

Business Reporting

1. Overview

Financial Performance

The first quarter of 2011-2012 has seen Council's financial position continue to be challenged. With an original budget operating deficit of \$14.9m, Council faces significant challenges to achieve the 2011-2012 financial sustainability targeted reduction of a \$15.0m operating deficit.

Committed and works in progress commitments from 2010-2011 resulted in \$2.3m in operating carry-overs being brought forward, placing upward pressure on Council's targeted operating result. This combined with negative income trends has resulted in a significant Quarter 1 review of operating budgets to achieve a revised full year budget forecast of a (\$15.5m) operating short-fall, to 30 June 2012.

These adjustments will further tighten the budget but overall the majority of service levels can be maintained within the fiscal target, and ensure Council remains on track to reverse the operating short-falls and return to a break-even position by 2014-2015.

Quarter One Overview

The overall operating result year to date (YTD) is a surplus of \$98.4m against a budget of \$97.7m. This result includes Rates and Annual Charges income of \$128.8m which represents the full year income. Of this only one quarter represents funding of Council's first quarter operations. The adjusted first quarter result, excluding

quarters' 2 – 4 rating revenue is \$1.8m surplus. Work will continue to identify the risks to budgets and to reaffirm Council's commitment to the target of a (\$15m) deficit at year end - despite significant budget challenges.

Capital Expenditure

YTD expenditure totals \$21.2m, against the YTD budget of \$20.5m, and represents 20.9% of the full year capital budget.

Financial Performance Year to Date (YTD)

	Actual YTD \$'000	Adopted YTD Budget \$'000
Income	150,709	154,692
Expenses	52,315	56,963
Net Operating Result	98,394	97,729
Net Operating Result before capital grants & contributions	95,775	92,983
Adjusted for Rates and Annual Charges Q2 - Q4	1,813	801

Financial Position

	Actual YTD \$'000	Adopted Full Year Budget \$'000
Assets	2,314,744	2,148,443
Liabilities	314,416	308,532
Position	2,000,328	1,839,911

Council's financial position shows \$2.0b net equity. The improved position over budget is due to new assets in particular the Mardi to Mangrove Pipeline and a favorable revaluation of Council's Community Land assets that increased by \$53.4m as at 30 June 2011.

2. Highlights

Councils' support National Animal Desexing Month

In July Gosford City and Wyong Shire Councils' threw their support behind the National Desexing Network's desexing campaign.

This year, July was National Animal Desexing Month and pet owners were urged to desex their animals by five months old to prevent accidental litters.

Desexing is vital to limiting the amount of pets that end up in pounds and shelters each year.

Council's support for National Animal De-sexing month compliments the current community awareness campaign towards responsible pet ownership and current up to date registration of your cat or dog.

Engaging local community groups

In August Council hosted a forum involving the 13 local precinct committees in the Shire in an effort to understand the challenges they face ensuring they become more relevant for their community.

The forum gave the local precinct committee representatives an open forum in which Council was able to listen to their concerns.

Precinct committees provide a great avenue for residents to stay connected with other people in their community and keep on top of the issues that may affect them and play an integral role in the communications between community members, Council staff and Councillors.

An evaluation form completed after the forum showed 87 per cent of the participants found it useful and relevant. To find out where your nearest committee is and when they meet, please visit Council's website at www.wyong.nsw.gov.au.

Vital link now in place

History was made on 31 August 2011 when the first drops of water pumped along the \$120m Mardi-Mangrove Link, the Central Coast's largest infrastructure project in decades.

With the link now operational and provided there is average rainfall we expect dam levels at Mangrove Creek Dam to rise to 70% within the next five years.

The Mardi-Mangrove Link project is an initiative of Gosford City and Wyong Shire Councils with Australian Government funding of \$80.3m provided through the Water Smart Australia Program –*Water for the Future* initiative, and an additional \$40m combined from the two Councils.



Multi faceted approach to combat graffiti

In August Council adopted a Graffiti Management Strategy that outlines key priorities for removal and prevention of graffiti.

By developing this strategy, Council aims to work with businesses and community groups to create and maintain neighbourhoods that are effective in preventing and managing graffiti for residents, businesses and visitors.

The strategy outlines how we will work in partnership with the local police, businesses and community. By working together, we can enhance the Shire's overall appearance by minimising the impact of graffiti on public and private property. By addressing graffiti vandalism and removing it promptly, we hope to increase the communities' pride and perception of safety within the Shire.

Council is currently piloting free Graffiti Removal Kits, which have proved extremely popular with residents. Between March and June 2011, Council handed out more than 350 kits to the public.

The Q1 Budget Variations include a \$50,000 allocation to fund the Graffiti Removal Kits.

Council helps put tennis club back up in lights

In August Council assisted in the provision of new lights at The Entrance District Tennis Club, assisting the club in a grant application for the construction of the \$30,000 floodlights.

The club raised \$10,000 and Council also put \$10,000 towards the lights, along with assisting them obtain a \$10,000 Sport and Recreation Facilities grant from the State Government.

The Entrance District Tennis Club is located at Jubilee Park, on Kitchener Road, Long Jetty.

Path proving popular

In August Council opened a new shared pathway at Toukley which has helped make an enormous difference to the lives of elderly residents.

The new 1.1 kilometre pathway has been constructed at the end of Evans Road and has allowed for safe and easy access to the town centre for residents of the nearby Vietnam Veterans Hostel and Lakefront Retirement Village.

Funded on a 50-50 basis with the RTA, the \$300,000 pathway is 2.5 metres wide and adds to the 110 kilometres of Wyong Shire's shared pathway network.

Like all of our shared pathways, this is a multiple use asset which people with walkers and wheelchairs can use alongside people walking their dog or going for a jog or bike ride.

The pathway also provides a direct link to the edge of the nearby national park, which is great for tourists staying at Council's Canton Beach Holiday Park.

Drainage structure complete at Cabbage Tree Harbour

A \$1.9m engineering solution to stabilise the cliff bank at Norah Head's Cabbage Tree Harbour was completed in September.

Known as a 'Toe Drainage Structure', the innovative construction approach has addressed a long standing risk to public safety at the popular beach, and will help to 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.

The project was funded equally by Council and the NSW Government through the Office of Environment and Heritage.

New surf club ready for summer



In September Council officially handed over the keys to club officials to open the new Soldiers Beach Surf Club. This state-of-the-art \$3.5 million facility was jointly funded by the Australian Government and Council, with Council contributing \$1 million.

The club was planned and developed in conjunction with Surf Life Saving Central Coast and the Soldiers Beach club.

The new surf club contains storage area for surf craft, a gym, first aid and lifeguard rooms, toilets and showers, two function rooms, a kitchen and bar, caretaker's flat, bathroom amenities and a lift.

The function areas are certain to prove a hit for weddings, community organisations and even corporate training, helping bring funds back to the club and the Wyong Shire community.

Wyong Shire Garden Competition winners announced

Edible and environmentally friendly gardens stole the show this year, for the 38th annual Wyong Shire Garden Competition.

With more than 90 entries in this year's competition, many of which were new entrants, the competition was fierce for the top prizes.

The two top winners, taking out the Champion Garden and Reserve Champion prizes were Phyllis and Alan Rice from Woongarra with their English cottage garden and Eileen Daly from Buff Point with her permaculture garden.

A new category to this year's competition was the Streetscape Gardens category, which was won by a neighbourhood on Lakedge Avenue in Berkeley Vale. This category encourages the neighbours to talk to each other and work together to create a beautiful streetscape.

Councils rewarded for beach safety program

On 29 September 2011, Gosford City and Wyong Shire Councils' were recognised for their contribution to aquatic safety across the community at the annual NSW Water Safety Awards.

Gosford City Council, Wyong Shire Council, Northern Settlement Services and Centrelink were awarded for their *Stay Safe at the Beach Day* held in December 2010 by winning the *Water Safety Event of the Year*.

Stay Safe at the Beach Day was a two day event held at Avoca Beach attracting over 880 people; with activities, workshops and information sessions on a range of beach, water safety and environmental issues.

3. Progress on Principal Activities

10. Sewerage Services
11. Water Supply
12. Administration

Council's Delivery Plan

Council's 2011-15 Strategic Plan details the main activities Council will deliver from 2011-12 through to 2014-15.

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 processes. As a result of these changes, Council now prepares a 4 Year Strategic Plan and reports quarterly on progress against it.

Council's Strategic Plan contains the:

- **4 Year Delivery Plan**

The 4 Year Delivery Plan outlines the Principal Activities plus the capital investment to be undertaken by Council in the medium term. It also includes actions for delivering the objectives and strategies within the Community Strategic Plan.

- **Annual Plan**

The Annual Plan is a subset of the 4 Year Delivery Plan and describes the activities to be undertaken by Council in the 2011-12 financial year. The Annual Plan includes the Capital and Operational Expenditure Budgets for the coming financial year.

Council's Principal Activities

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

1. Community & Education
2. Community Recreation
3. Economic & Property Development
4. Council Enterprises
5. Regulatory
6. Environment & Land Use
7. Waste Management
8. Roads
9. Drainage

Assessing Council's Progress

In assessing Council's progress in implementing the 2011-2015 4 Year Delivery Plan and the 2011-2012 Annual Plan, a range of qualitative and quantitative performance measures will be used.

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

See Attachment 7 for a detailed report on progress for the first quarter.

Major Projects

The Strategic Plan also identifies 10 Council projects as "**Major Projects**". These are high-priority projects that are designated by the General Manager as being of critical importance to improving service delivery to the community.

Responsibility for completion of these critical projects in accordance with their approved work program usually rests with Operational Units or Departments. A Major Projects Unit in the General Manager's Department supports and monitors progress as well as being directly responsible for delivery of the remainder of the Projects. The table below lists the overall status of each Major Project. Further details on progress of specific actions related to the Major Projects are also contained within the relevant Principal Activity in Attachment 7.

Wyong Shire Council Designated Major Projects			
Designated Major Projects			
Progress Report for Q1, 30th September 2011.			
Project Name	Responsible Unit	YTD	Number
Shire-wide Comprehensive LEP and DCP	Land Use Planning & Policy Development	Project On Track	6.3.1
Estuary Management Program	Environment & Planning Services Directorate	Project On Track	6.4.1
Sustainability within Council	Environment & Planning Services Directorate	Project On Track	6.5.1
Warnervale Town Centre	Major Projects Unit	Project On Track	3.2.1
Aged Care Centre of Excellence	Major Projects Unit	Project On Track	3.2.1
* Water Corporation Establishment	Water & Sewerage Services	Project Not on Track	11.1.3
Procurement Review	Contract & Project Management Unit	Project On Track	12.2.1
** Review of Emergency Services	Plant, Fleet & Depots Unit	Project Not on Track	12.9.6
"Councils on Line" Computer System	Information Management Unit	Project on Track	12.6.3
Community Facilities Review	Community & Cultural Development Unit	Project on Track	1.1.4

* The delay in the appointment of Directors has resulted in a stagnation in the progression of Central Coast Water Corporation.

** Project on track excluding timeframe.

4. Financial Report

FINANCIAL PERFORMANCE

Operating Result and Forecast

The first quarter of 2011-2012 has seen Council's financial position continue to be challenged. With an original budget operating deficit of \$14.9m, Council faces significant challenges to achieve the 2011-2012 financial sustainability targeted reduction of a \$15.0m operating deficit.

Committed and works in progress commitments from 2010-2011 resulted in \$2.3m in operating carry-overs being brought forward, placing upward pressure on Council's targeted operating result. This combined with negative income trends has resulted in a significant Quarter 1 review of operating budgets to achieve a revised full year budget forecast of a (\$15.5m) operating short-fall, to 30 June 2012.

These adjustments will further tighten the budget but overall the majority of service levels can be maintained within the fiscal target, and ensure Council remains on track to reverse the operating short-falls and return to a break-even position by 2014-2015.

This significant change in WSC's organisational focus to long term sustainability has been achieved by a focus on maintaining tight fiscal control over expenditures through strict budget management, monthly budget reviews, internal controls over labour costs to work within budgeted resourcing levels, and the implementation of a Project Assessment Team to review alignment and project scopes prior to commencement. WSC 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.

The Quarter 1 financial result is slightly favourable to budget, with income under budget by \$4.0m and expenditure under budget by \$4.6m, net \$0.6m favourable result YTD.

Full year budgeted Income remains at risk of not being achieved, and where possible a number of projects will be identified to be on "hold" pending the results of the second quarter budget review in January. This will assist in managing any further external risk to income and the potential for unfunded deficits.

Income Analysis

As at 30 September 2011, income is \$4.0m under budget. Analysis of this variation has uncovered the following issues and risks:

	CONSOLIDATED			
	Last Year	YTD	YTD	FYR
	Actual	Actual	Adopted	Adopted
	2011	2012	Budget	Budget
	\$'000	\$'000	\$'000	\$'000
INCOME from continuing operations:				
Revenues				
Rates & Annual Charges	119,622	128,775	128,870	129,238
User Charges & Fees	53,712	13,635	14,824	61,305
Interest and Investment Revenue	8,906	1,840	1,728	6,911
Other	2,680	474	611	2,445
Grants & Contributions Operating	23,547	2,993	3,838	27,272
Grants & Contributions Capital	43,405	2,619	4,746	19,560
Gain from the Disposal of Assets	495	373	74	410
Total Income from continuing operations	252,366	150,709	154,692	247,140

Rates and Annual Charges

Rates and Annual Charges are levied in full at the beginning of the year and payable in four instalments in August, November, February and May. Analysis of this area is best concentrated on full year projections. YTD actuals are \$462,000 under the full year budget projection. Trade Waste Charges are raised quarterly and account for \$187,000 of this amount, and will be raised during the remainder of the year. The balance of \$275,000 is primarily made up of \$251,000 unfavourable Drainage charges and \$47,000 unfavourable Rate Levies. Depending on the level of development activity within the Shire during the remainder of the year, this income may be at risk and will be reviewed again in Q2.

User Charges and Fees

YTD actuals for User Charges and Fees are \$1.2m unfavourable to budget.

The following areas are below original budget forecasts and will continue to be closely monitored:

- Water Usage charges as a result of lower than estimated usage - \$458,000
- Buttonderry tipping fees - \$437,000
- Sewer Usage and Trade Waste Usage \$150,000

Interest and Investment Revenue

Tracking favourable YTD \$300,000 and this has been taken up as a proposed Q1 variation.

Grants and Contributions Capital

Developer Contributions are estimated to be \$1.6m less than original budget. A proposed budget variation is included in this report to address this. This will impact on future capital expenditure, particularly the timing of new infrastructure works, with a projected closing balance of \$5.6m at 30 June 2012. This represents a significant risk due to \$17.5m prepaid developer contributions.

Expenditure Analysis

As at 30 September 2011, expenditure is \$4.6m under budget. Analysis of this variation is as follows:

	CONSOLIDATED			
	Last Year	YTD	YTD	FYR
	Actual	Actual	Adopted	Adopted
	2011	2012	Budget	Budget
	\$'000	\$'000	2012	2012
	\$'000	\$'000	\$'000	\$'000
EXPENSES from continuing operations:				
Employee Costs	74,876	17,769	20,031	80,468
Borrowing Costs	12,259	3,386	3,386	14,012
Materials and Contracts	43,830	9,390	10,825	58,733
Depreciation	53,594	13,489	13,678	57,009
Other	39,778	8,252	8,965	34,102
Loss from the Disposal of Assets	1,988	29	77	420
Total expenses from continuing operations	226,326	52,315	56,963	244,743

Employee Costs

Employee costs account for Council's largest expenditure type and are closely monitored on a regular basis. Employee costs are favourable to YTD budget by \$2.3m. Council has continued to maintain strict internal controls over labour expenditure which represents 33% of total operating expenses. Controls include an internal approvals process to ensure budget is achieved and targeted leave reduction programs. The favourable YTD position is consistent with the staff establishment being 10% down for the first quarter, however the substantial recruitment levels undertaken recently will slow the budget advantage gained to date and in many areas costs savings have been

offset by external resources.

External training expenditure is under budget YTD by \$164,000 and is included as a proposed budget variation in this report.

Materials and Contracts

Materials and contracts are \$1.4m under budget YTD, the majority of which is due to timing variations and is expected to catch up. It is not unusual to find that the first quarter of materials and contractors expenditure each year is less than other quarters as new works are in the planning stages and sometimes wet winter weather causes delays. Continued close scrutiny of expenditure in this area will continue in the coming quarters.

Council continues to improve the budgetary control framework including improved accruals of expenditure on goods and services which have already been received and ongoing review of budget phasing.

Depreciation

YTD depreciation is \$0.5m below budget original budget estimates and a proposed Q1 budget variation is included in this report.

The detailed financial reports can be found on pages 21 to 27 of this report and include a list of the proposed budget amendments in the Q1 Review.

Operating Results and Forecast - by Fund

Net operating results by fund are generally inline with budget, with General Fund showing a favourable variation to budget of \$4.4m, Water showing an unfavourable variation of \$2.8m and Sewer an unfavourable variation to budget of \$0.9m.

Operating results and forecast by fund

	<i>Full Year 2011 \$000</i>	<i>Q1 Actual \$000</i>	<i>Q1 Budget \$000</i>	<i>Q1 Variance \$000</i>	<i>FYR Adopted Budget 2012 \$000</i>	<i>Proposed Budget Changes \$000</i>	<i>Proposed Adopted 2012 Budget \$000</i>
Net operating result before capital grants and contributions:							
General Fund	(1,957)	67,975	63,720	4,255	(1,899)	33	(1,866)
Water	(9,569)	9,449	10,804	(1,355)	(9,662)	1,650	(8,012)
Sewer	(5,838)	18,350	18,459	(108)	(5,602)	-	(5,602)
Consolidated	(17,364)	95,775	92,983	2,792	(17,163)	1,683	(15,480)
Including capital grants and contributions:							
General Fund	10,117	69,953	65,510	4,442	5,929	(1,377)	4,552
Water	20,956	10,051	12,894	(2,844)	(1,365)	2,019	654
Sewer	(5,032)	18,390	19,324	(934)	(2,167)	-	(2,167)
Net operating result	26,041	98,394	97,729	665	2,397	642	3,039

Operating Results by Reportable Business Unit

	<i>Full Year 2011 \$000</i>	<i>Q1 Actual \$000</i>	<i>Q1 Adopted Budget 2012 \$000</i>	<i>Q1 Variance \$000</i>
Waste Management	7,553	23,754	24,089	(336)
Holiday Parks	1,079	198	31	167
Children's Care & Education	(659)	(85)	(117)	32

CAPITAL EXPENDITURE

Expenditure to 30 September 2011 amounts to \$21.2m, against a YTD budget of \$20.5m, representing 20.9% of the full year Adopted Budget.

Details of major capital projects to 30 September 2011 are as follows. The most significant project expenditure during the quarter was on the Mardi to Mangrove Link projects, totalling \$11.8m.

A breakdown of capital expenditure by Council Service is provided in the detailed financial reports at Attachment 5.

Significant Capital Projects

	<i>Expenditure YTD \$'000</i>	<i>Adopted Budget \$'000</i>	<i>Variance \$'000</i>	<i>% Spent</i>
Mardi To Mangrove Link Projects	11,800	14,000	2,200	65%
Hamlyn Terrace Playing Fields	1,292	2,333	1,041	55%
Cabbage Tree Harbour Works (budget variation included in this report)	544	0	(544)	100%
Dog Trap Rd Upgrade 10-11	496	500	4	99%
Shelly Beach SLSC Construction	421	1,030	609	41%
Soldiers Beach SLSC Construction	255	700	445	36%

INVESTMENT AND DEBT MANAGEMENT

Cash Flow Analysis

Cash levels increased in the first quarter by \$14m predominantly due to grant income of \$5m and rates instalments received during the quarter.

Closing cash and investments were \$150.1m.

The Q1 actual closing balance of \$150.1m compares favourably with the YTD original budget of \$131.7m. Close scrutiny of expenditure will continue to occur over the remainder of 2011-12 to ensure that Council's cash position remains satisfactory.

Cash flow analysis

Cash and Investments:	<i>FYR Adopted Budget \$'000s</i>	<i>YTD Actual \$'000</i>
Outgoings		
Employees	(80,304)	(15,390)
Borrowing	(14,012)	(4,596)
Materials and contracts	(56,581)	(8,471)
Other	(38,375)	(9,089)
Incomings		
Rates & User Charges	190,543	60,614
Interest	7,751	500
Grants and contributions	45,183	14,494
Other	2,445	(3,399)
Capital		
Borrowings	8,275	(2,140)
Purchases of Assets	(73,007)	(20,708)
Other		
Net Cash/Investment Movement	(8,082)	11,815
Plus Opening Balance	114,000	138,237
Closing Balance	105,918	150,052

Working Capital

Available working capital (unrestricted cash and investment assets, together with the working capital fund) was \$29.1m at the start of the year, including \$13.9m of 2010-11 committed expenditure.

Cash and Investments

The value of investment securities and deposit accounts at 30 September was \$142.4m. Returns for the September quarter were 4.73% marginally lower than the benchmark of 5% mainly due to unrealised valuation losses. The year to date return excluding this unrealised loss is 6.11% which compares favourably to the benchmark.

Returns on deposit accounts for the same period were 6.11% well above the benchmark.

Council's portfolio includes investments in managed funds which were permitted under the previous Minister's order, however are now held under the "grandfather" provisions of the current Ministers Order. The remaining WSC investments are held in the Blackrock Care and Maintenance Fund continue to be wound up progressively and are expected to be finalised by 2016.

Investment performance

Year to date return interest only	6.11%
Year to date return interest and investments	4.73%
Benchmark UBSA 90 days	5.00%

Cash and Investment balances

	\$000
Petty cash, unpresented cheques	830
Closing Cash (physical)	6,833
Closing Investments	142,389
Closing Cash and Investments per cash flow	150,052

Loans

Loans have reduced by \$2.1m in Q1 due to loan repayments.

Budgeted loans funds of \$18.5m will be drawn down to meet capital cash flow requirements in the coming months.

Loans

	Original Budget '\$000	Q1 Actual '\$000
Brought forward:		
Current	10,818	10,818
Non current	179,444	179,444
Borrowing	18,600	-
Redemption	(10,000)	(2,140)
Carried forward:	198,862	188,122

5. Other Activities

Material risks and liabilities

Risks

- The formation of the Central Coast Water Corporation and the signed Memorandum of Understanding sets out a phased program for the Wyong and Gosford Water Authorities to merge. This merger will alter Council's resourcing strategy and our ability to absorb fixed corporate overheads. Wyong Shire and Gosford City Councils have formed a project team to manage and minimise residual risk. The project plan to work towards an accelerated operational date for the new Water Corporation on 1 July 2013 is being impacted by delays in the appointment of the new Central Coast Water Corporation Board..
- Construction projects (capital works) have inherent risks relating to latent conditions, scope definition, and allowable contract variations. In the works program there are a number of projects which by their size and scope have the potential for final costs to vary from original estimates.
- DECCW Wyong prosecution for illegal dumping in the past is still pending for Toukley and Mardi.
- Final estimate of the remediation cost of Council's closed landfills is subject to final studies and design, and final construction estimates.

Liabilities

Significant provisions exist for:

- Future remediation of closed landfills which is a large future cost for Council and requires funding.
- Development Assessment Contributions In-Kind received in advance.
- Section 94 Contributions:

Council's current unfunded liabilities fall into two areas, Section 94 monies owed to developers for works undertaken by them and the gap between future capital works and Council's ability to collect funds to cover the cost of those works.

- In respect to credits owed to developers, the current liability is \$17.5m. It should be noted, however, that this liability does not all fall due today, and relates to future development over a number of years.
- In respect to capital works, all future identified works are covered by the monies to be collected under the relevant Section 94 Contributions Plan other than for Warnervale. In respect to Warnervale, there is a gap of over \$24m.
- In addition, Council has a liability to the RTA for the upgrade of Craigie Avenue and the Pacific Highway to the value of \$0.7m. This liability is to be paid off on an annual basis.
- Condition of Council's infrastructure and assets continues to have inherent future liabilities for renewal and maintenance.

Legal Matters and Expenditure

Wyong Shire Council is currently party to proceedings in a number of Courts. Those proceedings include the following:

1. **Environment Protection Authority of NSW v Wyong Shire Council.** These proceedings were heard by the Land and Environment Court of NSW on 17 December 2010. As part of that sentence hearing the parties requested that the Court make orders that have the effect that Council pay any fine imposed by the Court to the Tuggerah Lakes Reserve Trust, to contribute to the funding of the Bush Regeneration and Weed Removal Project at the Pioneer Dairy Wetlands (South Tacoma Rd Vegetation Corridor and Tuggerah Creek). The Court has not delivered its judgment nor sentenced Council.
2. **Stannic Securities Pty Ltd v Wyong Shire Council.** These appeal proceedings in the Land and Environment Court of NSW were heard on 17 and 18 October 2011. The judgment is reserved.
3. **The Dooralong Residents Action Group Pty Ltd v Wyong Shire Council & The Salvation Army (NSW) Property Trust** are proceedings in the Land and Environment Court seeking to challenge the validity of a consent granted by Council to a development application concerning land at Dooralong. The proceedings were heard on 25, 26 and 29 August 2011 and the judgment is reserved.
4. **Wyong Shire Council v Neumanns Contractors Pty Ltd.** These long running proceedings before the Supreme Court are complex and arise from the contract between Council and Neumanns for construction works at Council's former landfill site at Bateau Bay. On 17 December 2010 the Court delivered an interim judgment and made orders to the effect that \$839,808.53 was to be paid to Council by Neumanns, which Council has now recovered. The balance of the pending claims and cross-claims were referred to an Assessor appointed by the Court, who has delivered his assessment of those claims. The proceedings are next before the court for directions on 24 November 2011.
5. **Neumanns Contractors Pty Ltd v Wyong Shire Council.** These proceedings before the Supreme Court are also complex and also arise from the contract between Council and Neumanns for construction works at Council's former landfill site at Bateau Bay. The proceedings are next before the court for directions on 24 November 2011.
6. **Wyong Shire Council v Environmental Land Clearing Contracting Pty Ltd.** These proceedings are before the District Court of NSW and concern a contractual dispute with Environmental Land Clearing Contracting concerning works at Gwandalan.
7. **Mathew Lusted v Wyong Shire Council.** These proceedings are before the Land and Environment Court via telephone callover on 14 November 2011. The appeal is for the refusal of a DA for the demolition of existing dwelling and sheds and the removal of trees and the construction of two storey dwelling, shed and pool.
8. **Kevin Gregory v Wyong Shire Council.** These proceedings are before the Land and Environment Court via telephone directions hearing on 28 November 2011. The appeal is for the refusal of an application to modify a development consent.

9. Council is also the respondent to an appeal in the Local Court against a declaration it has made declaring a dog dangerous. This appeal will be heard on 17 November 2011.

A number of Court proceedings were concluded in the last quarter – those proceedings include the following:

Wyong Shire Council v Samantha Walker – Appeal against a dangerous dog declaration. Control Orders were made at Wyong Local Court on 20 October 2011.

Wyong Shire Council v Grant Watt. Appeal against a dangerous dog declaration. Control Orders were made at Wyong Local Court on 25 August 2011.

Sponsorship and Funding arrangements

Details of activities undertaken by some of the organisations funded by Council is as follows:

The Entrance Town Centre Management

- Commenced organisation of major festivals including: Chromefest 2011, Mardi Gras 2011, Carols by Candlelight 2011, New Years Eve 2011, Australia Day 2012 & Central Coast Country Music Festival 2012.
- In association with The Entrance Bowling Club the Town Centre has secured the 2012 State Bowls Pennants Championship details in August 2012. The economic benefit to the region for this three day event (based on Tourism Research Australia information being that a sports tourist spends on average \$244/person/day) is in the order of \$450,000.
- New events sourced include a Seafood festival for January 2013 & Cococino festival (Coffee & Chocolate) for July 2012.
- Applied for and was granted flagship funding for Chromefest 2012, \$10,000 secured.
- Applied for three Grants through the Regional Tourism Product Development Program. The three (3) are: signage upgrades The Entrance to promote better awareness for visitors, shade structure at the pelican feeding platform and a pathway through Memorial Park, embedded with Darkinjung aboriginal art history.

Greater Toukley Vision (GTV)

- Food, Fun & Music held in the Village Green, Toukley on Saturday 9th July. Approximately 5,000 in attendance. Local retailers reported good trade during the event.
- GTV supported the Gathering of the Clans which was held on Saturday 27th July and organised by Brackets and Jam. The event was moved to Norah Head Sports Ground at the last minute due to the wet conditions of the ground at Harry Moore Oval, Toukley. The event attracted around 5,000 with local business reporting flow on trade from the event. The event will move permanently to Norah Head with the new venue giving the opportunity to promote the event to a broader tourist market by encouraging attendees to extend their stay to explore the local area.

Central Coast Tourism (CCTI)

- Central Coast Tourism secured two major new events for the region. The N.S.W. Junior Rugby Union Championships for 2012 and the SEGRA 2012 Regional Economic Development Conference- both significant high profile events as a result of the appointment of the tourism and business events manager.
- Implementation of \$280,000 in destination marketing campaign for the Central Coast, through the "get out of Sydney" campaign targeting short breaks from Sydney.
- Assessed more than 45 applications for product development funds under the regional tourism product development grant and submitted for approval.
- Developed a Sydney surrounds cooperative marketing brochure with Tourism Hunter, South Coast and Blue Mountains.
- Delivered \$50,000 in business events research to Central Coast operators.

Business Enterprise Centre

- 235 guidance sessions were undertaken with 178 businesses resulting in an estimated job creation of 196 people.
- Seven educational workshops were held attracting 63 participants.
- Contributed towards the Women in Business awards hosting 175 participants.
- Employing a new office trainee, leading by example in reducing youth unemployment.

- Individual and group mentoring provided to 24 businesses totaling 79 hours.

Details of Sponsorship funding and donations made for the quarter are as follows:

Sponsorship funding and donations

<i>Details</i>	<i>Amount</i> \$ 000
Central Coast Tourism Inc	38
Central Coast Business Mentor	28
ChromeFest	15
Regional Development Australia - Central Coast	30
Community Tipping Subsidies	38
Councillor Community Improvement Grants	24
Toukley TCM - Gathering of the Clans	11
The Entrance TCM	707
Hunter Valley Research Foundation	10
Sport & Cultural Sponsorships	10
Community Group Rental Subsidies	13
Other	8
TOTAL	932

Material contracts

The following major contracts were tendered and let in the first quarter:

<i>Contract #</i>	<i>Contractor</i>	<i>Details</i>	<i>Amount</i>
CPA/194920	Construction of Softball Cages and Chainwire Fencing at the Bateau Bay Sports Complex	Playsafe Fencing Pty Ltd	\$ 246,972
CPA/179981	Extension of B9 Sewage Rising Main Long Jetty	Delcare Constructions Pty Ltd	\$ 2,338,610
CPA/198064	Hire of Plant and Trucks for Operation of Buttonderry Waste Management Facility	Hall Earthmoving	\$ 782,860
		John E Hogan Pty Ltd	
		Active Excavation Works	
		R.K.Talbot Enterprises Pty Ltd	
		RL 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			

Grants Received

The following grants were received during the first quarter:

Grants

Details	Amount \$'000
Financial Assistance Grant - Equalisation Component	1,781
Financial Assistance Grant - Local Road Component	385
Mardi Dam to Mangrove Dam Pipeline Link	906
Cabbage Tree Harbour Works	219
Shared Pathway from Entrance Nth to Noraville	144
Special Needs Subsidy & DOCS	117
RTA Block Grants	115
Roads To Recovery	85
RTA Contributions	79
Sustainability Project	39
Tuggerah Lakes Floodplain Management Study	32
Tumbi Creek Floodplain Management Study	18
Road Safety Officer & Associated Projects	12
Strengthening Communities Grants	11
Operating Grants - Employment & Training Programs	8
HACC Service Worker	8
Ourimbah Floodplain Management Study	4
Total	3,963

Attachment 1 financial statements by fund



PROFIT & LOSS - BY FUND

SEPTEMBER 2011-12

YTD % Elapsed: 25%

	CONSOLIDATED				GENERAL FUND				WATER FUND				SEWER FUND			
	Last Year	YTD	YTD	FYR	Last Year	YTD	YTD	FYR	Last Year	YTD	YTD	FYR	Last	YTD	YTD	FYR
	Actual	Actual	Adopted	Adopted	Actual	Actual	Adopted	Adopted	Actual	Actual	Adopted	Adopted	Year	Actual	Adopted	Adopted
	2011	2012	2012	2012	2011	2012	2012	2012	2011	2012	2012	2012	2011	2012	2012	2012
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME from continuing operations:																
<i>Revenues</i>																
Rates & Annual Charges	119,622	128,775	128,870	129,238	80,214	87,014	86,877	87,114	13,605	15,158	15,620	15,620	25,803	26,603	26,373	26,504
User Charges & Fees	53,712	13,635	14,824	61,305	32,052	7,656	8,230	35,141	20,374	5,759	6,219	24,674	1,286	221	375	1,490
Interest and Investment Revenue	8,906	1,840	1,728	6,911	4,228	883	935	3,742	2,190	715	342	1,366	2,488	241	451	1,803
Other	2,680	474	611	2,445	2,175	396	472	1,892	331	53	94	374	174	25	45	179
Grants & Contributions Operating	23,547	2,993	3,838	27,272	21,923	2,976	2,855	25,032	961	17	807	1,540	663	(0)	176	699
Grants & Contributions Capital	43,405	2,619	4,746	19,560	12,074	1,977	1,790	7,828	30,525	601	2,090	8,297	806	40	866	3,435
Gain from the Disposal of Assets	495	373	74	410	492	373	74	410	3	(0)	(0)				(0)	
Total Income from continuing operations	252,366	150,709	154,692	247,140	153,158	101,276	101,233	161,160	67,989	22,303	25,172	51,871	31,219	27,129	28,287	34,110
EXPENSES from continuing operations:																
Employee Costs	74,876	17,769	20,031	80,468	60,852	14,132	16,349	65,757	6,979	1,748	1,776	7,096	7,045	1,889	1,905	7,614
Borrowing Costs	12,259	3,386	3,386	14,012	1,745	37	49	1,398	9,161	3,034	2,957	11,107	1,354	315	380	1,507
Materials and Contracts	43,830	9,390	10,825	58,733	19,031	3,288	4,501	31,760	13,312	3,552	3,798	16,532	11,487	2,549	2,527	10,440
Depreciation	53,594	13,489	13,678	57,009	25,480	6,178	6,744	27,789	14,072	3,694	3,315	14,628	14,043	3,618	3,620	14,592
Other	39,778	8,252	8,965	34,102	35,587	7,660	8,002	28,106	1,869	224	432	3,873	2,322	368	531	2,124
Loss from the Disposal of Assets	1,988	29	77	420	347	29	77	420	1,641	0	0		0	0	0	
Total expenses from continuing operations	226,326	52,315	56,963	244,743	143,041	31,323	35,723	155,230	47,034	12,253	12,278	53,236	36,251	8,739	8,963	36,277
NET OPERATING RESULT FOR YEAR	26,041	98,394	97,729	2,397	10,117	69,953	65,510	5,929	20,956	10,051	12,894	(1,365)	(5,032)	18,390	19,324	(2,167)
<i>Net operating result before capital grants and contributions</i>																
	(17,364)	95,775	92,983	(17,163)	(1,957)	67,975	63,720	(1,899)	(9,569)	9,449	10,804	(9,662)	(5,838)	18,350	18,459	(5,602)
Attributable to:																
WYONG SHIRE COUNCIL	26,041	98,394	97,729	2,397	10,117	69,953	65,510	5,929	20,956	10,051	12,894	(1,365)	(5,032)	18,390	19,324	(2,167)
Statement of comprehensive Income																
Adjustments to Revaluation reserve	(80,406)	0	0		(53,182)	0	0		(15,001)	0	0		(12,223)		0	
Movements per Balance sheet	106,446	98,394	97,729	2,397	63,299	69,953	65,510	5,929	35,957	10,051	12,894	(1,365)	7,191	18,390	19,324	(2,167)

Attachment 2 balance sheet by fund
Wyong Shire Council

Balance sheet by fund

SEPTEMBER 2011-12

YTD % Elapsed: 25.00%

	CONSOLIDATED				GENERAL			WATER			SEWER		
	Actual 2011 \$'000	Actual YTD 2012 \$'000	YTD Move \$'000	FYR Adopted Budget \$'000	Actual 2011 \$'000	Actual YTD 2012 \$'000	YTD Move \$'000	Actual 2011 \$'000	Actual YTD 2012 \$'000	YTD Move \$'000	Actual 2011 \$'000	Actual YTD 2012 \$'000	YTD Move \$'000
CURRENT ASSETS													
Cash & cash equivalents	51,798	13,663	(38,135)	44,210	51,798	13,394	(38,404)	0	209	209	0	59	59
Investment Securities	69,448	120,744	51,296	61,707	3,387	57,362	53,975	39,152	33,266	(5,886)	26,909	30,116	3,207
Receivables	35,979	113,954	77,975	31,588	14,104	70,920	56,816	19,038	22,964	3,926	2,843	20,069	17,226
Inventories	2,087	2,021	(66)	2,169	1,695	1,629	(66)	392	392	0	0	0	0
Other	366	1	(365)	414	365	0	(365)	1	1	0	0	0	0
TOTAL CURRENT ASSETS	159,678	250,383	90,705	140,088	71,349	143,305	71,956	58,583	56,832	(1,751)	29,752	50,244	20,492
NON-CURRENT ASSETS													
Investment Securities	16,992	15,646	(1,346)	0	16,992	15,646	(1,346)	0	0	0	0	0	0
Receivables	1,422	1,308	(114)	0	827	767	(60)	553	541	(12)	41	0	(41)
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0
Intangible Assets	2,516	2,516	0	3,266	1,826	1,826	0	433	433	0	257	257	0
Infrastructure, Property, Plant & Equipment	2,037,332	2,044,891	7,559	2,005,089	837,935	838,370	435	789,906	800,180	10,274	409,491	406,341	(3,150)
TOTAL NON-CURRENT ASSETS	2,058,262	2,064,361	6,099	2,008,355	857,580	856,609	(971)	790,892	801,154	10,262	409,789	406,598	(3,191)
TOTAL ASSETS	2,217,940	2,314,744	96,804	2,148,443	928,929	999,914	70,985	849,475	857,986	8,511	439,541	456,842	17,301
CURRENT LIABILITIES													
Payables	46,989	46,974	15	42,655	26,717	27,251	534	17,406	17,673	267	2,874	2,051	823
Borrowings	10,818	10,818	0		854	854	0	8,725	8,725	0	1,239	1,239	0
Provisions	28,742	28,792	50	34,452	24,081	24,132	51	2,070	2,070	0	2,590	2,590	0
TOTAL CURRENT LIABILITIES	86,549	86,584	35	77,107	51,652	52,237	585	28,201	28,468	267	6,703	5,880	823
NON-CURRENT LIABILITIES													
Payables	52	0	52		52	0	52	0	0	0	0	0	0
Borrowings	179,444	177,304	2,140	200,439	2,495	2,428	67	159,854	158,048	1,806	17,094	16,828	266
Provisions	50,528	50,528	0	30,986	49,640	49,640	0	441	441	0	446	446	0
TOTAL NON CURRENT LIABILITIES	230,024	227,832	2,192	231,425	52,187	52,068	119	160,295	158,489	1,806	17,540	17,274	266
TOTAL LIABILITIES	316,573	314,416	2,157	308,532	103,839	104,305	466	188,496	186,957	1,539	24,243	23,154	1,089
NET ASSETS	1,901,367	2,000,328	98,961	1,839,911	825,090	895,609	70,519	660,979	671,029	10,050	415,298	433,688	18,390

Attachment 3 cash flow statement

Wyong Shire Council Cash flow statement

SEPTEMBER 2011-12

YTD % Elapsed: 25.00%

	CONSOLIDATED			
	Actual	YTD	YTD Adopted	FYR Adopted
	2011	Actual	Budget	Budget
	\$'000	2012	2012	2012
	\$'000	\$'000	\$'000	\$'000
OPERATING ACTIVITIES				
Receipts				
Receipts from customers	169,766	60,614	69,567	190,543
Interest Revenue	8,737	500	1,938	7,751
Grants & Contributions	51,699	14,494	14,684	45,183
Other Revenue	16,754	(3,399)	611	2,445
Payments				
Employee costs	(75,724)	(15,390)	(18,513)	(80,304)
Materials & Contracts	(34,848)	(8,471)	(15,358)	(56,581)
Interest Expense	(10,649)	(4,596)	(3,529)	(14,012)
Other Expense	(42,819)	(9,089)	(10,948)	(38,375)
Net cash from Operating Activities	82,916	34,663	38,452	56,650
INVESTING ACTIVITIES				
Receipts				
Sale of IPP&E	1,392	453	0	0
Payments				
Purchase of IPP&E	(89,155)	(21,161)	(18,252)	(73,007)
Net cash from Investing Activities	(87,763)	(20,708)	(18,252)	(73,007)
FINANCING ACTIVITIES				
Net movement in Borrowings	15,742	(2,140)	(2,463)	8,275
Dividends	0	0	0	0
Net cash from Investing Activities	15,742	(2,140)	(2,463)	8,275
Net increase/decrease in cash/investments held	10,895	11,815	17,737	(8,082)
Cash & Investments at beginning of period	127,342	138,237	114,000	114,000
Cash & Investments at end of period	138,237	150,052	131,737	105,918

Attachment 4 Business activities

Wyong Shire Council Business activities SEPTEMBER 2011-12

YTD % Elapsed: **25.00%**

	Waste Management				Holiday Parks				Child & Education Care			
	Last Year Total Actuals \$ 000's	YTD Actuals \$ 000's	YTD Adopted Budget \$ 000's	FYR Adopted Budget \$ 000's	Last Year Total Actuals \$ 000's	YTD Actuals \$ 000's	YTD Adopted Budget \$ 000's	FYR Adopted Budget \$ 000's	Last Year Total Actuals \$ 000's	YTD Actuals \$ 000's	YTD Adopted Budget \$ 000's	FYR Adopted Budget \$ 000's
	Income from Continuing Operations											
Rates & Annual Charges	21,649	26,348	26,330	26,401								
User Charges & Fees	10,269	2,535	2,956	13,014	8,448	1,674	1,796	8,680	3,946	1,038	1,169	4,301
Interest and Investment Revenue	123	29	28	115								
Other Revenues	259	51	71	285					1		7	30
Grants & Contributions Operating	652			667					492	117	136	543
Grants & Contributions Capital					1							
Gain from the Disposal of Assets												
Total Income from Continuing Operations	32,952	28,963	29,385	40,481	8,449	1,674	1,796	8,680	4,439	1,155	1,313	4,874
Expenses from Continuing Operations												
Employee Costs	1,318	317	386	1,512	226	53	48	190	3,734	925	1,062	4,000
Borrowing Costs	210			1,200	111	23	49	194				
Materials & Contracts	11,239	1,795	1,531	16,392	3,426	710	788	4,834	1,101	268	312	1,242
Depreciation	1,909	449	675	2,699	930	233	289	1,233	164	33	33	129
Other Operating Expenses	10,723	2,649	2,705	11,031	2,677	458	592	2,911	99	14	23	94
Loss from the Disposal of Assets												
Total Expenses from Continuing Operations	25,400	5,210	5,296	32,834	7,370	1,476	1,765	9,363	5,098	1,240	1,429	5,466
Net Operating Result for Year	7,553	23,754	24,089	7,647	1,079	198	31	(682)	(659)	(85)	(117)	(592)
Tax Equivalent Regime Payments	63				321				218			
Net Operating Result Before Capital Grants and Contributions and after TER's	7,490	23,754	24,089	7,647	756	198	31	(682)	(877)	(85)	(117)	(592)

Attachment 5 Capital Expenditure Projects

Service	YTD Actuals	YTD Adopted Budget	YTD Variance	Full Year Adopted Budget	Full Year Original Budget
A100.General Manager					
C100.General Manager-Mgt	1,800	0	(1,800)	0	0
Total A100.General Manager	1,800	0	(1,800)	0	0
A200.Corporate Services					
C220.Finance	0	0	0	250,000	250,000
C234.Civic Centre Management	0	0	0	924,000	924,000
C241.Information Management	0	0	0	500,000	500,000
C254.Staff Learning & Development	0	0	0	325,000	325,000
C274.Property	498,702	526,000	27,298	1,898,000	1,070,000
C283.Measures & Reporting	0	0	0	300,000	300,000
Total A200.Corporate Services	498,702	526,000	27,298	4,197,000	3,369,000
A300.Environment & Planning					
C301.Place Management	5,442	110,000	104,558	236,000	236,000
C304.Development Assessment	0	0	0	0	0
C306.Environment & Natural Resources	544,169	0	(544,169)	0	0
C307.EPS Major Project Mgt	294,594	249,307	(45,287)	2,836,919	2,820,419
C330.Animal Care Facility	(121)	0	121	0	0
C340.Ranger Services	48,727	70,000	21,273	150,000	150,000
Total A300.Environment & Planning	892,811	429,307	(463,504)	3,222,919	3,206,419
A401.Infrastructure Management Department					
C400.Roads	2,039,264	1,534,417	(504,847)	24,513,437	22,869,715
C420.Stormwater (Water & General Fund)	1,492,398	560,759	(931,640)	6,187,907	5,704,000
C430.Asset Management	245	0	(245)	0	0
C465.Depots & Sites	375	0	(375)	300,000	300,000
C475.Plant-Mobile Equip & Vehicles	342,345	980,000	637,655	5,176,000	5,176,000
C573.Emergency Services	48,773	518,858	470,085	1,425,500	1,425,500
C587.Procurement	0	40,000	40,000	120,000	120,000
C700.Closed Landfill Remediation	281,550	290,863	9,314	4,843,395	4,405,000
C703.Waste-Commercial Waste Services	0	0	0	0	0
C705.Waste-Processing & Disposal	85,399	83,540	(1,859)	1,610,319	1,540,001
C800.Water **	12,475,293	12,511,772	36,479	21,969,745	21,969,745
C900.Sewerage Services	467,580	407,700	(59,880)	16,685,850	16,685,850
Total A401.Infrastructure Management Department	17,233,222	16,927,910	(305,312)	82,832,153	80,195,811
A402.Community & Recreation Services Department					
C221.Communications	10,315	0	(10,315)	0	0
C413.Community Engagement	0	18,750	18,750	75,000	75,000
C501.Community & Cultural Planning	0	0	0	200,000	150,000
C502.Community & Cultural Development Programs	57	0	(57)	0	0
C504.Community Facilities	253,395	128,672	(124,723)	885,940	613,000
C536.Sport Leisure & Recreation-Operations	2,088,012	2,275,957	187,945	7,464,951	953,502
C538.Holiday Parks	49,446	37,634	(11,812)	1,536,000	1,536,000
C550.Care & Education	4,737	4,995	258	59,000	59,000
C555.Library Services	124,831	131,677	6,846	872,709	872,709
C589.Customer Contact	0	12,999	12,999	52,000	52,000
Total A402.Community & Recreation Services Department	2,530,794	2,610,684	79,890	11,145,600	4,311,211
Grand Total	21,157,328	20,493,901	(663,428)	101,397,671	91,082,440

** Excludes Gosford City Council Contributions to Joint Water Supply Projects

Attachment 6 - Proposed Budget Variations

QUARTER 1 RECOMMENDED BUDGET VARIATIONS		\$000's		\$000's		\$000's	
		Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Fav/ (Unfav)	
		CAPITAL		OPERATING		P&L IMPACT	
ORIGINAL OPERATING RESULT 12/13						-	14,926
OPERATING RESULT (after carry-overs)						-	17,163
DESCRIPTION	CHANGE TYPE	REVENUE	EXPENDITURE	REVENUE	EXPENDITURE	NET	
Norah Head Boat Ramp - Grant from Maritime NSW for initial design investigations	Internal Decision	200	200	0	0	0	
Buff Point Playground - overspend on playground funded through reduced maintenance of other playgrounds	Internal Decision	0	20	0	(20)	20	
Reclassification of Community & Recreation Buildings Maintenance from Capital to Operating expenditure	Internal Decision	0	(210)	0	210	(210)	
Completion of Cabbage Tree Harbour Toe Drain Works	Internal Decision	0	656	0	0	0	
Savings identified in the employee training budget	Internal Decision	0	0	0	(100)	100	
Reduce Original Estimated Construction Certificate Income	Original Budget Correction	0	0	(240)	0	(240)	
Reduce Original Complying Development Fee Income	Original Budget Correction	0	0	(51)	0	(51)	
Provide for Additional Graffiti funding per Council Resolution	Council Decision	0	0	0	50	(50)	
Provide for contribution to the Federal Government Regional Innovation Program.	Internal Decision	0	0	0	20	(20)	
Savings in Depreciation due to the timing of delivery of construction works associated with Open Space Construction works and Estuary Management Plan	Internal Decision	0	0	0	(500)	500	
Reduction in Estimated Water Purchases and Drought Management works as a result of ongoing favourable weather conditions.	Internal Decision	0	0	0	(1,350)	1,350	
Increased investment funds resulting in improved investment returns.	Internal Decision	0	0	300	0	300	
Reduction in full year projected Developer Contribution income, reflecting current development activity in the Wyong Shire.	External Decision	(1,610)	0	0	0	0	
Adjustment to current year budget to reflect latest projection on cost to complete. The total project budget remains within the initial project estimates (exclusive of GCC contributions).	Internal Decision	369	3,485	0	0	0	
Other Minor Capital program changes		3	(12)	0	0	0	
Other Minor Operating Program Changes		0	0	10	26	(16)	
						0	
TOTAL Fav/(Unfav)		(1,038)	4,139	19	(1,664)	1,683	
FULL YEAR PROJECTED RESULT							(15,480)

Attachment 7

Progress on Principal Activities

Principal Activity 1- Community and Education			
Service 1.1 Community & Cultural Development			
To progressively develop relationships with people and the community, provide services to youth and seniors, promote community connectedness and participation, as well as support cultural activities. To help ensure that Wyong Shire communities are vibrant, caring and connected, as well as, to promote our community centres as places to meet for a wide variety of uses.			
List of products:			
Community Facilities Management		Community Programs	
Cultural Centre		Community Committee	
Cemeteries		Events	
Community and Cultural Planning		Community Education	
Road Safety and CARES			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
1.1.1 Community Facilities Management			
Community facilities are clean and safe with a 10% increase in utilisation over 2010/11		Project On Track	Community facilities continue to comply with scheduled OH&S inspections. As part of the Federally Funded Community building upgrades programs an additional 8 facilities are due for completion by December 2011. An operational review is currently being undertaken which will identify opportunities for increased utilisation
1.1.2 Cultural Centre			
Preparation of Art House design, documentation, and stakeholder development	1 Year	Project On Track	The progress of the project to detailed design and documentation has been delayed. An agreed process for the appointment of a Contract Manager has been developed. Work has continued on developing a Regional Cultural Strategy Framework to include an agreed working and consultation program between Councils. A meeting has been held with RDA Board to discuss importance of project in regional context in preparation for second round of RDA Federal Funding in November. Communications and promotions strategy is on track. Wyong Shire Cultural Trust Deed has been submitted to General Counsel for comment and a fundraising strategy framework has been drafted.

1.1.3 Cemeteries			
Adoption of Cemeteries Plan by December 2011		Project Not on Track	A draft cemeteries management plan was completed in 2008. This document will be reviewed and updated with relevant costings by June 2012.
Expand provision of cemetery services	4 years	Project On Track	This will be considered as part of the Draft Cemeteries Management Plan
Feasibility study for the formation of a Wyong Shire crematorium facility	4 years	Project On Track	Background research has been undertaken including site visits to Shoalhaven and Rookwood Crematoriums and information on best practice.
1.1.4 Community and Cultural Planning			
Major Project- Adoption of Community Facilities Strategy by June 2012		Project On Track	Existing facilities have been reviewed to identify current usage, functionality and capacity. This has included the preparation of an inventory/database detailing information on each facility; development of a usage model linking booking and pathways system for Council managed facilities; completion of surveys with 355 Committees and a representative sample of user groups; building audit and needs assessment. Work has commenced on an asset rationalisation tool, review of fees and charges and development of 355 audit and guidelines.
Adoption of Learning Community Strategy by February 2012		Project On Track	The research and community engagement phases of the project has been undertaken with key stakeholders covering a range of learning areas. 80 people attended two World Cafe forums to provide input into the development of the strategy, representing local services, agencies, organisations, businesses, community groups and residents.
Increase revenue via community facilities review which may include: reduction of existing buildings, increased fees & charges, improved maintenance planning, increased grant funding opportunities	4 years	Project On Track	A review of fees and charges comparative to neighbouring councils was conducted and highlighted that Wyong Shire was well below true operating costs. Further revision will be considered as part of the Community facilities review.
1.1.5 Community Programs			
20 community and cultural programs conducted each year		Achieved	5 projects completed including: launch of a new positive ageing book "splinters and threads"; completion of stage 1 of community garden at The Entrance Community Centre in partnership with The Men's Shed, community groups, residents and BreakThru People Solutions; term 3 of Ngura program at Berkeley Vale High; completion and adoption of guidelines for the community matching fund; finalised artist selection process for Lakeside Arts Creative Enterprise Program at The Entrance.
6 new asset based local community development programs/projects commenced		Achieved	Forms part of the above action. Asset based community development is a tool/method used to undertake our community and cultural programs/projects.

1.1.6 Community Committee			
5% increase in participation by Precinct Committees		Project On Track	A Precinct Committee Forum was held in July with 42 participants. Guidelines for Precinct Committees have been reviewed and will incorporate components of Council's Community Engagement Strategy to assist in improving participation.
1.1.7 Events			
Two event / grants community workshops undertaken		Project On Track	An event/grants seminar was held to provide information on Council grants, external grant opportunities and how to conduct and hold an event. 65 participants attended. 3 guides developed to assist organisers of local community events including: Guide for Event Organisers; A Sustainable Event Management Guide and Guide for Development Applications for Temporary Events.
1.1.8 Community Education			
Attitudinal and behaviour change of 25% (pre and post survey) via community education programs		Achieved	2 community education programs undertaken including: Traffic Offenders Intervention Program - 95% of participants agreed that their knowledge of road rules increased and 66% agreed to change driving behaviour as a result; Senior Drivers Workshop - 80% of participants agreed that their knowledge about driving behaviour and crashes increased and 80% agreed to change driving behaviour as a result of increased knowledge.
Service 1.2 Community Buildings			
To focus on supplying and maintaining fixed community assets, including the ownership and efficient management and development of those facilities in order to help ensure that Wyong Shire communities have access to a diverse range of well-maintained buildings and infrastructure facilities.			
List of products:			
Depot - Long Jetty		Community Buildings – Asset Supplier Services	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
1.2.1 Depot - Long Jetty			
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.	4 years	Achieved	Application unsuccessful - will now be submitting as a capital project budget bid for next years budget.

1.2.2 Community Buildings Asset Supplier Services			
85% of service requests being assessed within timeframes		Achieved	Currently achieving over 90%
Condition of all community buildings / infrastructure meets statutory requirements		Project On Track	Fire certification of Council's Community Building assets now underway - the first debrief from the certifier is being held 26/10/11 at which time the work identified to resolve any compliance issues will be discussed. The process has been going for just over four weeks and 19 sites have been inspected (just under 25% of the total sites to be assessed).
Proactive maintenance and inspection schedule developed by June 2012		Project On Track	Annual inspections underway and are currently on schedule. The defects identified are then used to populate Council's building defect register. Priority one defects are rectified as soon as practical. Priority two and lower defects are then costed and programmed into the following years work programme. At this stage resources and budget for next year indicate that only rectification of 50 % of priority two defects will be carried out. Once the budget for next year has been finalised the works programme will be established.
1.2.3 Public Toilets			
Review toilet block operations (planning, standards, cleaning & operating times)	1 Year	Project On Track	Location, operating hours and type of facilities available for all Council toilets has been posted on the internet. Disabled access locks have been fitted to all disabled toilets that are locked at night. A new cleaning roster has been proposed - awaiting approval to implement in a new work agreement with the cleaners. An audit based on condition, risk and utilisation has been carried out and two toilet blocks have been identified for refurbishment this year (Toukley Village Green and Picnic Point reserve). A standard design for toilets is currently being prepared.
Service 1.3 Community Engagement			
To keep the community informed about Council activities, services and achievements. To answer enquiries in a manner that promotes constructive community relations. To maintain a positive profile through proactive media management and promote community connectedness and a sense of belonging.			
List of products:			
Communications		Printing and Graphic Design Services	
Community Engagement		Customer Contact	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
1.3.1 Communications			
Communications and Branding Strategy completed by June 2012		Project On Track	Initial scoping of strategy objectives has commenced
Investigate advertising potential for website and other council facilities	4 years	Project Not on Track	Project not commenced

1.3.2 Community Engagement			
80% level of satisfaction with engagement advice and guidance provided		Uncertain	Annual measure through Staff Satisfaction Survey - April 2012
Develop enhanced engagement activity and reporting, with an e-consultation strategy	4 years	Project On Track	Resident e-Panel recruitment and marketing has commenced.
1.3.4 Customer Contact			
75% of residents satisfied with information on Council services and activities		Uncertain	Annual measure through Community Survey - March 2012
Implement priority actions of the Customer Service Charter by the due dates		Project On Track	Project not commenced
Service 1.4 Community Lifelong Learning			
To provide information, education, support and children's services to the community, in order to assist in making Wyong Shire a place where individuals are always learning.			
List of products:			
Library Services		Vacation Care	
Child Care Services (reported under Principal Activity 4 – Council			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
1.4.1 Library Services			
Average of 7.2 library loans per annum for each Shire resident		Achieved	Based on the library loans per capita per annum for the first quarter, a projection for all four quarters will be 6.7. Increases in loan amounts over the summer months should allow us to increase our per capita rate and achieve 7.2 by the fourth quarter.
Explore partnership opportunities with developers to enhance library services	4 years	Project On Track	Work is proceeding with voluntary planning agreements with relevant developers.
Library usage statistics show a 10% increase from 2010/11		Uncertain	The first quarter does not demonstrate a 10% increase, but increased usage over summer months will move us further toward this target.
1.4.2 Vacation Care			
Utilisation targets for each vacation care program met		Uncertain	The first vacation programs had lower utilisation rates, but with changes to delivery models we expect an increase in utilisation across the next three vacation care programs.
1.4.3 Partnered Learning Provision			
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	4 years	Project On Track	Discussions have commenced with relevant stakeholders.

Principal Activity 2- Community Recreation			
Service 2.1 Open Space			
To manage operations in natural areas. To maintain vegetation and its immediate environment in order to supply high-quality facilities. To provide and maintain a diverse range of open space community facilities and passive recreation functions.			
List of products:			
Litter Collection	Open Space - Asset Supplier Services		
Nursery	Public Tree Management		
Landcare			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
2.1.4 Open Space - Asset Supplier Services			
85% of service requests being assessed within timeframes		Achieved	Currently achieving over 90%
Community satisfaction for parks, reserves and sports fields is 7.5		Uncertain	Project not commenced, survey to be undertaken in May 2012
Greater than 35 million square metres of grass mowed annually		Project On Track	Wet weather had caused a number of parks to be delayed but have now caught up with schedule.
High profile sport fields, parks and reserves mowed ever 3 weeks in summer and 5 weeks in winter		Project On Track	Wet weather had caused a number of parks to be delayed but have now caught up with schedule.
Low profile sports fields, parks and reserves mowed every 5 weeks in summer and 8 weeks in winter		Project On Track	Wet weather had caused a number of parks to be delayed but have now caught up on schedule.
2.1.5 Public Tree Management			
1000 trees planted in streets and parks		Project On Track	439 Trees planted to date.

Service 2.2 Sport, Leisure & Recreation

To plan for, promote and operate high-quality facilities and services to support a diverse range of recreation functions, and maximise their benefits and use.

List of products:

Sport, Leisure and Recreation – Planning	Beach Services
Sport and Recreation Facilities	Swimming Pools
Boat Ramps and Jetties	Recreation Centres
Holiday Parks (reported under Principal Activity 4 – Council Enterprises)	Public Toilets
Ovals	Parks and Reserves

Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
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2.2.1 Sport, Leisure and Recreation Planning

Achievement of Councils high priority projects in the 2011/12 Bicycle and Shared Pathway Strategy Action Plan (dependant on funding)		Project On Track	There are funding and resource issues that will impact the project. The identified projects that have been publicly advertised are proceeding.
Complete the review of sports grants and implement January 2012		Project On Track	Advice provided for full Grants Review project
Complete the sports study by December 2011		Project On Track	Survey undertaken, information provided to Sports Liaison Committee
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)	1 Year	Project On Track	This will be built into Council's development approval process to ensure input is received from SLR and included in consent conditions where possible.
Undertake 2 workshops with sporting groups by April 2012		Project On Track	Project not commenced

2.2.2 Sport and Recreation Facilities

2% growth in the number of participants in the sports that are the main hirers of Council facilities.		Uncertain	Major users are in winter and indication is there will be an increase, to be properly measured all seasonal sports will need to be included.
5% increase in community participation across all sports and recreation facilities		Uncertain	Majority of participation will be available in March which will give us an indication if we are achieving this.

2.2.4 Beach Services

Develop water safety education program by October 2011		Achieved	Program developed.
Implement water safety program to 1600 participants		Project On Track	Project not commenced, due in December

2.2.7 Parks and Reserves

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)	4 years	Project On Track	Playground audit information analysed
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Principal Activity 3- Economic and Property Development

Service 3.1 Place Management

To support quality town centre development to build a sense of community cohesion and pride. To ensure that town centres achieve sustainability and Council's objectives concerning the quadruple bottom line by supporting other service Units in Council in their operational functions (including co-ordinating The Entrance, Toukley and Wyong Town Centre Management).

List of products:

Place Management – Toukley

Place Management - Other Areas/Iconic Sites

Place Management – Wyong, Tuggerah

Place Management - The Entrance

Performance Indicators and Actions

Action
Time
Frame

YTD
Progress

Comments

3.1.1 Place Management - Toukley

Commence the preparation of a comprehensive draft Greater Toukley Area Development Control Plan chapter informed by the Planning Strategy and Masterplan by June 2012

Project On Track

3.1.2 Place Management - Other Areas/Iconic Sites

Develop the Iconic Development Sites Generic Development Control Plan

1 Year

Achieved

Investigate the establishment of the Iconic Development Site Design Review Panel

1 Year

Project On Track

Council has currently implemented a Project Control Group which meets monthly in relation to the Key Iconic Development Sites. The PCG reviews proposals including design elements.

Work with individual property owners to develop site specific Development Control Plans for the nominated Iconic Development Sites

1 Year

Project On Track

Council currently working with selected land owners on individual development proposals.

3.1.4 Place Management - The Entrance

Completion and adoption of the Masterplan for The Entrance Town Centre by February 2012

Project On Track

Draft Masterplan currently being developed.

Service 3.2 General Manager – Major Projects			
To oversee the management of major projects.			
List of products:			
General Manager - Major Projects			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
3.2.1 General Manager - Major Projects			
Major Project- Warnervale Town Centre. Complete investigations for the release of land at Warnervale Town Centre and quantify potential yield.	4 years	Project On Track	Project progressing in line with approved business plan
Major Project- Aged Care Centre of Excellence. Review the potential of Wyong Shire being an aged centre of excellence	1 Year	Project On Track	Project progressing in line with approved business plan
Investigate the establishment of a Wyong Skills Centre	1 Year	Uncertain	Pending confirmation of Federal funding application outcome
Service 3.3 Economic & Property Development			
To identify and develop sustainable income strategies for the organisation, strengthen the economic base of the Shire, and to provide property-related services for the organisation.			
List of products:			
Property Administration		Commercial	
Economic Development		Property Development	
Business Development			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
3.3.2 Economic Development			
The Property Development and Investment Strategy adopted by Council by 30 June 2012		Project On Track	Being developed as part of the property review currently being undertaken for the re-classification of properties for inclusion in the draft LEP.
3.3.3 Business Development			
Economic Development Plan adopted by Council by 30 June 2012		Project On Track	Plan still on track to be achieved by June 30 2012. Staff continually working with Governemnet Departments and Private Companies in attracting deveopment in the Shire. Plan to describe strategies processes to formalise this process.

3.3.4 Commercial			
The Revenue Opportunity Plan developed by 30 June 2012		Project On Track	Plan still on track to be achieved by 30 June 2012, Council currently involved in Iconic Sites project, preparation of priority land parcels that could be developed, working with CCRDC on priority infrastructure projects that may attract government funding and 1st stage of Warnervale Industrial Subdivision completed.
3.3.5 Property Development			
Investigate the establishment of a Wyong Shire Loyalty System	4 years	Project On Track	System to be developed over 4 years. project plan to be developed by 30 December 2011.
Principal Activity 4- Council Enterprises			
Service 4.1 Care & Education			
To provide information, education, support and children's services to the community, in order to assist in making Wyong Shire a place where individuals are always learning.			
List of products:			
Child Care			
Performance Indicators and Actions	Action	YTD	Comments
4.1.1 Child Care			
75% child / family satisfaction at each service point		Uncertain	Survey planned for commencement in 2nd quarter.
Each care and education centre meets all its regulatory requirements and remains accredited		Achieved	We have met all our regulatory requirements and maintained accreditation during the first quarter.
Each care and education centre meets its targeted utilisation rate		Achieved	We are achieving high utilisation rates during the first quarter, and project to meet our targeted utilisation across the financial year. Communication strategies have been developed for parents and staff in the lead up to the fee increase in January.

Service 4.2 Holiday Parks

To plan for, promote and operate high-quality facilities and services to support a diverse range of recreation functions, and maximise their benefits and use.

List of products:

Holiday Parks

Performance Indicators and Actions

Action
Time
Frame

YTD
Progress

Comments

4.2.1 Holiday Parks

56% occupancy rate for all Holiday Parks

Uncertain

Weather conditions for the first quarter has impacted. However forward bookings for Christmas and Easter are positive. This quarter does not include a holiday period, the weather conditions for the first quarter has impacted the rates. We anticipate reaching this target through increased occupancy over bookings for holiday periods, Christmas and Easter.

Build a new Holiday Park

4 years

Project On Track

Sites are being identified.

Further develop the Holiday Parks to improve the revenue and funding for reserves throughout the Shire

4 years

Project On Track

Implemented Business Strategy actions for the final year.

Principal Activity 5- Regulatory

Service 5.1 Building Certification & Health

To efficiently process Development Applications for residential buildings to achieve development which is of a high standard and meets statutory requirements.
 To perform building certification as a business unit, in an open, competitive market.
 To manage public health in areas of Wyong Shire Council's control to achieve a healthy community.

List of products:

Development Assessment and Other Applications		Public Health and Safety	
Building Certification			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
5.1.1 Development Assessment and Other Applications			
35% of the total market share for Complying Development Applications		Not Achieved	Following an increase to our fees for this financial year, we have lost one of our major customers for Complying Development applications. We are now in discussions with them in an attempt to resolve their issues. Our current Market Share is 31.5%.
Council maintains 70% of the total market share for Construction Certificate applications		Achieved	Council is maintaining a market share of around 79% which is a good indication of the level of service provided in this area. It is also good reflection on our DA processing times.
Less than 20 working days net median processing times for small scale residential development applications		Achieved	Our net median processing times for these applications is currently around 18 days.
Less than 7 median calendar days to process Complying Development Certificates		Achieved	Our median processing times for Complying Development is currently 6 days, below our target of 7 days and significantly below the legislated maximum of 10 days
5.1.3 Public Health and Safety			
Complete 400 on-site sewage management system audits per calendar year		Not Achieved	Only 10% of this program has been completed in this quarter due to staff being on leave etc. A program is in place to ensure that this target is met by the end of the year and given the number of audits to be completed over the time available, I am confident that this will be achieved.

Service 5.2 Compliance & Regulation

To ensure compliance with statutory requirements in a professional manner. To provide support for the community in dealing with domestic animals, noxious weeds and other regulatory matters in order to build a sense of community safety, cohesion and pride.

List of products:

Animal Care Facility		Ranger Services	
Auditing		Land Use Compliance and Regulation	
Noxious Weeds			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
5.2.1 Animal Care Facility			
Number of animals saved, expressed as a % of the total number of animals arriving at the Animal Care Facility is not less than 93%		Not Achieved	@ 82% (270/331), If the 17 dangerous dogs and 14 ill/diseased cats and dogs euthanased by Council's contracted vet were excluded, the save rate would be at 91% (300/331)
5.2.2 Auditing			
No less than 450 residential pools have been inspected annually		Project On Track	@ 19% (86/450) residential premises with pools have been inspected YTD, involving a total of 285 inspections. Note, four of the 13 available weeks were consumed by staff leave.
5.2.3 Noxious Weeds			
Minimum 12 inspections of high risk noxious weeds premises		Achieved	14 High Risk outlets have been inspected
5.2.4 Ranger Services			
90% of Ranger service requests are substantially responded to within 0 - 5 working days		Uncertain	1225 Service Requests assigned to rangers. % of SR 'responded on' within 0-5 working days is currently unavailable. The matter has been referred to CapGemini to fix.
5.2.5 Land Use Compliance and Regulation			
Cost recovery provisions have been applied to Clean-up, Prevention and Prohibition Notices		Achieved	\$5,010 (9) in penalty infringements and \$7,280 (16) cost recovery notices @ \$455 each have been issued in conjunction with Clean-up Orders served under the Protection of the Environment Operations Act - total cost recovery YTD @ \$12,290

Principal Activity 6- Environment and Land Use

Service 6.1 Development Assessment

To achieve development which is of a high standard, meets statutory requirements as well as enhancing sustainability and Council's objectives concerning the quadruple bottom line. To efficiently manage Council's Development Assessment and Part 5 review processes.

List of products:

Development Assessment

Performance Indicators and Actions

**Action
Time
Frame**

**YTD
Progress**

Comments

6.1.1 Development Assessment

Less than 15 median calendar days to process subdivision certificates

Achieved

Less than 25 working days net median processing times for Development Applications (Class 1(a)(ii) and 2 - 9).

Achieved

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)

Achieved

Service 6.2 Environment & Natural Resources

To provide strategic policy and planning, including Coastline Management, which enhances the Shire's natural resources and leads Council and the community towards a more sustainable future.

List of products:

Environmental Planning	Natural Resources Planning
Co-ordinate and Manage Natural Resources and Natural Asset Plans	Vegetation Maintenance
Catchment Maintenance	Coastal Planning
Lake and Coastline Maintenance	

Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
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6.2.1 Environmental Planning

Completion of environmental audits in accordance with adopted program		Project Not on Track	Project delayed due to staff being diverted to work on EMS.
Investigate the Porters Creek Stormwater Harvesting Scheme	1 Year	Uncertain	Project does not lie within Natural Resources however, monitoring aspects currently being developed.

6.2.3 Catchment Maintenance

0.85 km of stream bank rehabilitated		Achieved	Covered by Item 6.4.1 in Estuary Management Project. 1 km completed as at 30/09/11.
18 stream bank sites rehabilitated		Project On Track	Covered by Item 6.4.1 in Estuary Management Project.

6.2.5 Natural Resources Planning

Complete the construction of the toe drainage structure at Cabbage Tree Harbour	1 Year	Achieved	Project construction completed. Community consultation and financial management nearing completion.
Completion and adoption of the Coastline Management Plan by November 2011		Project On Track	Work progressing for submitting Report to Council, late November or early December, for adoption of Plan.
Completion of Natural Resources Sustainability Strategy by the 30 June 2012		Project On Track	Draft Report prepared and should be submitted to GM and Exec for sign-off before being submitted to Council to place on exhibition. Financial and resourcing plan developed and signed-off by Unit Managers for all Strategy recommendations.
Prepare Wyong Natural Area Bush Fire Program by June 2012		Project On Track	Community Consultation complete. Works program currently being developed. Some small delays may be caused by staff resignations.
Prepare the Biodiversity Management Plan	4 years	Not Achieved	Project delayed due to lack of staff resources and skills.

Service 6.3 Land Use Planning & Policy Development

To provide information and assist Council's customers concerning land-use and major DAs and manage and coordinate the development and review of land-use policies, rezonings, including the comprehensive Local Environmental Plan, and Development Control Plans, in order to achieve quality land use which meets the objectives of the quadruple bottom line.

List of products:

LEP		Client Management	
Developer Contributions		DCP and Policy	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
6.3.1 LEP			
6 planning proposals prepared by 30 June 2012 for the Local Environmental Plan		Uncertain	The Unit is managing a number of planning proposals at the current time. The timing for completion of these planning proposal will be dependent on the availability of resources, particularly having regard to the renewed focus on delivering the Comprehensive LEP and DCP by end June 2012.
Major Project - Shire-wide comprehensive LEP and DCP. Comprehensive Local Environment Plan and Development Control Plan reviewed and developed by 30 June 2012		Project On Track	The Comprehensive LEP and DCP are currently on time, within budget and of appropriate quality
6.3.2 Developer Contributions			
10 Voluntary Planning Agreements developed by 30 June 2012		Uncertain	Being the first time that this KPI has been used, the quantitative figure was an estimate. Achievement of this KPI is somewhat dependent on development activity. Whilst a number of VPA's have either been finalised or are in the process of being prepared, it is unclear at this time if this KPI will be achieved by 30 June 2012
3 Section 94 Contribution Plans reviewed, amended and developed by 30 June 2012		Achieved	One completed, 2 being drafted
6.3.4 DCP and Policy			
3 planning policies reviewed and developed by 30 June 2012		Achieved	A number of planning policies (inclusion of chapters within the DCP are being developed and will be finalised by 30/6/12

Service 6.4 Environment Planning Section – Estuary Management

Estuary Management consists of the developments and implementation of the Wyong Shire Council Tuggerah Lakes Estuary Management Plan (EMP).

List of products:

Estuary Management			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
Major Project - 10Ha saltmarsh rehabilitation, establishment and protection		Project On Track	All designs and approvals are in place. Works are scheduled to commence Q2-Q4 and will involve active and passive saltmarsh rehabilitation works, as well as continued establishment/maintenance activities (which have commenced). Dedicated EMP construction crew commences in Q2, progressing delivery of this project.
Major Project - 8km + 50Ha streambank rehabilitation & establishment		Project On Track	Projects commenced and 15% of the target has been rehabilitated and established in Q1. Dedicated EMP construction crew commences in Q2, progressing delivery of this project.
Major Project - 90Ha wetland protection & rehabilitation		Project On Track	NPWS, after signing their partnership agreement with WSC in Q1, will be delivering part of this project in Q3 and Q4. WSC and Pioneer Dairy Trust (as part of their partnership agreement with WSC) will also be delivering towards this target.
Major Project - Conduct a Community survey		Project On Track	To be completed in Q4 by EMP Comms/Engagement staff.
Major Project - Conduct landholder field days/workshop for 50 landholders		Project On Track	New EMP Education Officer commences in Q2 and will deliver this program, in conjunction with workshops conducted by H-CRCMA in Q2, Q3 and Q4 under their partnership agreement with WSC.
Major Project - Engagement of 70 new volunteers/groups		Project On Track	Project planning has been completed and engagement programs with participants to commence in Q2, Q3 and Q4. New EMP Education Officer commences in Q2 and will assist with the delivery of this program.
Major Project - Estuary Management Program		Project On Track	The EMP program is currently on-track with a concentration of works progressing over the next 3 quarters.
Major Project - Undertake 1 school field day		Project On Track	To be completed in Q4. New EMP Education Officer commences in Q2 and will deliver this program.
Major Project - Undertake 3 community workshops/forums		Project On Track	Project planning has been completed and delivery of workshops to commence in Q2, Q3 and Q4. The CMA and OEHL, after signing their partnership agreement with WSC in Q1, will be delivering this part of this project in Q3 and Q4.

Service 6.5 Environment Planning Section – Sustainability within Council

Sustainability within Council project is to provide a dedicated team to work across Council to provide the required advice, systems, training and decision-making framework to enable the organisation's awareness and commitment to improving the sustainability of Council's activities within the Shire.

List of products:

Sustainability within Council			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
Major Project - Asset management plans incorporate Climate Change adaptation measures		Project On Track	Work to be completed in AM plans as at June 2012
Major Project - Conduct 16 workshops with Councils staff		Project On Track	Number of workshop to be reduced, however number of participants to remain the same. Workshops to be completed by end Dec 2011.
Major Project - Staff awareness of the sustainability principles increased by 20%		Project On Track	Promotion of Sustainability principles continues. Survey to assess awareness to be undertaken by June 2012.
Major Project - Successful completion of actions under two modules of the Sustainability Advantage program		Project On Track	Have met with OEH appointed consultants and defined scope of actions under the modules.
Major Project - Sustainability Policy adopted		Project On Track	Policy has been reviewed by three directors and is currently being reviewed by Corporate Services Director. Policy will then be forwarded to GM and Council for adoption.
Major Project - Working Sustainably Strategy completed		Project On Track	Preparation of the strategy is progressing and will use Council's community engagement plan as a basis.

Principal Activity 7- Waste Management

Service 7.1 Waste

To provide safe, reliable and environmentally responsible waste collection and disposal services. To help reduce the Shire's environmental footprint

List of products:

Tip Operations	Commercial Waste
Closed Landfill Remediation	Litter Collection
Domestic Waste	

Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
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7.1.1 Tip Operations

Undertake a feasibility study for establishment of soil processing facility	1 Year	Project On Track	Flora and fauna study will be completed the buffer zone at the Buttonderry Waste Management Facility along Hue Hue Rd to determine any constraints of establishing a soil processing facility
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7.1.2 Closed Landfill Remediation

Remediation of 7 closed landfills in accordance with remediation program		Project Not on Track	Remediation of Bateau Bay will be completed by Dec 11. Remediation of Toukley and Warnervale are on track. Additional site investigations delayed the completion of Remedial Action Plan (RAP) for Gwandalan and hence the development of detailed design which will commence in 11/12 but will not be completed until 12/13. Discussions with the Darkinjung ALCI regarding acquisition of parts of the adjoining land impacted by the landfill have commenced, but acquisition will not take place until 12/13. Detailed design for the remediation works at Mardi are in progress but will not be completed until Dec 12. The development of the RAP for Shelly and Tumbi will commence, but will not be completed until early 12/13. The implementation of the remediation program in 11/12 has been delayed as a result of the need to develop an emission strategy for all closed landfill in a move to reduce the risk to Council associated with emission to air, surface and groundwater from the landfills.
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7.1.3 Domestic Waste			
50% of domestic waste diverted from landfill		Achieved	The diversion level for the Sep Qtr was 47% which is expected for winter months. Diversion of domestic waste is impacted by seasonal variation with the winter months realising lower and summer months higher diversion rates. The target of 50% is the average for the entire year and based on long term trends this target will be achieved for 11/12.
95% customer satisfaction with Waste Services		Achieved	The satisfaction level of 95% is based on regular customers satisfaction surveys. Three satisfaction surveys have been conducted with the last one in 2009. All three satisfaction surveys established the 95% satisfaction rate.
7.1.4 Commercial Waste			
Establish a Central Coast Waste Entity	4 years	Project On Track	Four options for the formation of a Central Coast Waste Entity were explored with the Joint Venture Model being the preferred model. A draft agreement has been developed to formalise the Joint Venture. This agreement is currently being reviewed by both Councils.
7.1.5 Litter Collection			
Litter Management Plan implemented by Jun 2012		Project On Track	The litter management plan has been finalised and implementation has commenced. The metal litter bins have been procured and installed, monthly community workshops are being conducted on waste minimisation and litter management and participated in the Keep Australia Beautiful Clean Beach program.

Principal Activity 8 & 9- Roads and Drainage

Service 8.1 Roads

To manage and develop the Shire's road, bridge and drainage networks along with associated infrastructure to help ensure ease of travel and environmental responsibility.

List of products:

Street Lighting	Investigations, Inspection, Condition Monitoring Assessment and Reporting
Design Preparation	Project Management
Car Parks	Engineering Survey
Traffic Facilities	Footpaths
RTA Roads	Street Furnishings, Bus Shelters and Landscaping
Quantities and Cost Control	Shared Pathways
Local Roads	Geotechnical Services
Road and Foot Bridges	Kerb and Gutter

Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
8.1.10 Investigations, Inspection, Condition Monitoring Assessment and Reporting			
Collection of automated road condition data on >15% of the road network per annum		Not Achieved	Data collection for approximately 20% of the network budgeted and programmed to be collected by a specialist equipment in the 2nd half of the year.
Complete 90% of approved asset inspection program		Not Achieved	On-going program, first quarter targets achieved, key focus has been road pavement and footpath inspections
Develop opportunities for resource recovery (e.g. materials processing and recycling, remediation of old sites)	4 years	Not Achieved	On-going program. Stockpile site established Sparks Road to enable stockpiling and reuse select material on stage 2 Minnesota Road, Land purchased at Palmdale for future recycling site, works underway to formalise facility at Buttonderry.
Review opportunities to share resources with Gosford City Council	1 Year	Achieved	Lines of communication established and ongoing between relevant staff of both organisations, Gosford resources assisting with Councils resealing program, working together and sharing resources in accord with the boundary and adjacent roads agreements.
8.1.15 Shared Pathways			
0.5 km of Shared Pathway Constructed		Not Achieved	Preconstruction activities underway for 11/12 shared pathway program, works programmed for 3rd Quarter.
8.1.8 Local Roads			
Average Pavement Condition Index of 5		Achieved	Recent data collection has been inputted into the system and reveals that the average PCI >5

Service 9.1 Stormwater			
To manage and develop the Shire’s road, bridge and drainage networks along with associated infrastructure to help ensure ease of travel and environmental responsibility.			
List of products:			
Stormwater			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
9.1.1 Stormwater			
10% of drainage system inspected and returned to original design capacity		Not Achieved	On-going program. Drainage inspections, including use of CCTV, and resulting maintenance programs are on track, approximately 2% of network inspected.

Principal Activity 10 & 11- Water and Sewerage

Service 10.1 Sewerage

To provide safe and reliable treatment and disposal of sewerage collected. To provide essential community services in a cost-effective and sustainable manner.

List of products:

Sewerage Services – General	Sewer Pump Stations
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Sewer Treatment Plants	Sewer Mains
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Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
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10.1.3 Sewerage Services - General

100% customer satisfaction with Sewerage Service		Not Achieved	<p>Customer surveys have indicated a YTD performance of 97.5% against the 2010/11 target of 100%. The non compliance arose out of a single survey respondent registering dissatisfaction with the outcome of a choke complaint. The same respondent did however indicate satisfaction with the water supply service.</p> <p>Historical customer satisfaction levels with Council's water supply and sewerage service have always been high however the 2011/12 Sewerage Services target of 100% is considered unrealistic and will be reviewed in time for the 2012/13 Strategic Plan.</p>
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10.1.4 Sewer Treatment Plants

100% Compliance with the DECCW licence for effluent discharge to the ocean.		Not Achieved	<p>On two separate occasions in the quarter there was a technical breach of the licence conditions where the volume based allowance was exceeded. This was associated with heavy rainfall and local flooding in the catchment and subsequent stormwater infiltration into the sewers. Council is undertaking infiltration surveys in the affected catchments to identify and rectify any problems found. There was however no pollutant based breach of the licence in this quarter.</p>
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Service 11.1 Water			
To provide safe and reliable drinking water services. To provide essential community services in a cost-effective and sustainable manner.			
List of products:			
Joint Water Supply Admin		Water Treatment Plants	
Water Mains		Drought Management	
Dams and Weirs / Catchments		Water Pump Stations	
Water Supply Admin		Water Reservoirs	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
11.1.3 Joint Water Supply Admin			
Develop the Water Corporation transition strategy		Project On Track	
Major Project - Water Corporation establishment		Project Not on Track	The constitution, shareholders agreement and recruitment of Directors is completed however it is unlikely that staff, assets and full functions will be transferred to CCWC on 1/7/13 as proposed. Alignment of the necessary enabling functions, systems, processes and practices for IT, HR, Finance etc between the Councils and CCWC will take longer than initially anticipated.
11.1.7 Water Mains			
95% customer satisfaction with water supply service		Achieved	
11.1.8 Water Treatment Plants			
100% compliance with Australian Drinking Water Guidelines or other standards as directed by Department of Health		Achieved	

Principal Activity 12- Administration

Service 12.1 Asset Management

To plan and implement Council's Asset Management Strategy including the project prioritisation process for its diverse asset portfolio and to manage the floodplain, stormwater drainage, environmental co-ordination, and transport planning functions. To help ensure sustainability and fiscal responsibility.

List of products:

Asset Management

Floodplain Management (W&S Funded)

Transport Planning

Performance Indicators and Actions

Action
Time
Frame

YTD
Progress

Comments

12.1.1 Asset Management

Improve Council's 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

1 Year

Project On Track

To implement the proposals in the Asset Management Strategy, the position of Senior Asset Systems Engineer advertised. Interviews scheduled for October. Appointment will be later than originally planned and some catch up on planned progress will be required.

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

1 Year

Project On Track

12.1.2 Floodplain Management (W&S Funded)

Develop Floodplain Risk Management Plans in accordance with agreed priorities

Project On Track

Lower Ourimbah Creek and Lower Wyong River Plans have been adopted. Porters Creek Plan scheduled to go to Council in October 2011. Tuggerah Lakes Study has been on exhibition and the final plan report is near completion. The draft Tumbi Umbi Creek Study and Plan have been completed and are under review by the technical sub committee. Survey work to allow studies for Upper Wyong River and Upper Ourimbah Creek studies are in progress. Lake Macquarie Plan is on exhibition by LMCC and WSC will make a submission. The resignation of the Senior Flood Planning Hydrologist has had an impact on planned progress.

12.1.3 Transport Planning

Road Side Marker Project is in place with training provided to all relevant staff by 1 January 2012

Project On Track

Waiting from advice from WASIP application for the placement of markers

Service 12.2 Contract & Project Management			
To efficiently manage significant projects through sound and effective project management. To help ensure fiscal responsibility and achieve Council's objectives concerning the quadruple bottom line.			
List of products:			
Procurement			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
12.2.1 Procurement			
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	4 years	Project On Track	A comprehensive Cost Benefit Analysis is due to be completed during the first quarter of 2012. This analysis will examine options for the phased introduction of the CCWC. Opportunities and savings will depend on the chosen organisational structure for the CCWC
Major Project - Procurement Review		Project On Track	Deloitte's report received in March 2011 and accepted by Council. Implementation of the recommendations of the report will now be progressed with appointment of a new position of Contracts Systems Manager. A detailed action plan with priorities and timeframes will now be prepared.
Service 12.3 Corporate Governance			
To provide the organisation with the necessary framework and tools to enable effective administration of its Governance activities including all Wyong Shire Council policies and the administration of all Wyong Shire Council outgoing grants.			
List of products:			
Councillor Support		Councillor Community Improvement Grants	
Civic Centre Management		Community Grants and Subsidies (Outgoing)	
Policy Management		Councillor Facilities, Expenses and Fees	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
12.3.1 Councillor Support			
New Council Transition Plan developed by 30 June 2012		Project On Track	To be commenced February 2012
12.3.3 Policy Management			
75% of Councils corporate policies are reviewed by 30 June 2012		Uncertain	5% achieved. Resources diverted to other Corporate initiatives (eg Security project, grant administration)

Service 12.4 Finance Unit			
To provide operational finance accounting of Council's activities and money management.			
List of products:			
Accounting Services		Payroll	
Accounts Payable		Revenue Services	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
12.4.4 Revenue Services			
Building and Infrastructure Renewals Ratio >1		Uncertain	Annual Ratio - due 30 June 2012, 2011/12 Budget 0.88, which is an improvement over 2010/11 0.52. Strategic Target > 1.0 being addressed through the Long Term Financial Strategy.
Debt Service Ratio <15%		Uncertain	Annual Ratio - due 30 June 2012, 2010/11 10.88%, 2011/12 Budget within Strategic Target.
Explore commercial and alternative opportunities for the funding of assets through the Economic and Property Development Unit	1 Year	Project On Track	Economic and Property Development are reviewing the land use with Council to determine appropriate zonings in the LEP. A review of use will be completed in conjunction with the review of services.
Rate Coverage Ratio 50%		Uncertain	Annual Ratio - due 30 June 2012, 2010/11 47.37%, 2011/12 Budget 52%.
Rates Outstanding <5%		Uncertain	Annual Ratio - due 30 June 2012. Intervention strategies are being implemented in 2011/12 to reduce to target. 2010/11 7.12%
Unrestricted Current Ratio >1.5%		Uncertain	Annual Ratio - due 30 June 2012, 2010/11 1.83, 2011/12 Budget on track.

Service 12.5 Human Resources

To lead and support the organisation in building capability and competitive advantage for Wyong Shire Council through its people. To ensure the achievement of Council's objectives and that a positive impact in the community is made.

List of products:

Recruitment	Industrial Relations
Occupational Health	Safety
Workers Compensation	Risk Management / Insurance
Learning and Development	HR - Business Partners
HR – Operations	HR - Remuneration
Workforce Capability Development	

Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
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12.5.1 Recruitment

Annually promote Wyong Shire Council and create potential quality talent pool by attracting candidates at expos		Project On Track	
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12.5.3 Workers Compensation

WorkCover continue to approve Wyong Shire Council as a self insurer	1 Year	Achieved	
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12.5.5 HR - Operations

Permanent staff turnover <10%		Achieved	
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12.5.6 Workforce Capability Development

Executive development program developed and implemented by 04/2012		Project On Track	
Youth employment program developed and implemented by 10/2011		Project On Track	

12.5.8 Safety

Lost Time Injury Duration 15 days		Not Achieved	This indicator is to be reviewed to a more appropriate measure.
Lost Time Injury Frequency Rate of 25 per million hours worked		Not Achieved	Currently we are tracking at 29.9. The number of man hours worked is 66,000 less compared to the same period last year. Actual lost time injuries YTD compared to last year YTD is 17 vs. 13. We still envisage finishing the year on or below target.
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		Project On Track	

Service 12.6 Information Management			
To provide key support "tools" (e.g. Information Technology) to enable efficient delivery of Wyong Shire Council's services. To provide robust and sustainable			
List of products:			
Applications		Land Information Services	
Corporate Information Services		Operations	
Architecture			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
12.6.1 Applications			
Business System Strategy developed by December 2011		Project On Track	Strategy framework completed, currently aligning to business strategy and objectives.
12.6.3 Architecture			
Major Project - "Concil's online" computer system	1 Year	Project On Track	
Review the current "Council Online" computer system	1 Year	Project On Track	Review will be concluded prior to 30 June 2012.
12.6.5 Operations			
Printer centralisation project implemented by September 2011		Achieved	Project completed in September 2011.
Service 12.7 Integrated Planning			
To coordinate and drive the business (organisation) planning requirements of Wyong Shire Council, ensuring quality, alignment and compliance of content with relevant statutes and the best organisational planning practice.			
List of products:			
Continuous Improvement Program		Government Relations	
Integrated Business Planning		Measures and Reporting	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
12.7.2 Integrated Business Planning			
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		Project On Track	Meetings held with Gosford CC concerning formulation of the CC Community Strategic plan. Awaiting feedback from their Executive before proceeding
Complete the WSC Strategic Plan (2012) by 30 June 2012 that complies with Department of Local Government guidelines		Project On Track	Project outline for the WSC Strategic Plan 2012-2016 approved by Executive. Training in formulating Service Unit Business Plans 2012/13 proceeding.
Councils Annual Report 2011/12 is completed by 1 December 2012		Project On Track	Draft Annual Report and Financial Statements completed and being reviewed.
12.7.4 Measures and Reporting			
An integrated system of corporate measures and reporting is endorsed by the Executive and in place by 1 July 2012		Project On Track	Corporate measures endorsed by Executive and automated system for generating Q1 report put in place.

Service 12.8 Legal & Risk Services

To provide high-level professional advice and support in strategic areas of governance in order to ensure that government is coordinated, meets statutory and probity requirements and is conducted with fairness, openness and transparency.

List of products:

Internal Audit		Legal Actions and Advice - Corporate	
Internal Ombudsman			
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
12.8.1 Internal Audit			
Compliance with the timelines and outcomes set out in the adopted Audit Plan		Project On Track	Reviewed Monthly
12.8.2 Internal Ombudsman			
Number of external investigations referred to Internal Ombudsman for investigation		Project On Track	
12.8.3 Legal Actions and Advice - Corporate			
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		Project On Track	

Service 12.9 Plant, Fleet & Depot

To provide the support services of plant and fleet management and provision, depot operation and emergency service response to help ensure sustainability and fiscal responsibility.

List of products:

Depots and Sites		Stores	
NSW Fire Brigade		Rural Fire Services	
Plant - Mobile Equipment and Vehicles		Other Emergency Services	
Performance Indicators and Actions	Action Time Frame	YTD Progress	Comments
12.9.3 Plant - Mobile Equipment and Vehicles			
Align with Gosford City Council fleet in the ordering of vehicles and plant in order to obtain greater purchasing power.	4 years	Project On Track	
All passenger vehicles in Councils fleet to be 4 cylinder or hybrid by 31 December 2013	4 years	Project On Track	
Greater support in the utilisation of assets between Wyong Shire Council and Gosford City Council		Project On Track	The two Council's Plant Pool teams have agreed to make contact with each other whenever each has equipment that is anticipated to be idle. The focus to drive utilisation of WSC's fleet is such that our utilisation is very high and so no recent opportunities have presented themselves
12.9.6 Other Emergency Services			
Major Project - Review of emergency services		Project Not on Track	Project on track excluding timeframe. Scope for Stage 1 defined and agreed with Directors (Infra, Mgt and Enviro & Planning) and cost to deliver estimated. Report submitted to Acting IM Director for distribution & approval by the Exec