, 68
AWA – Australian Water Association	A membership association for water professionals and organisations	9
CCWC - Central Coast Water Corporation	The authority that will be formed, combining Gosford City and Wyong Shire Councils water and sewerage infrastructure and operations	39
Central Coast Regional Plan	A regional version of Gosford City and Wyong Shire Councils CSP	32
CFoC - Caring for Our Country	An Australian Government initiative that funded the works for the EMP	47
CSP - Community Strategic Plan	The overarching plan that details the long-term vision for the community. Council plans its activities and programs around the objectives to ensure we are progressing towards the vision	33
Coastal Zone Management Plan	An adopted Council plan that will help to understand and manage the Shire's fragile coastline	9, 32
DA – Development Assessment	Assessment process for development applications	49
DCP - Development Control Plan	A planning instrument that details specific codes, controls and guidelines for building developments	51
DECCW - Department of Environment, Climate Change and Water	The State Government agency now known as OEH	44, 69
EEO – Equal employment Opportunity	The equal access to jobs, benefits and services for all current and prospective employees in the workplace	65, 78, 79, 81
EMP - Tuggerah Lakes Estuary Management Plan	A plan developed by Council to respond to the future management of the Shire's estuaries and catchments	47, 51, 85
EPA - Environmental Protection Authority	An independent authority that regulates and responds to activities that can impact on the health of the NSW environment and its people, including waste	5
Four Year Delivery Program	A four year plan that details Council's activities for the coming four years and is aligned to the objectives of the Community Strategic Plan	22, 26, 33
GCC - Gosford City Council	The local government body that borders Wyong Shire	39
GIPA - Government Information (Public Access)	An legislative act that governs public access to government information	75
GIS – Geographic Information System	A system designed to capture, store, manipulate, analyse, manage, and present all types of geographical data	67
IMS - Information Management Strategy	A four year strategy to address the information management requirements of the Delivery Program	43
IPART - Independent Pricing and Regulatory Tribunal	A regulatory body that determines the maximum prices that can be charged for Council's rates and water charges	65, 82
JSB - Joint Services Business	An initiative between WSC and GCC to jointly deliver certain corporate functions	7, 32, 39
LEP - Local Environment Plan	A planning instrument that outlines what development is allowed within each zone / area	9, 51
LTFS - Long Term Financial Strategy	A 10 year strategy to ensure the financial sustainability of Council operations in line with the CSP and Delivery Program	32
M2M - Mardi to Mangrove	A project that involved the construction of a pipeline from Mardi Dam to Mangrove Creek Dam	37
Masterplan	A comprehensive plan that sets the future look and feel of a precinct. It includes zoning information, design concepts, and planning guidelines for developers	8, 9, 10, 13, 59, 61
NABFMP – Natural Areas Bush Fire Management Program	A program in partnership with the NSW and Federal Governments to review current bush fire management of Council controlled land	9, 67, 68
Operational Plan / Annual Plan	A one year plan that details Council's activities for the coming year and associated operational and capital budgets. The details of the plan are aligned to the objectives of the Community Strategic Plan	18, 22, 26, 32
PAT - Project Assessment Team	A cross functional Council team established to assess and "score" proposed projects	9, 37
PCI - Pavement Condition Index	An index to determine the state of the Shire's pavements	45
PIPPA Act – Privacy and Personal Information Protection Act	Legislation that governs the way Council manages personal information	43
Quadruple Bottom Line	The four pillars that Council considers in all its planning and decision-making. These are economic, environmental, social and governance	8, 37, 67
REDES - Regional Economic Development and Employment Strategy	A strategy developed to support the growing population and employment needs of the Central Coast	32
RFS - Rural Fire Service	A State Government agency that combats bushfires and enables communities to be prepare and protect themselves from bushfires	67, 68
Resourcing Strategy	The collective strategies of the LTFS, WFMS, and AMS	26
RMS – Roads and Maritime Services Department	A State government authority that builds major roads, promotes road safety, manages traffic, regulates vehicles and licenses drivers	5, 24
Special Schedule 7	The reporting of Council's assets, including the condition and maintenance costs of the asset	71, 72, Section 4
UDIA – Urban Development Institute of Australia	A body representing the property development industry throughout Australia	9
VPA – Voluntary Planning Agreement	An agreement entered into by a planning authority and a developer to provide or fund public amenities and public services, affordable housing or transport or other infrastructure	51
WaSIP - Waste and Sustainability Improvement Payment	Funding provided Council, under OEH, to implement programs and initiative that improve resource recovery and sustainability outcomes	47, 53
WFMS - Workforce Management Strategy	A 4 year strategy to address the workforce requirements of the Delivery Program	28
WSC - Wyong Shire Council	The local government body that this report is about. Often referenced as "Council" within this report	33, 39, 43
Wyong Shire Council Strategic Plan	This plan is a complete package of the Operational and Four Year Delivery Plan, Statement of Revenue Policy and Resourcing Strategies. Often referenced as the "Strategic Plan" within this report	22, 28, 33, 39, 43



Tuggerah Lake



## SECTION 4 Shaping our Environment

LOCAL GOVERNMENT ACT

428(2)(c)

LOCAL GOVERNMENT (GENERAL) REGULATION 2005

217(2)

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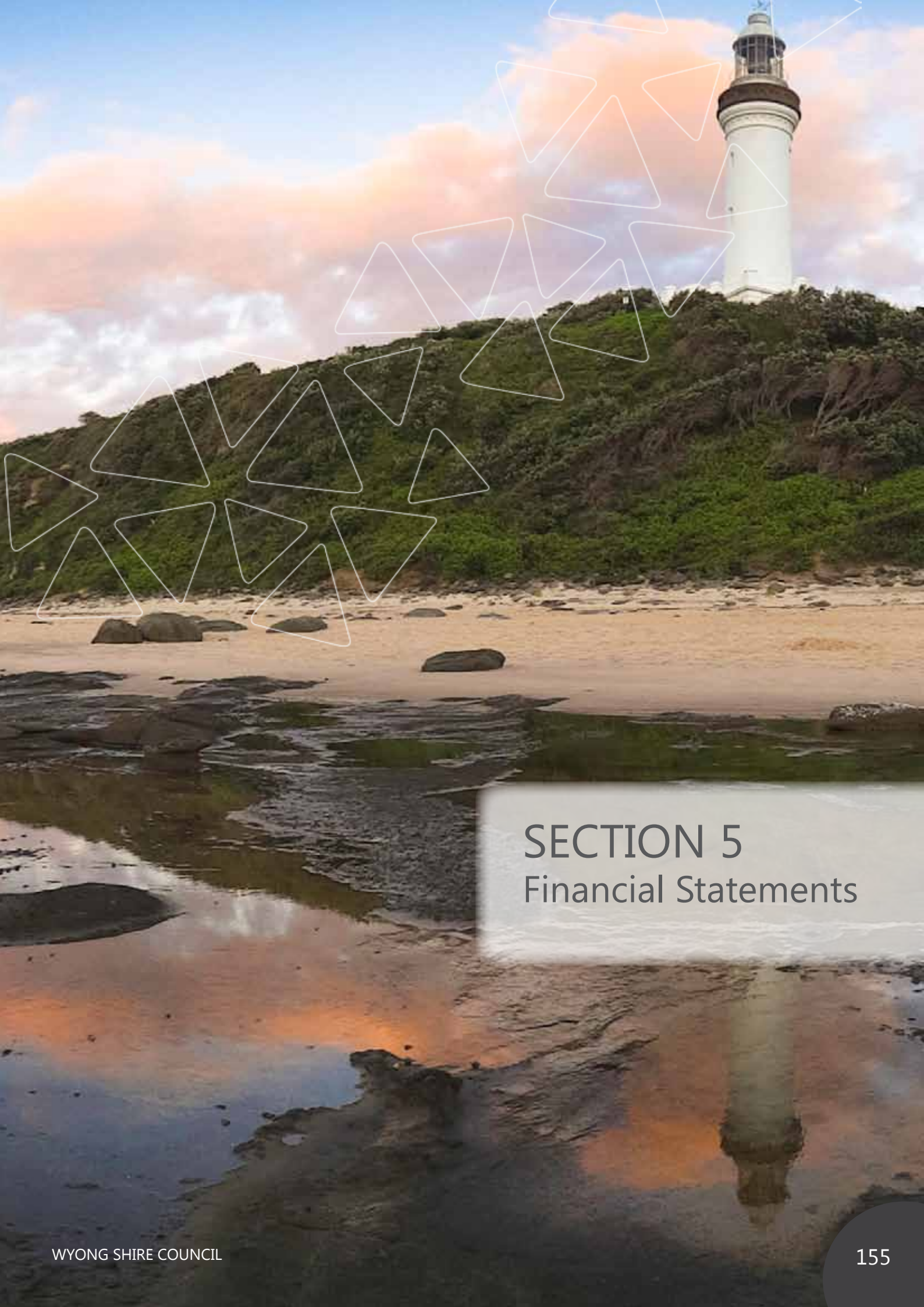
Shaping Our Environment Report is completed under Section 428(2)(C) of the Local Government Act 1993, and Section 217(2) of the Local Government (General) Regulation 2005







Sharing our Shire Photo competition - Erin Lawrence - Morning Reflections

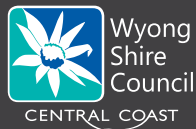


## SECTION 5 Financial Statements

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Financial Reports 2011/2012  
Version 3.0  
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Wyong Shire Council  
ANNUAL REPORT  
**2011/12**