

3.4 Draft Incentive Policy for Iconic Development on Key Sites

Councillor Eaton left the meeting at 5.41 pm and returned to the meeting at 5.42 pm during consideration of this item.

RESOLVED unanimously on the motion of Councillor BEST and seconded by Councillor NAYNA:

- 1 That the Committee receive the report on the Draft Incentive Policy for Iconic Development on Key Sites.**
- 2 That the Committee endorse the draft policy to Council for adoption and placement on public exhibition.**

FOR: COUNCILLORS BEST, EATON, GREENWALD, NAYNA, TROY AND WEBSTER

AGAINST: NIL

3.5 Draft Economic Development Strategy Process

RESOLVED unanimously on the motion of Councillor NAYNA and seconded by Councillor WEBSTER:

- 1 That the Committee note the presentation on the Draft Economic Development Strategy Process.**
- 2 That the Committee request the current Economic Development Strategy's from Ipswich City Council, City of Ryde Council, Parramatta City Council and Hills District Council and Mandurah Council.**
- 3 That the Committee receive a report providing a summary of these strategies for the upcoming January 2013 Employment and Economic Development Committee Meeting.**

FOR: COUNCILLORS BEST, EATON, GREENWALD, NAYNA, TROY AND WEBSTER

AGAINST: NIL

Matter Arising – Community Survey

RESOLVED unanimously on the motion of Councillor BEST and seconded by Councillor EATON:

- 1 That the Committee recommend to Council that it undertake a survey of community attitudes towards development, employment and related issues with the survey topics to be determined by the General Manager and Mayor.**
- 2 That the Committee receive a report on the results of the survey.**

FOR: COUNCILLORS BEST, EATON, GREENWALD, NAYNA, TROY AND WEBSTER

AGAINST: NIL

**3.6 2012/16 - 4 year Delivery Plan - Existing Economic Development and
Employment Initiatives**

**RESOLVED unanimously on the motion of Councillor NAYNA and seconded by
Councillor GREENWALD:**

That the Committee defer consideration of this matter to a future meeting.

FOR: COUNCILLORS BEST, EATON, GREENWALD, NAYNA, TROY AND WEBSTER

AGAINST: NIL

3.7 Wallarah 2 Coal Mine

**RESOLVED unanimously on the motion of Councillor TROY and seconded by
Councillor NAYNA:**

That the Committee defer consideration of this item to a future meeting.

FOR: COUNCILLORS BEST, EATON, GREENWALD, NAYNA, TROY AND WEBSTER

AGAINST: NIL

The next meeting will be held on Wednesday 30 January 2013 at 4.00pm.

The meeting closed at 6.27 pm.

7.2 The Entrance, Toukley and Wyong Town Centres Funding Agreements Extension

TRIM REFERENCE: F2005/01251 - D03189465

MANAGER: Paul Bowditch, Manager Place Management

AUTHOR: Stephen Ashton; Senior Strategic Planner

SUMMARY

Reporting on the proposed extension of the funding agreements for the entities responsible for the management of the town centres of The Entrance, Wyong and Toukley.

RECOMMENDATION

- 1 That Council extend the funding agreements with each of the town centre management entities for The Entrance, Toukley and Wyong Town Centres for a further four years commencing 1 July 2013.**
- 2 That Council direct the General Manager to review and negotiate the terms of each extended agreement with each town centre management entity and report back to Council on the results by 30 June 2013.**

BACKGROUND

For the past two years the town centre management entities of The Entrance, Toukley and Wyong have been carrying out the tasks briefly described in the tables below and listed in more detail in Attachment 2 to this report under funding agreements with Council. The nominal boundaries of each of the town centres covered by these agreements are included in Attachment 1 to this report.

Each of these entities have been evaluated as achieving the deliverables, reporting and insurance requirements listed in the funding agreements which expire on 30 June 2013. Under the terms and conditions of these funding agreements, there is provision for extension of the agreements.

Each town centre management entity (ie. The Entrance Town Centre Management Corporation, Greater Toukley Vision and Wyong Regional Chamber of Commerce) has notified Council, that it wishes to extend the funding agreement, pertaining to the town centre areas they manage, for a further four years, in accordance with the relevant funding agreement clause.

Under the provisions of each agreement, Council must give notice of any resolution to extend or not extend each of these agreements, not less than six months prior to the expiry of the agreement. This means that Council must give such notice to each town centre management entity of its intention to extend the agreement by the end of December 2012.

7.2 The Entrance, Toukley and Wyong Town Centres Funding Agreements Extension (contd)

Under the terms and conditions of the agreement, Council currently provides the funds to each town centre management entity in return for the deliverables listed in the following tables.

The Entrance Town Centre (Managed by The Entrance Town Centre Management Corporation)

Deliverables	Funding
Marketing and Promoting The Entrance Area.	\$796,000
Maintenance of Council's Assets.	\$617,500
Event Funding.	\$100,000
Operation of the Visitor Information Centre.	\$98,500
Total Funding	\$1,612,000

Toukley Town Centre (Managed by The Greater Toukley Vision)

Deliverables	Funding
Promoting economic development within and around the Toukley area for the purpose of improving the economic market of the Toukley area for its traders and residents.	\$147,000
Event Funding.	\$50,000
Total Funding	\$197,000

Wyong Town Centre (Managed by the Wyong Regional Chamber of Commerce)

Deliverables	Funding
Promoting economic development within and around the Wyong area for the purpose of improving the economic market of the Wyong area for its traders and residents.	\$66,000
Event Funding.	\$25,000
Total Funding	\$91,000

TOWN CENTRE MANAGEMENT ENTITY PERFORMANCE EVALUATION

The performance of each of the three town centre management entities in relation to the deliverables, reporting and insurance requirements has been evaluated. A summary of this evaluation can be viewed in the tables included in Attachment 2 to this report.

Essentially, all of the deliverables have been achieved efficiently over the past two years of the funding agreement.

The evaluation has demonstrated major benefits of continuing to fund these town centre management entities under extended funding agreements. Such benefits are that the entities:

- 1 Are located 'on-site' and are able to respond efficiently to any issues that may arise.
- 2 Have proven expertise to address the types of asset planning, management and maintenance issues that constantly arise in an efficient manner.

7.2 The Entrance, Toukley and Wyong Town Centres Funding Agreements Extension (contd)

- 3 Have proven that they possess the knowledge, skills and experience to run major regional and local events and/or attractions such as Chromefest, Central Coast Country Music Festival, Gathering of the Clans, Mardi Gras, farmers markets, and various community annual events on Australia Day, New Years Eve and Easter.
- 4 Work closely (operate collaboratively) together in relation to virtually all tasks they perform so as to introduce economies of scale. They hold regular joint meetings, (also attended by Council officers), to discuss opportunities for mitigating duplication and continuous improvement in the way they do and fund operations and events, and the like. An example is the joint consideration, effort and funding of the Central Coast Country Music Festival, which has elements in all three town centres.

The financial cost to Council of managing these three major town centres is likely to be significantly increased without the presence of these three town centre management entities. The tasks (deliverables) undertaken (achieved) are needed to provide necessary infrastructure, services and entertainment to the local community and visitors to the Central Coast Region.

It is considered that each of the town centre entities have established networks with various contractors/consultants and are able to effectively and efficiently acquire services for the centres.

The costs associated with dismantling the current town centre management entity infrastructure and arrangements and replacing it with alternative infrastructure and arrangements are likely to be considerable and result, at least in the short-term, with relatively significant in-efficiencies as alternative regimes familiarise themselves with the town centre areas and develop systems to cope with the significant and complex tasks involved. Also, there is no guarantee that the final alternative regimes would be more effective, efficient and/or cost effective.

Any such change would also present the potential loss of significant economic benefit to the town centres and surrounding areas, such as that recently experienced from the Chromefest event in The Entrance, which is estimated to have had an economic benefit of \$8.5 million to The Entrance Town Centre locality. Events run by the town centre management entities provide an economic stimulus to the local and Shire's economy. For example, in The Entrance, the stimulus is estimated to be in excess of \$32 million per annum.

The potential non-financial cost impacts on Council of managing these three major town centres, without the presence of these three town centre management entities, include:

- A reduction in the current service levels to the local community and visitors to the region with a consequential increase in complaints and the costs associated with dealing with such complaints.
- A reduction in the current attraction/entertainment levels to the local community and visitors to the region with a consequential increase in complaints and the costs associated with dealing with such complaints.
- Loss of place amenity with a consequential increase in complaints and the costs associated with dealing with such complaints.

7.2 The Entrance, Toukley and Wyong Town Centres Funding Agreements Extension (contd)

- Consequential adverse publicity and economic impact on Council and its business community.

Staff employed by the Town Centre Management Entities undertake a wide variety of tasks associated with meeting the deliverables associated with the Funding Agreement. A list of these tasks is detailed in Attachment 3.

The evaluation carried out to date has not revealed any obvious opportunities for efficiency or cost-benefit improvements. However, it is intended to carry out further investigations on these aspects, where possible, during a review of the current funding agreements for each of the town centres, prior to 30 June 2013. This review process will include an evaluation of the existing constitutions in regard to the membership of the Board, Management of Assets and Work Health and Safety arrangements.

Should Council agree to extend the funding agreements, a further report on the revised agreements extending the arrangements to 30 June 2017 and addressing any proposed changes will be forwarded to Council during the first half of 2013.

CONCLUSION

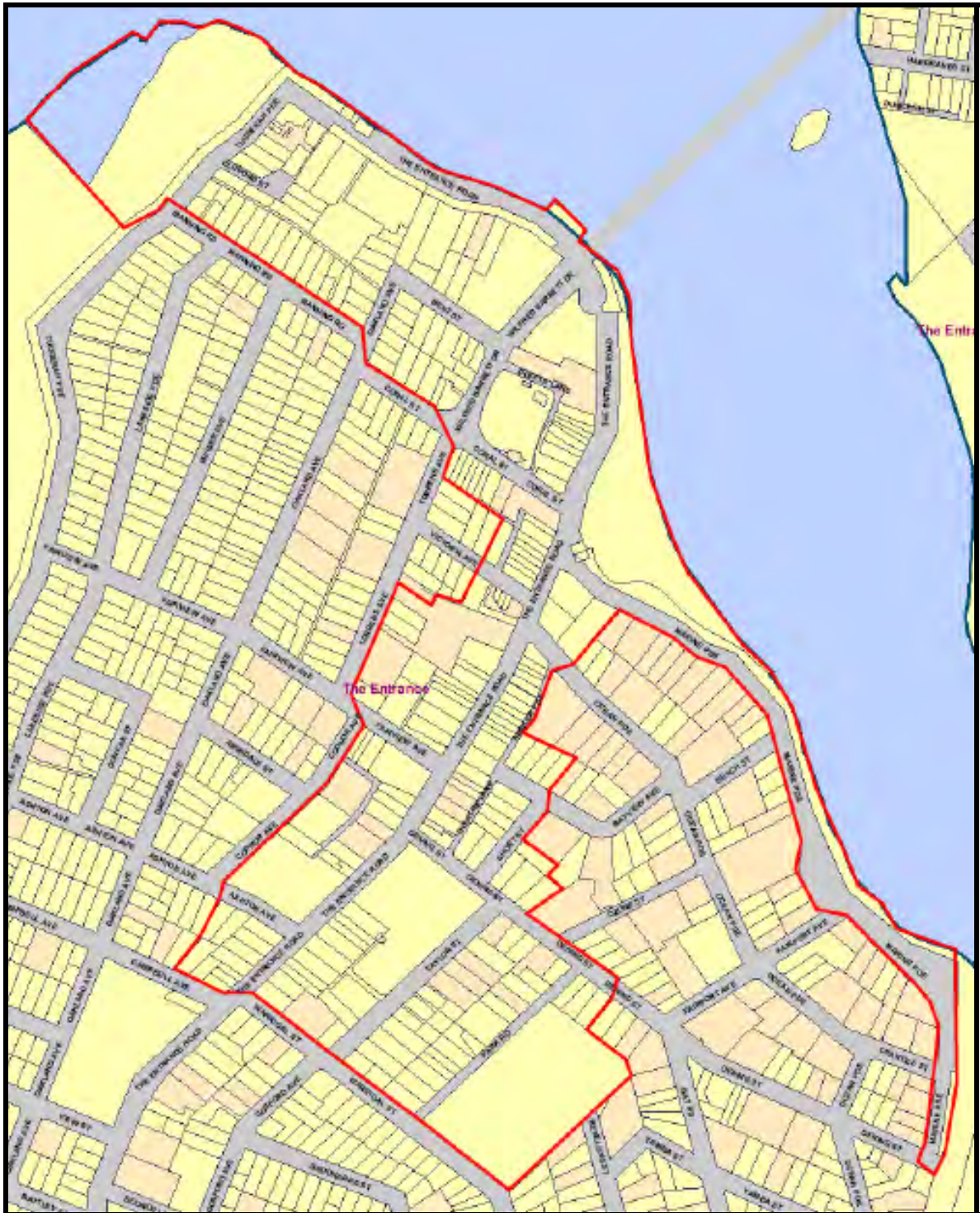
Based on the evaluation of the performance of each of the Town Centre Entities, it is recommended that Council extend the current funding agreements to 2017.

ATTACHMENTS

1	Attachment 1 - Maps of The Entrance, Toukley and Wyong Town Centres (Nominal)	D03189590
2	Attachment 2 - Evaluation of Deliverables Table - 1 October 2012	D03189569
3	Attachment 3 - Tasks Performed by Town Centre Entities	D03192082

Attachment 1 - Maps of The Entrance, Toukley and Wyong Town Centres (Nominal).

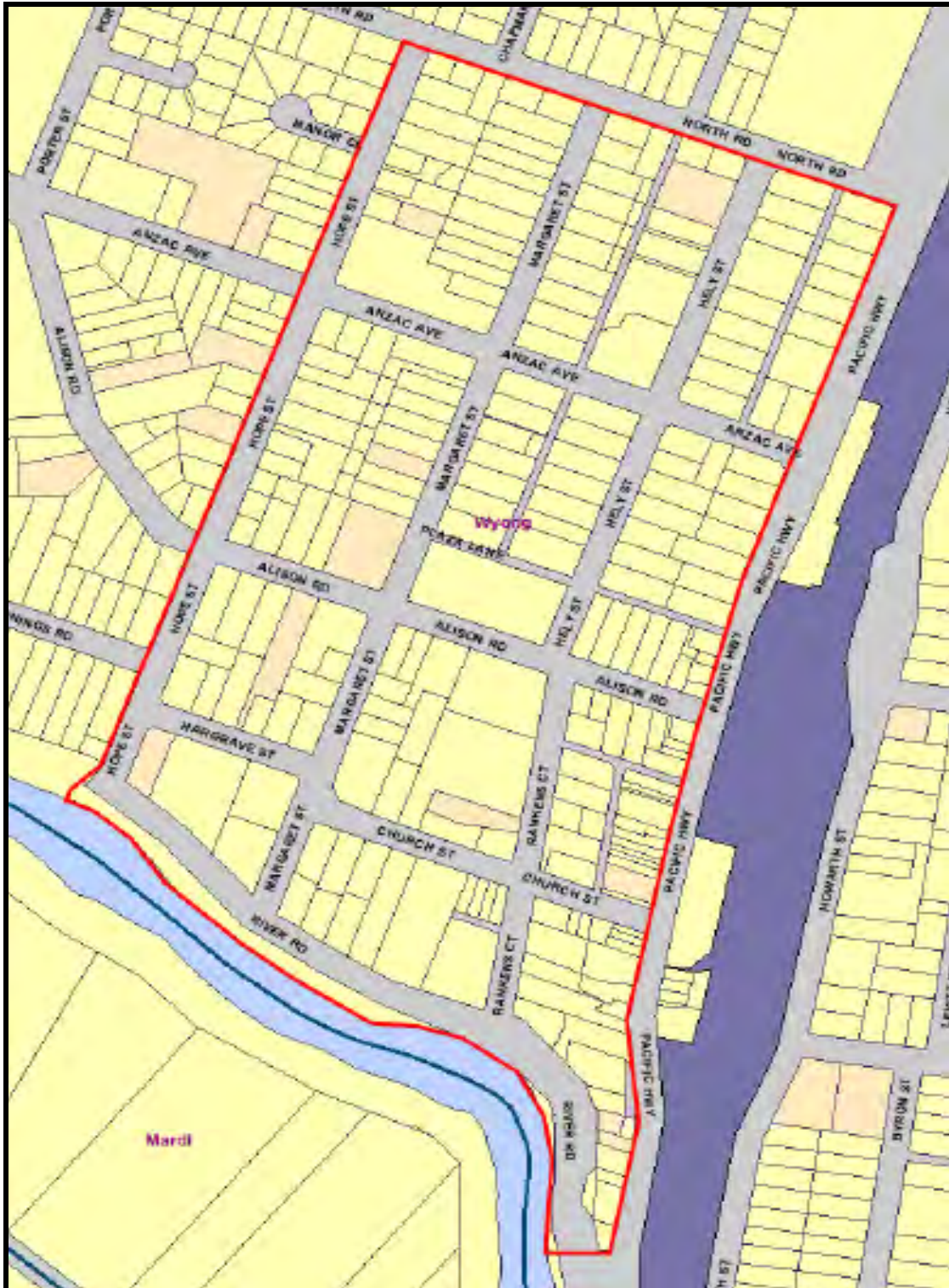
The Entrance Town Centre



Toukley Town Centre



Wyong Town Centre



Wyong Shire Council/The Entrance Town Centre Management Corporation (TETCMC) Funding Agreement

1 October 2012

Achievement of Deliverables, Reporting and Insurances by TETCMC

Deliverables

Deliverable Item	Achieved	Evidence
Compliance with Deed of Licence for Memorial Park.	Yes	<ul style="list-style-type: none"> Physical observation. Insurances certificate of currency.
Promotion of events including those in Schedule 1 of the Funding Agreement.	Yes	<ul style="list-style-type: none"> Physical observation of publications and promotional materials.
Provision of the proposed split of event funding between events listed in Schedule 1 of the Funding Agreement, within 30 days of signing.	Yes	<ul style="list-style-type: none"> Split of event funding is listed in Schedule 1 of the funding agreement, dated 30/9/2011.
Promotion of Tourism in The Entrance Area (in conjunction with Central Coast Tourism).	Yes	<ul style="list-style-type: none"> Physical observation of publications and promotional materials. TETCMC operate The Entrance Visitor Information Centre.
Operation of the Visitor Information Centre by TETCMC.	Yes	<ul style="list-style-type: none"> Physical presence and observation of VIC operations within The Entrance Town Centre Management Corporation Offices at Marine Parade, The Entrance.
Maintenance of Council Assets defined in Schedule 3 of the Funding Agreement to Council's Quality Standards.	Yes	<ul style="list-style-type: none"> TETCMC monthly maintenance reports.

Deliverable Item	Achieved	Evidence
TETCMC to ensure the Town Centre is not used by advertisers, spruikers, buskers, performers, operation of electronic games or vending machines, except in accordance with licences, concessions, and permits.	Yes	<ul style="list-style-type: none"> • TETCMC has contracted a security firm for ongoing management these matters.
TETCMC to keep the town centre free of dirt, rubbish, pests and vermin.	Yes	<ul style="list-style-type: none"> • TETCMC has contracted a cleaning firm for ongoing management these matters. • Observation of the centre.
TETCMC shall promptly report to Council when any part of the town centre falls into disrepair/becomes a danger to town centre users.	Yes	<ul style="list-style-type: none"> • Observation of email and telephone communications, where relevant.
TETCMC shall deposit funding granted by Council or otherwise received into an account of TETCMC to be treated and accounted for by TETCMC.	Yes	<ul style="list-style-type: none"> • Annual Report.
TETCMC shall use all funds granted by Council for the specific purposes for which it is granted, unless written agreement is obtained from Council to use the funds for other purposes.	Yes	<ul style="list-style-type: none"> • TETCMC Annual Report. • TETCMC Annual Budget. • TETCMC Activities Reports. • TETCMC Events Reports.
TETCMC shall issue contracts, permits to contractors, licensees and relevant other town centre users for such purposes agreed between the parties through the powers delegated by Council to TETCMC as per the funding agreement.	Yes	<ul style="list-style-type: none"> • TETCMC has contracted cleaning and security firms for on-going management of various matters. • TETCMC issues permits/licences for various purposes. • TETCMC Annual Budget.

Deliverable Item	Achieved	Evidence
TETCMC shall ensure that Council funding of the TETCMC is recognised by the presence of Council logos and name on all appropriate publications, signage and promotions.	Yes	<ul style="list-style-type: none"> • Observation of the various publication, signage and promotional materials.
TETCMC shall provide Council with assistance and support in strategic changes introduced to The Entrance area.	Yes	<ul style="list-style-type: none"> • Observation of TETCMC staff attending and contributing to strategic planning forums and implementation of strategies.
By 31 December 2011, the TETCMC shall review, simplify and adopt new "Rules of TETCMC" including number of directors, including 2 Councillors as Directors, remove proxy voting for the election of Directors.	No	<ul style="list-style-type: none"> • Achieved at TETCMC Annual General Meeting held on 27 September 2012. Two Councillors (Lynne Webster and Doug Eaton) are now Directors.

Reporting

Reporting Item	Achieved	Evidence
TETCMC shall provide Council with a copy of its annual budget by 31 May 2012.	Yes	TETCMC Annual Budget for the 2012-2013 financial year has been received.
TETCMC shall provide an interim report on the current year activities.	Yes	The Entrance Town Centre project and maintenance activity reports are received every month.
TETCMC shall provide Council with a copy of its annual business plan by 30 September each year.	Yes	TETCMC's Annual Business Plan has been received.
TETCMC shall provide Council with a copy of its final report of TETCMC activities for the previous financial year.	Yes	TETCMC has provided Council with a copy of its final report of TETCMC activities for the 2010-2011 financial year.
TETCMC shall provide Council with a clear separation of funds for maintenance and promotional programs.	Yes	TETCMC Annual Budget.
TETCMC shall notify the Council in writing of any issues that may place Council at risk.	Yes	TETCMC has advised Council of a number of potential risk matters over the past 6 months. This is done on an ongoing basis, as necessary.
TETCMC shall make available on request by Councillors or Senior Staff any documentation relating to meeting agendas and minutes.	No such requests have been made to date.	No reason to suspect that the TETCMC would not comply. Observation to date is that the TETCMC has provided copies of any document requested.

Insurances

Insurance Item	Achieved	Evidence
Public Liability of \$20,000,000	Yes	<ul style="list-style-type: none">• Certificates of Currency.• TETCMC Annual Budget.
Workers Compensation	Yes	<ul style="list-style-type: none">• Certificates of Currency.• TETCMC Annual Budget.

Wyong Shire Council (WSC)/Greater Toukley Vision Incorporated (GTV) Funding Agreement

1 October 2012 Instalment

Achievement of Deliverables, Reporting & Insurances by GTV

Deliverables

Deliverable Item	Achieved	Evidence
Promotion of events including those in Schedule 1 of the Funding Agreement.	Yes	Observation of publications and promotional materials.
Provision of the proposed split of event funding between events listed in Schedule 1 of the Funding Agreement, within 30 days of signing agreement.	Yes	Split of event funding is listed in GTV's Business and Marketing Plan.
GTV shall ensure that WSC funding is recognised by the presence of WSC's logo and name on all appropriate publications and promotions.	Yes	Observation of the various publication and promotional materials.
GTV shall provide signage at events that will recognise and promote WSC funding	Yes	Observation of the signage at events.
GTV shall provide WSC with assistance and support in strategic changes introduced to the Toukley area.	Yes	Observation of GTV staff attending and contributing to strategic planning forums and implementation of strategies.
Promotion of Tourism in the Toukley area (in conjunction with Central Coast Tourism).	Yes	Observation of publications and promotional materials.
GTV shall promptly report to WSC when any part of the town centre falls into disrepair/becomes a danger/potential danger to town centre users.	Yes	Observation via email and telephone communications, as relevant.

Reporting

Reporting Item	Achieved	Evidence
GTV shall provide WSC with a copy of its annual budget by 31 March of each year.	Yes	GTV's Annual Budget for the 2012-2013 financial year has been received.
GTV shall provide an interim report on the current year activities by 31 December of each year.	Yes	GTV's Activity Report, dated 21/12/2012, has been received.
GTV shall provide WSC with a copy of its annual business plan by 30 September of each year.	Yes	GTV's Annual Business & Marketing Plan has been received.
GTV shall provide WSC with a copy of its final report of GTV activities for the previous financial year by 30 November of each year.	Yes	GTV has provided WSC with a copy of its final report of GTV activities for the 2010-2011 financial year.
GTV shall provide WSC with the results of any market studies undertaken, indicating the effectiveness of events and their profile.	Yes	GTV has provided WSC a brief assessment of attendance estimates and feedback from patrons of that events were effective and successful.
GTV shall notify WSC in writing of any issues that may place WSC at risk.	Yes	GTV has advised WSC of a number of potential risk matters over the past 6 months. This is done on an on-going basis, as necessary.
GTV shall make available on request, by Councillors or Senior Staff, any documentation relating to meeting agendas and minutes.	No such requests have been made to date.	No reason to suspect that the GTV would not comply. Observation to date is that the GTV has provided copies of any document requested.

Insurances

Insurance Item	Achieved	Evidence
Public Liability of \$20,000,000	Yes	<ul style="list-style-type: none">• Certificate of Currency.• GTV Annual Budget.
Workers Compensation	Yes	<ul style="list-style-type: none">• Certificate of Currency.• GTV Annual Budget.

Wyong Shire Council (WSC)/Wyong Regional Chamber of Commerce Incorporated (WRCoC) Funding Agreement
1 October 2012 Instalment
Achievement of Deliverables, Reporting & Insurances by WRCoC

Deliverables

Deliverable Item	Achieved	Evidence
Promotion of events including those in Schedule 1 of the Funding Agreement.	Yes	Observation of publications and promotional materials.
Provision of the proposed split of event funding between events listed in Schedule 1 of the Funding Agreement, within 30 days of signing.	Yes	Split of event funding has been received for the 2012 – 2013 financial year.
WRCoC shall ensure that WSC funding is recognised by the presence of WSC's logo and name on all appropriate publications and promotions.	Yes	Observation of the various publication and promotional materials.
WRCoC shall provide signage at events that will recognise and promote WSC sponsorship.	Yes	Observation of the signage at events.
WRCoC shall provide WSC with assistance and support in strategic changes introduced to the Wyong area.	Yes	Observation of WRCoC staff attending and contributing to strategic planning forums and implementation of strategies.
Promotion of Tourism in the Wyong area (in conjunction with Central Coast Tourism).	Yes	Observation of publications and promotional materials.
WRCoC shall promptly report to WSC when any part of the town centre falls into disrepair/becomes a danger/potential danger to town centre users.	Yes	Observation via email and telephone communications, as relevant.

Reporting

Reporting Item	Achieved	Evidence
WRCoC shall provide WSC with a copy of its annual budget by 31 March of each year.	Yes	WRCoC's Annual Budget for the 2012-2013 financial year has been received.
WRCoC shall provide an interim report on the current year activities by 31 December of each year.	Yes	WRCoC's Activity Report, dated has been received.
WRCoC shall provide WSC with a copy of its annual business plan by 30 September of each year.	Yes	WRCoC's Annual Business & Marketing Plan for 2012 has been received.
WRCoC shall provide WSC with a copy of its final report of WRCoC activities for the previous financial year by 30 November of each year.	Yes	WRCoC has provided WSC with a copy of its final report of WRCoC activities for the 2010-2011 financial year.
WRCoC shall provide WSC with the results of any market studies undertaken, indicating the effectiveness of events and their profile.	Yes	WRCoC has provided WSC a brief assessment of attendance estimates and feedback from patrons that events were effective and successful.
WRCoC shall notify WSC in writing of any issues that may place WSC at risk.	Yes	WRCoC has advised WSC of a number of potential risk matters over the past 6 months. Such notification is done on an on-going basis, as necessary.
WRCoC shall make available on request by Councillors or Senior Staff any documentation relating to meeting agendas and minutes.	No such requests have been made to date.	No reason to suspect that WRCoC would not comply. Observation to date is that the WRCoC has provided copies of any document requested.
WRCoC to increase the number of Councillors to be to the Board to two.	Not sure if this has been achieved.	No evidence sighted to date.

Insurances

Insurance Item	Achieved	Evidence
Public Liability of \$10,000,000	Yes	<ul style="list-style-type: none">• Certificate of Currency.• WRCoC Annual Budget.
Workers Compensation	Yes	<ul style="list-style-type: none">• Certificate of Currency.• WRCoC Annual Budget.

ATTACHMENT 3**TOWN CENTRE MANAGEMENT ENTITY STAFF TASKS**

- Provide information to the community and visitors to the region, for instance operating the visitor information centre in The Entrance 363 days a year.
- Deal directly with the public in booking accommodation and other attractions directly with local operators.
- Disseminate brochures for local accommodation properties and attractions as well as sale of souvenirs.
- Co-ordinate daily events, such as the pelican feeding in The Entrance, 365 days per year.
- Organise and coordinate over 29 annual events between all the town centres as well as 26 Farmers Markets in The Entrance per year attracting well over 300,000 people in 2011/2012 financial year.
- Coordinate the weekly markets which involve leasing of a large number of sites, maintaining insurances, conflict with local traders, and many other associated tasks.
- Source sponsorship for individual events.
- Apply for various grants such as flagship funding and many other associated tasks.
- Issue licences for amusement devices, attractions, markets, and the like.
- Manage the cleaning, landscaping and security contracts.
- Manage a maintenance teams/personnel to maintain council assets 24 hours a day, 7 days a week.
- Promote, market and raise the profile of The Entrance, Toukley and Wyong Town Centre precincts as a viable tourist and commercial/retail hubs.
- Ensure that the 'rules' and constitutions for town centre entities are adhered to.
- Ensure that all deliverables in the funding agreements with Council are met or exceeded.
- Promote Wyong Shire Council at all events and on promotional material.
- Organise calendar of events- park schedules.
- Organise weekend entertainment, eg. for the Sails Stage area in The Entrance.
- Liaise with local media outlets to continually promote the Centre and its ever increasing enhancements.
- Ensure that all advertising sign licences, outdoor dining licences and street vending licences have current insurances and fees paid up to date.
- Welcome new businesses to town and assist them with establishing their business in any practical manner to succeed.
- Act as an incubator for event management and tourism students by providing valuable work placement in either the Visitor Information Centre or The Entrance Town Centre Management Corporation.
- Develop research projects with tertiary institutions such as the Newcastle University Ourimbah Campus and TAFE.
- Produce, print and distribute regular newsletters. For example, in The Entrance, a bi-monthly newsletter for local businesses is produced and printed as well as a "What's On" bi-monthly program of events for distribution to the wider community. In Wyong a monthly community information on news and events newsletter (Wyong Whispers) is produced and distributed.
- Create social enterprise development in the town centre precincts in conjunction with council and local stakeholders.

7.3 Investigation of Recreational Vehicle Dump Points

TRIM REFERENCE: F2004/07706 - D03192331

MANAGER: Greg McDonald, Director Infrastructure Management

AUTHOR: Luke Drury; Project Engineer

SUMMARY

This report outlines the investigation of Recreational Vehicle (RV) Dump Points in Northern areas of Wyong Shire.

A preliminary investigation has been undertaken into the feasibility of installing additional RV dump points within the Shire. The investigation identified two feasible locations, Wallarah Point Park and Lakes Beach. Of these locations the Lakes Beach site, can be designed to meet the requirements for a "disability friendly" dump site.

These sites are considered the most suitable due to minimal impacts on existing residents, the potential for management and monitoring of the sites, a minimal risk of illegal dumping of liquid waste and rubbish and access to disability friendly facilities. Due to the nature of the proposed facility there remains a risk of illegal camping and traffic management issues at those sites.

Council's previous policy has been to not supply servicing facilities for RV Vehicles outside of Council's Holiday Parks. This advice has previously been given to The Caravan & Camping Industry Association of NSW in 2010. The Community and Recreation Services Directorate was consulted and have advised that their preference remains with Council encouraging and promoting usage of the various existing facilities at Council's holiday parks or the free facilities at the Twin Caltex's on the Freeway to reduce the potential for an increased incidence of illegal camping.

The Tourism Industry Council also supports Council's encouragement for the use of caravan parks to reduce the incidence of illegally camping within the Shire.

Funding for the installation, and ongoing operation and maintenance of the facilities would need to be sourced from General Works or relevant Grants and subsidies. There is currently no allowance for such facilities within the General Works budgets.

Given the identified risks and costs associated with developing additional RV dump points strong consideration should be given to the provision of specific promotion for the existing dump points in Wyong Shire to achieve the "RV Friendly Town" status.

RECOMMENDATION

That Council notes the contents of the report.

BACKGROUND

In 2006, Council received correspondence from the Campervan Motor Home Club of Australia (CMCA) offering financial incentives to encourage organisations to install 'Dump Points' within the Shire. Investigation by Council staff at that time determined that no sites satisfied the requirement for both CMCA and Wyong Council. The reasons given were:

- High construction cost (approx. \$20k, after the subsidy)
- Lack of supervision and security for dump sites and possible illegal dumping,
- A requirement to use reclaimed water instead of potable water for wash down after dumping
- Constraints on accessing reclaimed water and town water.

In 2010 Council responded to further approaches by the Caravan and Camping Industry Association NSW and re-affirmed that Council did not supply facilities for RV Vehicles outside Council's Holiday Parks.

In August 2012 Council received a proposition from Northern Lakes Regional Chamber of Commerce to pilot a "RV Friendly Town" concept in the North of the Wyong Shire.

Following a notice of Motion, Council at its meeting held on 8 August 2012 resolved as follows:

- 1 That Council supports the Northern Lakes Regional Chamber of Commerce in its endeavours to pilot the "RV Friendly Town" concept in the North of the Wyong Shire.
- 2 That Council investigate options for installing two RV dump sites in the North of the Shire in consultation and conjunction with the Northern Lakes Regional Business Chamber and the Northern Lakes Disability Tourism Precinct Committee.
- 3 That Council prepare a report detailing two feasible RV dump sites in the North of the Shire for piloting and trialling the RV Friendly Town concept, with one dump site predominantly a "disability friendly" dump site."

Current Status

There are more than six dump points currently installed across Wyong Shire. Four dump points are located in the Council operated holiday parks and two dump points are located in the Caltex Service Stations on the M1 Pacific Motorway (both north and south bound). Other dump points are located at private caravan parks that are not addressed in this report.

The current locations of public dump points are;

- 1 Canton Beach Holiday Park
- 2 Budgewoi Holiday Park
- 3 Toowoong Bay Holiday Park
- 4 M1 Pacific Motorway Caltex Service Station North Bound
- 5 M1 Pacific Motorway Caltex Service station South Bound
- 6 Norah Head Holiday Park

The existing dump points are shown at Attachment 1.

Site Management and Fees

Access to Council's Holiday Park dumping points is managed by the Park staff. The current fee for dump point usage in Council Holiday Parks is \$10 per hour with a minimum of two hours. Currently access to the two public dump points located within the Caltex Service Centres on the M1 Pacific Motorway is a free service with keys being available from the duty service attendants.

To maintain an image of a "*RV Friendly Town*" consideration needs to be given to whether a fee is to be levied for the use of the site and the operational hours of use for the site. This may be a "free" service or a charge similar to that currently being charged by Council's Holiday Parks.

In investigating the feasibility of the proposed sites, site management has been considered an essential criterion for the operation of such a system. Discussions with user groups suggests that site management and the associated locking of the dump point sites will reduce the risk of illegal dumping, reduce internal vandalism of the dump unit (deliberate blockages etc) and minimise the incidence of illegal camping through supervision of the site. An onsite presence will also manage housekeeping of the dump point by its users, collect fees if so required and provide access (unlocking) to the dumping point similar to that adopted at the Caltex Service Centres.

In regard to site management, similar operating hours that exist at Council's caravan parks has been assumed. Unless the site is directly managed it will be difficult to implement any hours of use and would also be costly to implement a charging system and security at unattended dump sites.

Consultation

Representatives from Northern Lakes Chamber of Commerce and Disable Tourism Australia were engaged to discuss preferred options for the location for dump points within the northern parts of the Shire and to provide feedback on the preliminary selection criteria for suitable sites.

The community representatives believe that the installation of RV dump points can attract more tourists to Wyong Shire and will stimulate the local economies. The community representatives also believe that if a disable friendly RV dump point is installed the target market can be expanded. It was also advised that The Lakes Beach area is currently promoting a disability friendly environment and the installation of an RV dump point at this site can help to promote this.

Council's Sport Leisure and Recreation (SLR) Business Unit were also consulted and expressed the view that Council should continue encouraging and promoting usage of the existing facilities available at the various holiday parks or the free facilities at the Twin Caltex's on the Freeway. It was also suggested that any public dump points should be located away from aesthetically pleasing locations and locations nearby to existing amenities in order to discourage overnight and prolonged stays and to reduce impacts on local residents and other users of the amenities.

The Proposal

When assessing potential locations for additional RV dump points the following criteria were used:

- Access to disability friendly amenities
- The impact on the local residents and community
- Sufficient “drive through” access for RV’s and motor homes
- Minimal risk of site vandalism
- Minimal risk of illegal dumping of liquid waste
- Provision of site management and monitoring
- Sewer availability and connection point
- Mitigation of potential odour issues
- Cost

Five potential locations were identified and are shown on the attached map at Attachment 1. These are listed in the following “Site Specific Information” tables summarising each site’s attributes together with an assessment of their ability to satisfy the above criteria. Note that the numerical order for these sites continues on from the current site listing described in the “Current Status” section of this report and as shown in Attachment 1.

A detailed assessment of each site is provided as Attachment 2 and should be read in conjunction with the following tables.

Site Specific Information

7. Wallarah Point Park (Walarah Rd Gorokan)

Advantages	Disadvantages
<ul style="list-style-type: none"> • Site located adjacent to existing Sewerage Pump Station • Sufficient “drive through” space for recreational vehicles • Dump point site could be locked with key available from Tourist Information Centre • Surveillance and management potentially by Tourist Information Centre during working hours 	<ul style="list-style-type: none"> • Limited amenities for the disabled • Potential for vandalism after hours • Will affect the amenity of the current users of site including the playground, fish co-op and parking area. • Will require the site to be locked “after-dark” to mitigate illegal camping and dumping • Will impact on the proposed “master plan” for the area, • Creation of traffic hazards due to increased large vehicle movements in and out of the site via Wallarah Road.

8. Charmhaven (Parkside Dr Charmhaven)

Advantages	Disadvantages
<ul style="list-style-type: none"> • Sufficient “drive through” space for recreational vehicles • Can be easily connected to sewer system 	<ul style="list-style-type: none"> • Limited amenities for the disabled • Access to site via local roads • Potential for vandalism • Potential for illegal dumping of liquid waste as unable to effectively lock dump point • No provision for site management and monitoring • Potential for odour complaints

9. McCulloch Reserve (Anita Ave Lake Munmorah)

Advantages	Disadvantages
<ul style="list-style-type: none"> • Sufficient “drive through” space for recreational vehicles • Can be easily connected to sewer system 	<ul style="list-style-type: none"> • Limited amenities for the disabled • Access to site via local roads • Potential for vandalism • Potential for illegal dumping of liquid waste as unable to effectively lock dump point • No provision for site management and monitoring • Potential for odour complaints

10. Osborne Park (Peel St Toukley)

Advantages	Disadvantages
<ul style="list-style-type: none"> • Sufficient “drive through” space for recreational vehicles • Can be easily connected to sewer system 	<ul style="list-style-type: none"> • Limited amenities for the disabled • Access to site via local roads • Potential for vandalism • Potential for illegal dumping of liquid waste as unable to effectively lock dump point • No provision for site management and monitoring • Potential for odour complaints • Area currently used by Search and Rescue and Power Boat Club.

11. Lakes Beach (Lakes Beach)

Advantages	Disadvantages
<ul style="list-style-type: none"> • Existing disability friendly amenities environment • Potential for management and monitoring by Disability Tourism Precinct Committee, existing Café or Caretaker • Access to site directly from the Central Coast Hwy, • Site entry is locked after dark which will minimise vandalism • Dump point could be locked with key available from onsite manager 	<ul style="list-style-type: none"> • Site currently serviced by pump out system. Sewage Pump Station and Rising Main construction required if dump point installed • Car park is extremely busy in summer months with dump point requiring loss of car spaces • Many events are held at the site that requires adequate parking especially in summer. • Availability and willingness of Café staff or caretaker for site management role all year round. • Least favoured site by Community and Recreation Services Directorate. • Traffic disruption through summer period due to conflicting site usage and size of RV vehicles.

Options

The investigation identified issues with all sites that make development at the sites problematic. No sites met all of the criteria and as such the recommended sites were considered to be the best from a limited selection.

Based on the detailed assessment at Attachment 2, Council's August 8, 2012 resolution and the above summaries two viable options are considered to exist.

These are;

1. Develop the sites at Wallarah Point Park and Lakes Beach. Noting that Wallarah site currently is not "disability friendly" and that the RV development will conflict with the proposed development of the site and is inconsistent with the current usage being the playground, fishing co-op and parking area. Lakes Beach has no direct access to sewer and is constrained by a heavily used car park.
2. Better utilise the existing facilities located within existing holiday parks and the two free dump points at the 'Twin Caltex's' on the M1 Pacific Motorway through better promotion and communication strategies. This is considered to be the least cost option.

Budget Impact

The current preliminary estimate for development of the two sites is \$125,000 (\$25,000 + \$100,000) plus development contributions. This estimate will require updating when specific user needs are confirmed and site surveys, investigations and designs are finalised.

The ongoing direct operation and maintenance costs of the two dump sites is estimated to be of the order of \$7,500 per year excluding indirect costs associated with break-downs, vandalism and damage, Ranger patrols, trade waste charges and any necessary business arrangements necessary with the Lakes Beach Caretaker and the Tourist Information Centre to manage the individual sites. These ongoing costs will require to be confirmed when the specific users needs are confirmed noting that there is no allowance for the operation and maintenance of such facilities within the current and projected budgets.

Governance and Policy Implications

This report is based on an engineering assessment of the proposal. In undertaking the assessment the following issues were identified that will require the involvement of others in the adopted strategy for the RV dumping points.

The issues are;

- Illegal camping competing with legitimate caravan parks possibly affecting local employment at the caravan parks. The Tourism Industry Council's 2008 advice to Council was that Council is required to comply with the Competitive Neutrality Guidelines and to support the use of legitimate caravan parks and not permit illegal camping. It was also stated that this advice was supported by the Department of Local Government (through their Director General), Department of Lands and Tourism NSW (TRIM Ref D02531345),
- The Campervan & Motorhome Club of Australia (CMCA) definition of an 'RV Friendly Town' includes the provision of free 24/48 hour parking for self contained vehicles within the Shire. Twenty four hour access will not be provided under the current proposal in order to address illegal camping and dumping,
- The cost for the service, will this be free or charged?
- Council's 2010 advice to the Caravan & Camping Industry Association NSW stating that Council does not supply any facilities for RV Vehicles outside Council's Tourist Park (TRIM Ref D02290428),
- The provision of proper Site management
- Trade Waste compliance and the management of illegal discharges to Council's sewer and
- The impact of the Wallarah Point Park proposal on Council's proposed master plan for the area.

Material Risks and Issues

The potential risks and issues associated with the installation of public dump points within the shire include:

- Increased potential for illegal camping,
- Impact on local residents including property devaluation, visual and traffic impacts etc
- Potential vandalism and/or illegal dumping of liquid waste,

7.3 Investigation of Recreational Vehicle Dump Points (contd)

- Impact on existing (privately and Council owned) caravan/holiday parks,

CONCLUSION

Investigations have shown that Wallarah Point Park is a feasible location for a public dump point and that the Lakes Beach site is a feasible location for a dump point that also include existing “all accessible” amenities.

The installation of public recreational vehicle dump points may stimulate the local economy as more tourists travel through the shire. However, the potential exists for increases in illegal camping and illegal dumping of liquid wastes if the sites are not properly resourced and managed and traffic management problems associated with such large vehicles in urban areas.

The success of this scheme will also rely on promotion of the scheme that may have the detrimental effect on the use of Council’s current sites and resources.

No funds are allocated for these works.

ATTACHMENTS

- | | | |
|----------|---|-----------|
| 1 | Location of Existing and Proposed RV Dump Points in Wyong Shire | D03192349 |
| 2 | Assessment of Potential RV Dump Points | D03202743 |



Assessment of Potential RV Dump Points

Site No.	Criteria	Access to Disability Friendly Facilities	Minimal impact on local residents and community	Adequate Space	Minimal risk of site vandalism	Minimal risk of illegal dumping of liquid waste	Provision of site management and monitoring	Sewer availability and connection point	Mitigation of potential odour issues	Cost
7	Wallarah Point Park (Wallarah Rd Gorokan)	x	✓	✓	x	✓	✓	✓	✓	Approx \$25k
8	Charmhaven (Parkside Dr Charmhaven)	x	x	✓	x	x	x	✓	x	Approx \$25k
9	McCulloch Reserve (Anita Ave Lake Munmorah)	x	x	✓	x	x	x	✓	x	Approx \$25k
10	Osborne Park (Peel St Toukley)	x	x	✓	x	x	x	✓	x	Approx \$25k
11	Lakes Beach (Lakes Beach)	✓	✓	✓	✓	✓	✓	x	✓	Approx \$100k

Criteria Definitions

Access to disability friendly facilities

Existing amenities/infrastructure for the disabled and favourable grades for installation of disability friendly dump point

Minimal impact on local residents
Adequate space

Site access not via local roads in residential areas and no visual impacts
Sufficient room to park and manoeuvre recreation vehicles

Minimal risk of vandalism

Security available to the site including provision of lockable access gates

Minimal risk of illegal dumping

Ability to lock the dump point with access to keys during working hours

Provision of site management

Potential for surveillance and management of the site during working hours, provision of key for dump point and collection of fees

Sewer availability and connection

Existing connection point to Council's sewerage network

Mitigation of potential odour issues

Potential to manage odours through adequate buffers from residential areas.

Cost

Approximate cost to install required infrastructure includes hardstand, potable water connection, connection to sewerage

7.4 Draft Wyong Shire Employment Land Study and Industrial Land Audit

TRIM REFERENCE: CPA/200192 - D03195140

MANAGER: David Jack, Acting Director Land Management

AUTHOR: Scott Duncan; Senior Strategic Planner

SUMMARY

Council engaged SGS Economics and Planning to carry out an Employment Land Study and Industrial Land Audit for Wyong Shire. The study identifies trends in industrial and employment lands, examines employment land supply and demand and makes recommendations on strategies, zonings and future employment precinct planning. The study is still in draft form and the final version will be completed in early 2013 and will incorporate changes arising from discussion with Councillors, staff and Department of Planning and Infrastructure staff. The study will be used to inform rezoning and policy work. The study will also assist prospective employment land investors and businesses.

RECOMMENDATION

- 1** *That Council adopt in principle and delegate authority to the General Manager to make revisions to the draft Wyong Shire Employment Land Study.*
- 2** *That a further report be submitted to Council which includes amendments to the Wyong Shire Employment Land Study.*

The draft Wyong Shire Employment Lands Study has been developed having regard to the aims from the Central Coast Regional Strategy (CCRS) and the Central Coast Regional Economic Development and Employment Strategy (REDES). These documents identify targets of 45,000 new jobs on the Central Coast over the next 25 years, including 27,000 new jobs in Wyong Shire. Wyong Shire Council intends to provide sufficient land to meet these targets.

The draft Wyong Shire Employment Lands Study and Industrial Land Audit sought to:

- Complete an audit of existing industrial land supply (amount, type, location, opportunities and constraints to development) for incorporation into the Employment Lands Study.
- Identifying trends in industrial and employment land, including likely local and regional demand.
- Investigate and respond to opportunities for the reuse and possible intensification of underutilised industrial sites (where appropriate).
- Outline and provide details on the types of strategies, policies and programs that will guide the future of Wyong Shire's industrial precincts.

- Make recommendations on land use zonings, development controls and/or permissibility of uses within industrial zones to develop a contemporary zoning regime to facilitate economic development and employment generation to inform the draft Settlement Strategy and Comprehensive LEP 2012.

Note: Due to the timing of the dLEP 2012 and Settlement Strategy recommendations arising from this study will need to be considered in future LEP revisions and policy work.

The draft Wyong Shire Employment Land Study and Industrial Land Audit has largely been funded through the NSW Planning Reform Fund (PRF). The Industrial Land Audit has been restricted to Wyong Shire's existing industrial, business park and future employment lands identified by the draft North Wyong Shire Structure Plan. The study also considered other sites where Council was aware of potential future employment rezoning proposals and future enterprise corridors which are being incorporated into dLEP 2012 (see Attachment 1).

The study was developed in conjunction with Council's draft Retail Centres Strategy Review and integrates 'centres based approach' and into the development of employment land strategies, especially where new enterprise corridors and business parks are being proposed on the fringes of existing centres (e.g. Wyong township and future Warnervale Town Centre).

Steps in the study process

Phase 1 – Inception and baseline data

Task 1 – Inception meeting

Task 2 – Review available information and identify gaps

Task 3 – Economic baseline

Phase 2 – Industrial land audit

Task 4 – Pre-audit preparation

Task 5 – Industrial land audit

Task 6 – Analysis and mapping

Task 7 – Competitor assessment

Task 8 – Assessment of opportunities and constraints

Task 9 – Industrial Land Audit report

Phase 3 – Future industrial land needs

Task 10 – Consultation and engagement

Task 11 – Employment and Floorspace Forecasting

Task 12 – Supply and demand gap analysis

Task 13 – Future needs paper

Phase 4 – Input to Council policy (zones and controls)

Task 14 – Planning and directions analysis

Task 15 – Draft study (current phase of project)

Task 16 – Revise Draft Strategy for presentation

Task 17 - Presentation of Draft Strategy (current point in project)

Task 18 - Amend and finalise strategy as necessary

Constraints methodology

- The analysis considered environmental constraints such as flood, bush fire, mine subsidence, closed landfill, bio-diversity and contamination using mapping layers provided by Council
- Essentially, there are three types of land available: vacant unused floorspace, constrained vacant (un-developed) land and unconstrained (un-developed) land. Only vacant unconstrained lots in industrial precincts (existing and potential) are considered.
- The overall constraints ranking for the precinct ranges from 0 to negative 8. Where 0 is least constrained and negative 8 is the most constrained
- Lots with a score less than -3 are deemed environmentally constrained and are discounted. This is a conservative assumption and means that there will be a systematic under estimation of supply potential (though this is reasonable in the context of this planning study).
- Analysis is necessarily broad and not definitive and does not mean that a site with a very low score is not developable it is simply trying to get an impression of constraints over existing and future industrial land supply in order to ensure that there is sufficient land available for the short, medium and long term.
- An analysis of infrastructure constraints informed the rating of precincts from a demand perspective and is utilised in the demand allocation section.

Employment Lands

The population of Wyong Shire is currently distributed across a number of settlements, with patterns of settlement generally concentrated east of the F3 Transit Corridor, with regional emerging centres being located at Tuggerah, and in future, Warnervale. Attachment 1 provides an overview of locational characteristics for the Wyong Shire area, including the location of existing and planned employment land precincts.

Wyong LGA has a higher rate of unemployment than the regional average. In 2006, compared to the NSW average, the LGA had a lower share of employment of professionals and technicians, but there had been relatively strong growth in some higher value service industries such as finance and insurance (off a small base), government administration and defence, and health and community service sectors. There had also been strong growth in property and business services (off a small base), retail trade and transport storage.

An analysis of relative specialisation shows that compared to the Sydney region, Wyong Shire has particular employment strengths in Retailing (reflecting strong domestic consumption), Accommodation, Cafes and Restaurants (tourism and recreation), Construction (builders and tradesworkers), Community Services (aged persons and other services) and some Manufacturing.

The Central Coast Regional Strategy (CCRS) indicates that there is expected to be an additional 5,000 jobs in existing employment lands and 10,500 additional jobs in the North Wyong Shire Structure Plan Area. The Wyong Employment Zone (WEZ) is itself expected to generate 6,000 jobs. A key issue, identified by the CCRS, over the next 25 years is to increase the current level of employment self-containment to ensure more local jobs for the local population. A specific self-containment target was not provided in the CCRS.

Consultation with a range of government and industry stakeholders during the preparation of the study highlighted the following issues:

- The industrial market is experiencing slow demand (related to a more general post GFC ‘hangover’)
- The most appropriately targeted industries for future expansion in the Wyong Shire include freight and logistics, hi-tech and value add manufacturing and development that leverages the National Broadband Network.
- Affordable and serviced land was cited as a pre-condition for the attraction and retention of industry (with some suggesting that other regions such as the Lower Hunter were more competitive than Wyong Shire in this regard).

Between 2001 and 2006, the number of jobs in Wyong’s employment lands increased by 1,800, in linear terms by 360 jobs per year or 21% of all direct jobs in Wyong Shire over this period. The short term drivers of industry opportunities for employment lands will continue under most scenarios, notwithstanding market cycles (including the current apparent ‘dip’).

Key drivers will be:

- **Local population growth** resulting in continuous spinoffs to light industrial activities
- **Attaining an increasing critical mass in terms of growing networks of firms and increasing integration into the Greater metropolitan region**, linking Sydney with the high growth Lower Hunter, via improvements in infrastructure over the next 20 years, particularly continuous upgrading of the F3 Sydney to Newcastle Freeway and increased rail freight capacity on the Sydney-Newcastle rail line.
- **New waves of infrastructure investment** such as the roll-out of the National Broadband Network (NBN).
- Government policy and increasingly market forces, including congestion and climate change policies and upward pressure on energy prices, is prompting a **greater modal shift in focus from road to rail freight which** may present an increase in opportunities for well-located Wyong employment lands, particularly with growing potential for container terminals in Newcastle to take pressure off Port Botany.

Threats to future economic development in Wyong Shire come from external forces such as a continuing high Australian dollar, a lack of coordinated planning and infrastructure cost provision pressures.

The industrial land audit data and broad constraints analysis on the supply side, and the state government’s employment projections (adjusted upward to account for the CCRS employment targets) and a variety of assumptions on the demand side, were used for the detailed demand and supply analysis. The analysis identified the following key findings.

- Of the total 520 hectares of vacant land in current precincts, 75 percent or about 391 hectares was environmentally unconstrained and available for development. Of the total 1392 hectares of potential industrial land (vacant), 74 percent or 1032 hectares was unconstrained. In summary, there is a total of 1,912 hectares of vacant land and 1,423 hectares of unconstrained vacant land in the LGA.
- Using the CCRS employment targets (converted to an annual figure) the Wyong Shire is expected to accommodate 27,000 new jobs between 2011 and 2036. Around 58 percent is expected to be in the employment lands considered in this study.
- Across the LGA, it is projected that there will be demand for approximately 700,000 square metres of additional employment floorspace by 2036. Since there is currently approximately 1.12 million square metres of additional floorspace supply available in existing precincts (on vacant unconstrained lots), there is sufficient current supply across the LGA (nominally about 32 years of supply in total).
- However, the analysis shows that some precincts will 'fill' in the 2036 year period, meaning others will accommodate 'overflow'. Some of the overflow will be accommodated by existing precincts but because they will not all be suited to the overflow demand (not within the local area or not having the physical characteristics) new and more suitable precincts will need to be 'turned on' in about 10 years or so (subject to review). The modelling suggests that in the order of 130,000 square metres of floorspace will need to be accommodated in 'new' precincts in due course.
- 'Sensitivity' testing of the results by increasing demand in three key industry sectors (freight and logistics, business park activities, and light manufacturing land uses) to increase the demand side, suggests that some new precincts will have to be 'turned on' sooner, with the existing capacity in the LGA exhausted by 2036.
- Overall though, based on the base case demand trends (193 hectares of demand) modelled in this report (and conservative supply assumptions) there is in the order of 159 years supply of land (1229 hectares) remaining in both existing and future precincts by 2036.
- Demand in Wyong Shire is running at approximately 7.7 Ha per annum for industrial land.

Recommendations

Five strategic themes have been identified to address the needs identified in the study brief. Proposals to address the themes and needs are included under each strategic theme.

A sixth overarching strategic theme is related to implementation and is about delivering each of the proposals via specific actions in existing and proposed development areas.

Strategic theme 1: Protecting the employment role of centres while also encouraging employment growth in the Shire by allowing new employment land activities

Wyong – Tuggerah should be developed as a single centre with a complex of increasingly high value economic spaces. Council needs to concentrate on keeping this momentum going. From 2001-2006 the Wyong – Tuggerah complex experienced the second fastest growth rate in NSW.

The proposals are:

- Wyong-Tuggerah should be developed as a single centre with a complex of increasingly high value economic spaces
- Business park zones should be ‘urban’ in character with some restrictions on office development and linked to centres
- Bulky goods and other retail activities should be resisted in industrial areas
- Warnervale Town Centre should be the higher order services and retail hub in the North Wyong area

Strategic theme 2: Deciding on the best location for competing candidates for new enterprise corridor and business park zonings

The proposals are:

- Enterprise corridors should restrict allowable retail including bulky goods but are appropriate for the Craigie Avenue and North Wyong (Pacific Highway frontage) areas
- Promote enterprise corridors in other locations such as Long Jetty
- The Warnervale South West site could support some business park activities

Strategic theme 3: Creating incentives and ensuring Wyong Shire is cost competitive to attract jobs to employment land areas and achieve job targets in the CCRS

The proposals are:

- A Council ‘task force’ should identify and offer appropriate incentives and assistance to industry as well as ‘oversee’ a more detailed structure planning and infrastructure coordination exercise for the WEZ and Bushells Ridge strategic industrial areas
- Target relevant sectors highlighted in the Regional Economic Development and Employment Strategy

Strategic theme 4: Considering the future for some ‘marginal’ industrial areas (e.g. WEZ, Bushells Ridge, Tuggerah station industrial)

The proposals are:

- Promote and secure Bushells Ridge and parts of WEZ as a future freight and logistics hub
- Investigate infrastructure financing and funding alternatives particularly to address the ‘up-front’ financing hurdle to development
- Transform Tuggerah Station Industrial into an enterprise and business development area in the medium term

Strategic theme 5: Directions for innovation to allow for 'non conventional' economic and employment activities including home based work

- Allow some home trade and businesses in selected large lot residential areas
- Encourage and facilitate office and home business in Wyong Town Centre
- Explore opportunities for industry synergies and the application of an industrial ecology model

Implementation: meeting short, medium and long term demands in existing and proposed development areas, including a process for new release employment land areas

To address each of the strategic themes and proposals the employment land areas are allocated to five categories as described in the table below.

FUTURE ROLE CATEGORIES FOR INDUSTRIAL AREAS

Future role categories	Rationale for application given Shire 'structure'	Implementation
Consolidate current role ('business as usual')	Typically likely to apply to those areas where new demands and needs are modest and the precinct is functioning well given its context; most likely those precincts with a service industry focus servicing established residential settlements.	Translate current zoning into new standard template zones.
Transition, with intensification as appropriate	Appropriate for existing employment areas and centres in the 'heart' of the Shire in the Tuggerah and Wyong area with a strong relationship to residential areas nearby, where building a 'critical mass' from an existing base is possible and good transport (including public transport) connections exist.	Tailored 'upzoning' of either use or allowable development intensity. May need complementary infrastructure or economic development initiatives.
Protect and maintain for longer term industry prospects	Appropriate for underdeveloped areas with attributes (that is, which offer a comparative advantage) aligning with longer term industry trends and strategic futures for the Shire; the F3 is a key attribute in this regard.	Translate current zoning into new standard template zones potentially with adjustment to subdivision or density controls to protect for longer term.
Selective new release to accompany residential and labour force growth in short to medium term	As the population grows and new settlements develop there will be a need for service industry development, as well as higher order employment nodes to provide future employment opportunities.	Re-zone in line with future demand and accompanying wider precinct planning and rezoning; prepare servicing and infrastructure plans as appropriate.
Reconsider in medium to long term	No pressing need or justification given observed supply-demand patterns.	No short term action necessary; review in due course.

Each of the existing and potential precincts is allocated according to this categorisation in Attachments 2 and 3. For each precinct the proposed zoning, estimated timeframe for development and estimated future floorspace and estimated number of jobs generated is provided. For existing zoned but unserviced precincts the timing is a guide to when the precincts might 'fill' up. For existing zoned but unserviced precincts the timing is a guide to servicing in the absence of a developer's preparedness to pay the full cost and bring forward a particular precinct. If a developer is prepared to pay the full 'bring forward' cost for a precinct cited as longer term and Council is prepared to accept a slower take up rate in existing precincts then the flexibility is there to bring it forward. New development in a category which represents 'new' demand or a new industry – should also proceed as a priority outside of any timing considerations. For areas which are not currently zoned the timing can act as a guide to future rezoning and servicing.

CONSULTATIONS

SGS contacted the following stakeholders in undertaking the draft study:

- Consultant for Terrace Towers developer of Warner Industrial Park in WEZ
- Darkinjung LALC
- Hannan Properties (large land owner of employment land)
- Hudson Investment Group (major land owner in WEZ)
- Urban Development Institute of Australia
- Department of Planning and infrastructure
- Wyong Shire Council
- Department of Premier & Cabinet
- Central Coast Regional Development Corporation
- Regional Development Australia (attempted to contact but did not return call)
- Gosford City Council
- Lake Macquarie City Council
- Don Fox Planning for input on retail and centres planning issues
- Commercial and industrial real estate agents

Note: The Department of Planning and Infrastructure also commented on the draft brief and draft study.

It is not proposed to publicly exhibit and seek public comment on the Wyong Shire Employment Land Study and Industrial Land Audit. Once the study has been completed it will be made available to the public on Council's website.

It is also expected that the study will provide independent supporting/background information to support zone conversions with the dCLEP 2012 and will inform the assessment of future Planning Proposals.

CHANGES TO THE DRAFT WYONG SHIRE EMPLOYMENT LAND STUDY

There will be a number of changes which will be incorporated in the final version of the Wyong Shire Employment Study once it has been fully reviewed by Council staff and the Department of Planning and Infrastructure. Key changes include removal of Jilliby West as a potential future employment area and restricting future employment lands at Buttondery Waste Disposal Facility to reflect constraints associated with landfill areas. This will cause a slight reduction in potential future industrial land supply figures. The potential role of power station and Council depot sites will also be addressed in the final report. The timing of the Warner Industrial Park also needs to be brought forward to reflect the existing Part 3A approval that has been issued. Other mapping and typographical issues will also be addressed before the document is finalised. As the project is funded by the NSW DP&I, Council will also need to ensure that any comments made by DP&I are addressed in the final version of the report. Council is still awaiting comments.

STRATEGIC LINKS**Annual Plan**

<u>Principal Activity</u>	<u>Strategy or Program</u>
A More Sustainable Community	Nil Impact
A More Sustainable Economy	<ul style="list-style-type: none"> Assist in facilitating development of employment lands and reducing dependence on commuting to the Sydney and Hunter regions for employment, further reducing commuting times and improving work/life balance. The study will assist in promoting new business in the Shire.
A More Sustainable Environment	Nil Impact
Infrastructure	<ul style="list-style-type: none"> The completion of the study will assist Council and other utility providers in timing infrastructure provision.
Organisation	Nil Impact

Link to Shire Strategic Vision (Community Strategic Plan – 2030)

The following comments are made with respect to the 8 priority objectives:-

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

The prospects of enhanced diverse permanent employment opportunities are significant as outlined in this report and detailed in Enclosure 1.

Asset Management Strategy

There are no immediate implications for the Asset Management Strategy. Ultimately the servicing and dedication of any modified or expanded public infrastructure to service new employment precincts will need to observe Council's relevant standards and integrate with the Asset Management Strategy.

Workforce Management Strategy

No impact

Budget Impact

There are no immediate budget impacts arising from the study.

Financial Implications

There are no direct financial implications arising from the completion of the study.

Sustainability

Implementation of the study recommendations will contribute to more sustainable employment outcomes, in terms of the range and profile of activities proposed and their attendant employment generating capacity.

The prospects of a further internal road linkage will enhance permeability of the Estate and its attendant positive impacts.

The redevelopment of the precinct also provides opportunities for the implementation of leading edge building sustainability and water sensitive urban design initiatives.

GOVERNANCE AND POLICY IMPLICATIONS

The Wyong Shire Employment Study and Industrial Land Audit provides useful data and analysis which will assist Council in formulating future policy work on employment lands. This will in turn provide a solid legal basis for assessing future rezoning proposals and undertaking development assessment activities.

MATERIAL RISKS AND ISSUES

Nil.

CONCLUSION

The draft Wyong Shire Employment Land Study and Industrial Land Audit will be used by Council to better plan for employment land. It also assists in the justification of a number of significant employment rezonings. The draft study and audit is still being reviewed by the DP&I. Once comments from DP&I are received, these will be added to feedback from Council staff and Councillors (received at briefing sessions) and the study will be finalised. A further report presenting the final report (which incorporates revisions) will be considered by Council in early 2013.

ATTACHMENTS

- | | | | |
|----------|---|-----------|-----------|
| 1 | Wyong Shire Employment Land Study and Industrial Land Audit | Enclosure | D03207915 |
| 2 | Locational Setting for Existing and Proposed Employment | | D03207646 |
| 3 | Future Role for Existing Zoned Industrial Areas | | D03207661 |
| 4 | Precincts already zoned for industrial | | D03207671 |

LOCATIONAL SETTING FOR EXISTING AND PROPOSED EMPLOYMENT LANDS IN WYONG SHIRE

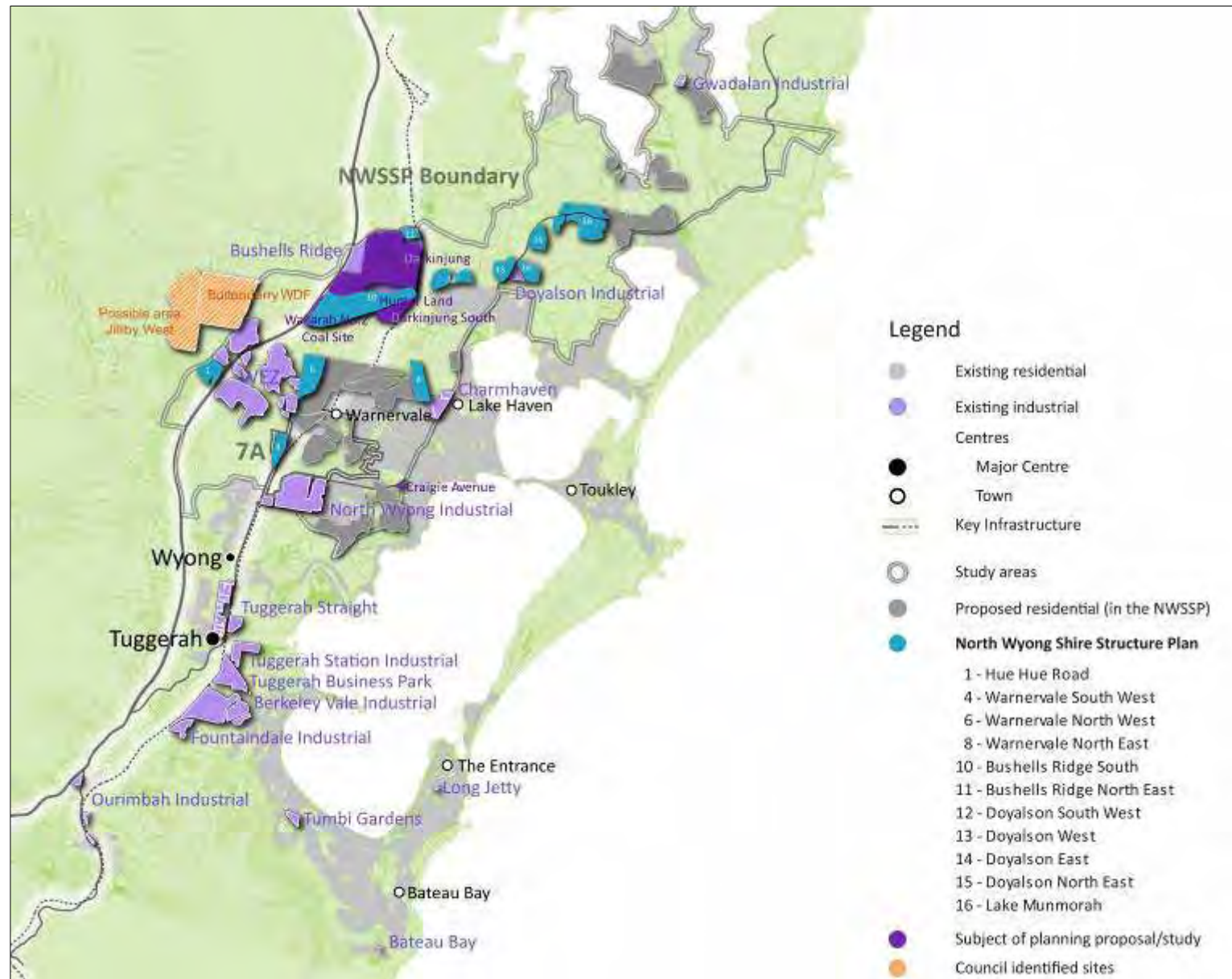


TABLE 1. FUTURE ROLE FOR EXISTING ZONED INDUSTRIAL AREAS

Consolidate current role	Proposed zone	Timing of development	Floorspace			Jobs			
			Current	2036	2036+ (remaining capacity)	Current	2036	2036+ (implied remaining capacity)	
Berkeley Vale Industrial	Additional opportunities for manufacturing and strategic industry growth	IN1 with a small amount of IN2 south of Enterprise Drive	Capacity to 2025	254,299	371,315	0	6,790	10,856	0
Charmhaven Industrial	Local service role for established residential communities to continue	IN2	Capacity to 2025	119,174	157,176	0	1,781	2,271	0
Doyalson Industrial	Regional and local service role to continue	IN1	Capacity to 2036	9,403	11,989	0	1,072	1,506	0
Fountaindale Industrial	Regional and local service role to continue	IN1	Capacity to 2025	66,856	78,118	0	712	875	0
Long Jetty Industrial Area	Local service role for established residential communities to continue	IN2	Capacity to 2025	4,459	5,940	0	335	425	0
Tumbi Gardens Industrial	Local service role for established residential communities to continue	IN2	Limited capacity	32,058	44,714	0	1,450	2,020	0
Transition with intensification as appropriate									
Tuggerah Business Park	Facilitate to evolve as part of a commercial and industry complex in Wyong-Tuggerah Major Centre, well connected to Sydney and nearby residential adjacent to the major arterial	B7	Capacity to 2036	179,412	258,340	0	1,488	2,188	0
Tuggerah Straight	Facilitate to evolve as part of a commercial and industry complex in Wyong-Tuggerah Major Centre well connected to Sydney and nearby residential adjacent to the major arterial	B5 along Pacific Highway; IN2 remainder; IN1 on east of Pacific Hwy	Capacity to 2025	142,624	206,906	0	2,533	3,671	0
Tuggerah Station Industrial	The western precinct can evolve with intensification as part of a commercial and industry complex in Wyong-Tuggerah Major Centre. Lake Road area should continue to provide a service industry role, with review appropriate in medium to longer term.	B5 on west; IN2 along Lake Road	Capacity to 2036	23,130	36,051	0	1,488	2,188	0
Ourimbah Industrial	Currently contains a mix of business employment. Specific role to be clarified in relation to university, Ourimbah Town Centre and other employment activities subject to the Ourimbah Master Plan process.	IN2	Capacity beyond 2036	3,319	4,841	4,624	1,234	1,838	1,756

Transition with intensification as appropriate		Proposed zone	Timing of development	Floorspace			Jobs		
				Current	2036	2036+ (remaining capacity)	Current	2036	2036+ (implied remaining capacity)
North Wyong Industrial	Frontage to Pacific Highway could evolve and intensify and play more of a service and highway enterprise role (to be facilitated by ultimate provision of Link Road) but no retail to be greater than 1000 sqm; otherwise the remainder to grow as a major manufacturing and service industry hub to the edge of the Wyong-Tuggerah Major Centre	B6 along Pacific Highway frontage; IN1 for remainder	Capacity to 2036	258,602	366,471	0	1,332	1,969	0
Bateau Bay Industrial	Currently vacant - future local service role for residential community.	IN2	Capacity to 2036	0	887	0	0	11	0
WEZ Warnervale Business Park	Expected to attract development as other established precincts reach capacity. Should be part of a more detailed structure planning exercise to ensure strategic role opportunities are protected (ensure a mix of smaller and large lot offerings).	B7	Capacity to 2025	166,535	426,578	0	1,726	4,143	0
Gwandalan Industrial	Local service role for established and new residential communities	B1 in the north and IN2 in the south	Capacity to 2025	4,756	6,678	0	85	119	0
Protect and maintain for longer term industry prospects									
Darkinjung	Larger lots and proximity to major arterial road make it ideal to accommodate future growth in freight and logistics. Should be part of a more detailed structure planning exercise to ensure strategic opportunities are protected.	IN1	Very long – required by 2050+	0	0	746,856	0	0	9,714
WEZ Sparks Road North*	Larger lots and location on major arterial road make it ideal to accommodate future growth in freight and logistics. May be an opportunity to create a smaller more intensive commercial precinct as part of the development, providing business services to freight and logistics activities. Should be part of a more detailed structure planning exercise to ensure strategic opportunities are protected (controls to require a mix of smaller and large lot offerings).	IN1	Medium term – required by 2025+	26,861	150,829	150,616	493	2,367	2,363
WEZ Airport Lands*	Larger lots and location on major arterial road make it ideal to accommodate future growth in freight and logistics. Should be part of a more detailed structure planning exercise to ensure strategic opportunities are protected (controls to require a mix of smaller and large lot offerings).	IN1	Medium term – required by 2025+	0	86,239	21,618	0	862	216
WEZ North West*	Larger lots and location on major arterial road make it ideal to accommodate future growth in freight and logistics. Should be part of a more detailed structure planning exercise to ensure strategic opportunities are protected (controls to require a mix of smaller and large lot offerings).	IN1	Long term – required by 2036+	0	0	213,791	0	0	2,781

Hunter Land	Vacant but already subdivided, longer term service and freight and logistics precinct. Should be part of a more detailed structure planning exercise to ensure strategic opportunities are protected	IN1	Long term – required by 2036+	0	0	18,571	0	0	242
Wallarah No.2 Coal Site	Slated for colliery, not likely to develop in short to medium term but opportunity should be preserved. Suitable for interim uses that do not preclude a future industrial use. Should be part of a more detailed structure planning exercise to ensure strategic opportunities are protected	IN1	Very long – required by 2050+	0	0	531,276	0	0	6,910
Bushells Ridge - Remainder	Larger lots and proximity to major arterial road make it ideal to accommodate future growth in freight and logistics. Should be part of a more detailed structure planning exercise to ensure strategic opportunities are protected	IN1	Long term – required by 2036+	44,217	226,737	11,042	411	2,175	106
TOTAL				1,308,846	2,239,257	1,312,370	22,437	36,868	18,728

TABLE 2. FUTURE ROLE FOR POTENTIAL INDUSTRIAL AREAS (NOT YET ZONED)

Selective new release in short to medium term		Proposed zone	Timing	Floorspace			Jobs		
				Current	2036	2036+ (remaining capacity)	Current	2036	2036+ (implied remaining capacity)
Craigie Avenue	Location opposite hospital makes it a candidate to support a medical uses cluster; needs to offer ancillary retail and services. No retail to be greater than 1000sqm.	B6	Medium term (2025+) - P	0	11,301	0	0	141	0
NWSSP Warnervale South West	Appropriate for modern industry and some business park uses. Should be 'master planned' and remain in council ownership to ensure high quality development, and to ensure it complements Warnervale Town Centre. Restriction of pure office to 30% appropriate.	B7	Medium term – required by 2025+	0	22,329	66,891	0	422	1,264
NWSSP Warnervale North East	The Warnervale and Precinct 7A release will need a service industry area. Of the potential industrial areas identified in the NWSSP this is likely to be the earliest to develop though alternative sites on the edge of the Town Centre or near the Warnervale South West area (on sites not yet identified) are also possible candidates. Will serve as an expansion area for Charmhaven.	IN2	Medium term – required by 2025+	0	9,497	117,741	0	211	2,616
NWSSP Bushells Ridge North East	Part of NWSSP area, with a future service industry role. Adjacent to Wyee residential and not far from rail station. Could be a more intense employment area.	IN2	Medium term - required by 2025+	0	37,402	0	0	623	0

Reconsider in medium to long term		Proposed zone	Timing	Floorspace			Jobs		
				Current	2036	2036+ (remaining capacity)	Current	2036	2036+ (implied remaining capacity)
Darkinjung South	Current investigation area	-	Long term – required by 2036+	0	0	22,710	0	0	295
NWSSP Hue Hue Road	Land required after 2036 subject to review.	-	Very long – required by 2050+	0	0	95,391	0	0	1,241
NWSSP Warnervale North West	Land required after 2036 subject to review.	-	Very long – required by 2050+	0	0	197,824	0	0	2,573
NWSSP Doyalson South West	Land required after 2025 subject to review.	-	Long term – required by 2036+	0	46,226	45,078	0	573	559
NWSSP Doyalson West	Land required after 2036 subject to review.	-	Very long - required by 2050+	0	0	81,611	0	0	1,061
NWSSP Doyalson East	Land required after 2036 subject to review.	-	Very long - required by 2050+	0	0	76,598	0	0	996
NWSSP Doyalson North East	Land required after 2025 subject to review.	-	Medium term - required by 2025+	0	20,360	0	0	255	0
NWSSP Lake Munmorah	Land required after 2036 subject to review.	-	Long term – required by required by 2036+	0	0	251,611	0	0	3,273
Buttonderry WDF	Land required after 2036 subject to review.	-	Very long - required by 2050+	0	0	207,677	0	0	2,701
Possible Area Jilliby West	Land required after 2036 subject to review.	-	Very long – required by 2050+	0	0	446,256	0	0	5,804
TOTAL				26,861	335,480	1,995,414	493	4,690	27,744

Notes: * If Biodiversity Certification is not achieved, vegetated portions of the WEZ which contain threatened species habitat may not be cleared. This may affect development yields.

Precincts already zoned for industrial (all with at least some existing development except where indicated) are:

- Bateau Bay Industrial Area (no existing development)
- Berkeley Vale Industrial Area
- Bushells Ridge including the precincts of:
 - Wallarah No. 2 colliery proposal (no existing development),
 - Hunter Land (no existing development),
 - Bushells Ridge North East (no existing development),
 - Darkinjung (no existing development) and
- Bushells Ridge remainder.
- Charmhaven Industrial Area
- Doyalson Industrial Area
- Fountaindale Industrial Area
- Gwandalan Industrial Area
- Long Jetty Industrial Area
- North Wyong Industrial Area
- Ourimbah Industrial Area
- Tuggerah Business Park
- Tuggerah Station Industrial
- Tuggerah Straight
- Tumby Gardens Industrial
- Wyong Employment Zone including the precincts of:
 - Sparks Road North,
 - Warnervale Business Park,
 - NW WEZ (no existing development) and
 - the Airport lands (no existing development).

The proposed areas are:

- Craigie Avenue site
- South Darkinjung
- Land identified in the NWSSP (but not including land in Bushells Ridge which is included above):
 - Hue Hue Road
 - Warnervale South West (Council owned land)
 - Warnervale North West
 - Warnervale North East
 - Doyalson South West
 - Doyalson West
 - Doyalson East
 - Doyalson North East
- Buttonderry Waste Disposal Facility (limited areas)

7.5 Grants Advisory Group - 22 November 2012

TRIM REFERENCE: F2008/02110 - D03197636

MANAGER: Julie Vaughan, Manager Community and Cultural Development

AUTHOR: Kay Matthews; Administration Assistant

SUMMARY

A meeting of the Wyong Shire Grants Advisory Group was held on the 22 November 2012.

RECOMMENDATION

- 1 ***That Council receive the draft minutes of the Wyong Shire Grants Advisory Group held on 22 November 2012.***
- 2 ***That Council allocate \$71,006.20 from the 2012-13 Community Benefit Grants Program Round 1 as follows:***

<i>Applicant</i>	<i>Project</i>	<i>Amount</i>
<i>Coastal A Cappella Inc</i>	<i>Purchase of a set of 'Choral Riser Steps'</i>	<i>\$2,700.00</i>
<i>Coastal Lakes Indoor Bowls Association</i>	<i>Purchase of new indoor bowls mats to meet new design requirements. Program for young people based at Wyong High School</i>	<i>\$5,913.60</i>
<i>Compass Housing Services - Central Coast</i>	<i>Project to target graffiti on boundary wall of Compass Housing over 50's village at Kanwal. Stage 1 planting native trees</i>	<i>\$600.00</i>
<i>Ekta Mandir Inc</i>	<i>India-Australia Cultural Events. Five events over 12 months</i>	<i>\$2,344.00</i>
<i>Impact 4 Life Church</i>	<i>Generate Youth. Bi monthly youth engagement activity in Budgewoi</i>	<i>\$2,427.20</i>
<i>Killarney Vale AFC Australian Football Club Inc</i>	<i>Non-competition Australian Football League games with modified rules, to introduce non players to the sport</i>	<i>\$3,600.00</i>
<i>Learning Links</i>	<i>Understanding Bullying program. Workshops for parents and carers</i>	<i>\$1,900.00</i>

<i>Applicant</i>	<i>Project</i>	<i>Amount</i>
<i>Long Jetty District Senior Citizens' Club</i>	<i>Replacement of unsafe indoor bowls mat. Mat currently unusable which limits number of players</i>	<i>\$4,250.00</i>
<i>Nga Waka E Whitu Maori Culture Group NSW Inc</i>	<i>Purchase of Maori uniforms and guitar to perform at Wyong Local Government Area (LGA) functions</i>	<i>\$5,640.00</i>
<i>Northern Settlement Services</i>	<i>Playing Around the World. Multicultural play group for the local 'Cultural and Linguistically Diverse' community based at The Entrance Community Centre</i>	<i>\$670.40</i>
<i>Ocean Coastal Care Initiatives</i>	<i>Marine ecology education and displays at local libraries. Guided rock pool walks on local marine platforms</i>	<i>\$3,923.00</i>
<i>Samaritans Foundation - Updated application</i>	<i>Christmas 'Lunch on the Coast'. Free lunch at Wyong Racecourse on Christmas Day for the lonely or disadvantaged</i>	<i>\$2,000.00</i>
<i>San Remo Neighbourhood Centre - GOATS</i>	<i>Going Off At The Swamp' family festival. Annual youth focussed event, at Koala Park, San Remo</i>	<i>\$12,000.00</i>
<i>Sculpture on the Greens Inc</i>	<i>Sculpture on the Greens. Outdoor exhibition of sculptures at Kooindah Waters Resort. Includes visits to schools and workshops</i>	<i>\$4,450.00</i>
<i>Toukley District Senior Citizens</i>	<i>Central Coast Conservatorium Youth Orchestra and Central Dance Company, two performances of Peter and the Wolf for students; European based classical ensemble 'The Streeton Trio' - one performance</i>	<i>\$3,800.00</i>

<i>Applicant</i>	<i>Project</i>	<i>Amount</i>
<i>Uniting Care Burnside</i>	<i>Family activity days. Six sports based mini olympic style events across Wyong LGA during school holidays</i>	<i>\$5,808.00</i>
<i>Uniting Care Burnside - Northern Lakes Family Centre</i>	<i>Dad's Day Out. Lake Munmorah Reserve. One day annual event celebrating the role that dads, uncles, grandfathers and male care givers play in children's lives</i>	<i>\$3,380.00</i>
<i>Warnervale Annual Fair Committee</i>	<i>Warnervale Annual Fair. Event aimed to promote local community connectedness</i>	<i>\$5,600.00</i>
TOTAL		<i>\$71,006.20</i>

- 3 That Council decline the following Community Benefit Grant applications for the reasons as indicated in the table below, the applicants advised and where relevant, directed to alternate funding programs:

<i>Applicant</i>	<i>Project</i>	<i>Funding Sought</i>	<i>Reason</i>
<i>Impact 4 Life Church - for 4 Hope Ministries</i>	<i>Meals 4 Hope. Soup kitchen and BBQ trailer for disadvantaged in Gwandalan area</i>	<i>\$9,485.90</i>	<i>NOT RECOMMENDED. Budget and proposal lacks specific detail. Applicant advised to reapply next round after further consultation. (Guideline item 4.3)</i>
<i>Australian Seabird Rescue Central Coast</i>	<i>PROJECT NOT STATED</i>	<i>NOT STATED</i>	<i>INELIGIBLE. Incomplete application</i>

<i>Applicant</i>	<i>Project</i>	<i>Funding Sought</i>	<i>Reason</i>
Central Coast CC Australian Italian Friendship Society Inc	Italian-Australian Community Celebrations. Four events over 12 months	\$5,526.50	NOT RECOMMENDED. Core business of organisation. Recommend ongoing discussions with WSC cultural planner before reapplying. (Guideline item 2.7)
Compass Housing Services	No Interest Loan Scheme for tenants of Compass Housing, Housing NSW and Pacific Link	\$5,000.00	NOT RECOMMENDED. Duplicates a project already existing within Wyong Shire. Applicant to be advised to link with St Vincent de Paul. (Guideline item 2.11)
Lifeline Central Coast	Expand existing phone support program (Care-ring) into a Social Activities Program to increase community connectedness	\$48,000.00	INELIGIBLE - Late application
Northern Women's Health Centre - Wyong	The Whole Woman. Physical, mental and emotional wellbeing therapeutic program	\$9,360.00	NOT RECOMMENDED. Need to review core business of NSW Health. Better funded by NSW Health. (Guideline item 2.1)
Skate Australia Inc	Program to build participation and awareness in skateboarding. Lake Haven, The Entrance and Wadalba skate parks	\$2,760.00	NOT RECOMMENDED. Application indicates core business. Group to liaise with Sport and Recreation and reapply next round if unable to self fund. (Guideline item 2.7)

<i>Applicant</i>	<i>Project</i>	<i>Funding Sought</i>	<i>Reason</i>
<i>Tuggerah Lakes Potters Association Inc</i>	<i>Upgrade electrical wiring to permit installation of second kiln in shed at Beryl St Community Centre Gorokan</i>	<i>\$2,850.00</i>	<i>INELIGIBLE. Capital expenditure. (Guideline item 2.6)</i>
<i>Wyong Regional Chamber of Commerce</i>	<i>Welcome to Wyong banners/flags. Currently along Tuggerah Straight, funding to expand banners along Pacific Highway Wyong</i>	<i>\$10,000.00</i>	<i>NOT RECOMMENDED. Organisation's core business. Ability to fund from other sources. (Guideline item 2.7)</i>
<i>Youth Connections</i>	<i>Program to establish a community garden at Gravity Youth Centre Lake Haven</i>	<i>\$16,913.50</i>	<i>NOT RECOMMENDED. Budget and proposal lacks specific detail. Applicant advised to reapply next round after further consultation. (Guideline item 4.3)</i>
<i>Youth Tunes 2013 - Roadcase Parties Productions</i>	<i>Unspecified youth music program</i>	<i>NOT STATED</i>	<i>INELIGIBLE. Not incorporated or auspiced. Incomplete application</i>
TOTAL		\$109,895.90	

BACKGROUND

A meeting of the Wyong Shire Grants Advisory Group was held on 22 November 2012. Minutes of that meeting are attached. At this meeting recommendations were received and adopted for the Community Benefit Grants program. Funding allocations for the Community Matching Fund were deferred pending further information and will be reported to Council in January 2013.

Council currently provides \$150,000 annually for the Community Benefits Grants Program to provide financial assistance to individuals, not-for-profit organisations and groups to improve the social, sporting & cultural, economic and/or environmental wellbeing of the Wyong Shire community.

Council also provides \$300,000 annually for the Community Matching Fund which aims to increase the active participation of the community members, while enhancing local initiatives such as infrastructure development and community enterprise and engagement on a two for one match basis.

Funding is provided twice per year.

ATTACHMENTS

- | | | |
|---|--|-----------|
| 1 | MINUTES for Business Paper, 12 December 2012 - Grants Advisory Group, 22 November 2012 | D03202167 |
|---|--|-----------|



**WYONG SHIRE COUNCIL
MINUTES OF MEETING
OF THE
GRANTS ADVISORY GROUP**

Held in

WYONG SHIRE COUNCIL CHAMBERS, HELY STREET, WYONG

Tim Farrell & Wilfred Barrett Meeting Room

Thursday 22 November 2012

Commencing at 3 pm

Present

Councillor Doug Eaton	Chairperson, Wyong Shire Council
Councillor Lynne Webster	Wyong Shire Council
Councillor Luke Nayna	Wyong Shire Council

Apologies

Nil

In Attendance

Julie Vaughan	Manager Community & Cultural Development
Glenn Cannard	Team Leader Community Development Programs
Kay Matthews	Grants Administration Officer and Minute Taker WSC

1 Welcome & Apologies

The meeting was declared open by the elected Chairperson for this meeting, Councillor Eaton, at 3pm.

2 Disclosure of Pecuniary Interest

2.1 Cr Nayna declared a non pecuniary interest as a member of Wyong Chamber of Commerce.

2.2 Cr Eaton declared a non pecuniary interest as Council Delegate for Wyong Chamber of Commerce.

Advisory Group Recommendation

***That disclosures be received and noted.
(Unanimous)***

3 Confirmation of Previous Minutes

3.1 This being the first meeting of the Grants Advisory Group, there were no previous Minutes.

4 Business Arising

4.1 This being the first meeting of the Grants Advisory Group, there was no Business Arising.

5 Agenda Items

5.1 **Consideration of applications for Community Matching Fund 2012-2013, Round One.**

Advisory Group Recommendation

1 That the information be received and noted. (Unanimous)

***2 That the Community Matching Fund Assessment be postponed until January 2012 for further information and clarification to be received.
(Unanimous)***

5.2 **Consideration of applications for Community Benefit Grants Program 2012-2013, Round One.**

Advisory Group Recommendation

- 1 *That the information be received and noted. (Unanimous)*

- 2 *That Community Benefit Grants recommendation be referred to Council's Ordinary Meeting 12 December 2012. (Unanimous)*

6 General Business

- 6.1 Budget & Project Definition of recommended projects to be added to Agenda in future.

7 Next Meeting

The next meeting will be advised accordingly.

There being no further business the meeting closed at 4.30 pm.

Items to be forwarded to Council for consideration

Community Benefit Grants

Grants Advisory Group Allocation 22 November 2012 Spreadsheet – see below



Grants advisory group allocation Nov 2012

COMMUNITY BENEFIT GRANTS							
Application number	Category	Applicant	Project Name and Summary	Funding Sought \$	Total Expected Project Expenditure	Total Funding Recommended	Committee Recommendations
11	Social	Impact 4 Life Church - for 4 Hope Ministries	Meals 4 Hope. Soup kitchen & BBQ trailer for disadvantaged in Gwandalan area	\$9,485.90	\$26,788.37	\$0.00	NOT RECOMMENDED. Budget & proposal lack specific detail. Applicant advised to reapply next round after further consultation. 4.3
12	Environmental	Australian Seabird Rescue Central Coast	PROJECT NOT STATED	NOT STATED	NOT STATED	\$0.00	INELIGIBLE. Incomplete application
13	Cultural	Central Coast CC Australian Italian Friendship Society Inc	Italian-Australian Community Celebrations. 4 events over 12 months	\$5,526.50	\$7,536.50	\$0.00	NOT RECOMMENDED. Core business of organisation. Recommend ongoing discussions with WSC cultural planner before reapplying. 2.7
14	Cultural	Coastal A Cappella Inc	Purchase of a set of Choral Riser Steps	\$2,700.00	\$3,700.00	\$2,700.00	RECOMMENDED. Benefit to Wyong Shire.
15	Sporting	Coastal Lakes Indoor Bowls Association	Purchase of new indoor bowls mats to meet new design requirements. Program for young people based at Wyong High School.	\$5,913.60	\$8,933.60	\$5,913.60	RECOMMENDED. Project has merit. Applicant to collect quantitative data on project participation.
16	Environmental	Compass Housing Services - Central Coast	Project to target graffiti on boundary wall of Compass Housing over 50's village at Kanwal. Stage 1 planting native trees.	\$600.00	\$1,410.00	\$600.00	RECOMMENDED. Strong application. (Note: Are requesting Council staff to plant trees. To be discussed with applicant.)
17	Economic	Compass Housing Services - KBT Hub	No Interest Loan Scheme for tenants of Compass Housing, Housing NSW & Pacific Link.	\$5,000.00	\$18,000.00	\$0.00	NOT RECOMMENDED. Applicant to be advised to link with St Vincent de Paul. 2.11
18	Cultural	Ekta Mandir Inc	India-Australia Cultural Events. 5 events over 12 months.	\$11,734.00	\$19,509.00	\$2,344.00	RECOMMENDED PART FUND. Music, hall, printing, decorations & costumes.
19	Social	Impact 4 Life Church	Generate Youth. Bi monthly youth engagement activity in Budgewoi.	\$2,427.20	\$8,329.20	\$2,427.20	RECOMMENDED PENDING. Strong application. Project has merit. Organisational ability to self fund needs clarification.
20	Sporting	Killarney Vale AFC Australian Football Club Inc	Non-competition AFL games with modified rules, to introduce non players to the sport.	\$8,550.00	\$16,414.00	\$3,600.00	RECOMMENDED PART FUND PENDING. Funding for insurance, based on number of participants including officials up to 120 @ \$30 per person. Number of participants to be confirmed prior to funding.
21	Social	Learning Links	Understanding Bullying program. Workshops for parents & carers.	\$4,200.00	\$4,600.00	\$1,900.00	RECOMMENDED PART FUND. Fund program costs. Venue and promotions as 'In Kind'. To be linked with Youth Officer. (In-kind venue and promotion)

Application number	Category	Applicant	Project Name and Summary	Funding Sought \$\$	Total Expected Project Expenditure	Total Funding Recommended	Committee Recommendations
22		Lifeline Central Coast	Expand existing phone support program (Care-ring) into a Social Activities Program to increase community connectedness.			\$0.00	INELIGIBLE - Late application
23	Sporting	Long Jetty District Senior Citizens' Club	Replacement of unsafe Indoor Bowls mat. Mat currently unusable which limits number of players.	\$4,250.00	\$5,250.00	\$4,250.00	RECOMMENDED. Strong application.
24	Cultural	Nga Waka E Whitu Maori Culture Group NSW Inc	Purchase of Maori uniforms & guitar to perform at Wyong LGA functions	\$5,640.00	\$18,140.00	\$5,640.00	RECOMMENDED. Strong application.
25	Cultural	Northern Settlement Services	Playing Around the World. Multicultural play group for the local CALD community based at The Entrance Community Centre.	\$5,365.00	\$12,965.00	\$670.40	RECOMMENDED PART FUND. Project considered core business. Council to support room hire 'In Kind'.
26	Social	Northern Women's Health Centre - Wyong	The Whole Woman. Physical, mental & emotional wellbeing therapeutic program.	\$9,360.00	\$12,010.00	\$0.00	NOT RECOMMENDED. Need to review core business of NSW Health. Better funded by NSW Health. 2.1
27	Environmental	Ocean Coastal Care Initiatives	Marine ecology education & displays at local libraries. Guided rock pool walks on local marine platforms.	\$3,923.00	\$13,248.00	\$3,923.00	RECOMMENDED. Strong application.
28	Social	Samaritans Foundation - Updated application	Christmas Lunch on the Coast'. Free lunch at Wyong Racecourse on Christmas Day for the lonely or disadvantaged.	\$2,000.00	\$34,200.00	\$2,000.00	RECOMMENDED. Project has merit.
29	Social	San Remo Neighbourhood Centre - GOATS	GOATS Family Festival. Annual youth focussed event, at Koala Park San Remo.	\$15,000.00	\$46,800.00	\$12,000.00	RECOMMENDED PART FUND. Funding in line with previous year as expenses are similar.
30	Cultural	Sculpture on the Greens Inc	Sculpture on the Greens. Outdoor exhibition of sculptures at Koindah Waters Resort. Includes visits to schools & workshops.	\$9,580.00	\$64,280.00	\$4,450.00	RECOMMENDED PART FUND. Conditional on applicant obtaining public liability insurance. (Note: Budget identifies a \$5130 excess if full allocation granted - this is not recommended).
31	Sporting	Skate Australia Inc	Program to build participation & awareness in skateboarding. Lake Haven, The Entrance & Wadalba Skate parks.	\$2,760.00	\$21,260.00	\$0.00	NOT RECOMMENDED. Group to liaise with WSC Sport & Recreation and reapply next round if unable to self fund.
32	Cultural	Toukley District Senior Citizens	CC Conservatorium Youth Orchestra & Central Dance Company, 2 performances of Peter & the Wolf for students; European based classical ensemble 'The Streeton Trio' one performance.	\$3,800.00	\$10,650.00	\$3,800.00	RECOMMENDED.

Application number	Category	Applicant	Project Name and Summary	Funding Sought \$\$	Total Expected Project Expenditure	Total Funding Recommended	Committee Recommendations
32	Cultural	Toukley District Senior Citizens	CC Conservatorium Youth Orchestra & Central Dance Company, 2 performances of Peter & the Wolf for students; European based classical ensemble 'The Streeton Trio' one performance.	\$3,800.00	\$10,650.00	\$3,800.00	RECOMMENDED.
33	Cultural	Tuggerah Lakes Potters Association Inc	Upgrade electrical wiring to permit installation of second kiln in shed at Beryl St Community Centre Gorokan.	\$2,850.00	\$2,850.00	\$0.00	INELIGIBLE. Capital expenditure. 2.6
34	Sporting	Uniting Care Burnside	Family Activity Days. 6 sports based mini olympic style events across Wyong LGA during school holidays.	\$5,808.00	\$13,984.00	\$5,808.00	RECOMMENDED.
35	Social	Uniting Care Burnside - Northern Lakes Family Centre	Dad's Day Out. Lake Munmorah Reserve. One day annual event celebrating the role that dads, uncles, grandfathers & male care givers play in children's lives.	\$3,380.00	\$9,569.00	\$3,380.00	RECOMMENDED. Strong application. (Note: Event was held in November 2012)
36	Cultural	Warnervale Annual Fair Committee	Warnervale Annual Fair. Event aimed to promote local community connectedness.	\$5,600.00	\$17,605.00	\$5,600.00	RECOMMENDED. Project has merit.
37	Economic	Wyong Regional Chamber of Commerce	Welcome to Wyong banners/flags. Currently along Tuggerah Straight, funding to expand banners along Pacific Hwy Wyong.	\$10,000.00	\$12,000.00	\$0.00	NOT RECOMMENDED. Organisation's core business. Ability to fund from other sources. 2.7
38	Social	Youth Connections	Program to establish a community garden at Gravity Youth Centre Lake Haven.	\$16,913.50	\$78,923.50	\$0.00	NOT RECOMMENDED. Budget & proposal lack specific detail. Applicant advised to reapply next round after further consultation. 4.3
39	Cultural	Youth Tunes 2013 - Roadcase Parties Productions	Unspecified youth music program.			\$0.00	INELIGIBLE. Not incorporated or auspiced. Incomplete application.
TOTAL				\$162,366.70	\$488,955.17	\$71,006.20	

LEGEND
Recommended
Not Recommended
Pending

7.6 Central Coast Joint Service Project October Status Report

TRIM REFERENCE: F2012/01246 - D03200335
MANAGER: Brett Smith, Project Manager
AUTHOR: Martine Brieger; Manager Communications

SUMMARY

The attached report is provided as the October update on the status of the Central Coast Joint Services Project.

RECOMMENDATION

That Council receive and note the information.

BACKGROUND

The attached report is provided as the October update on the status of the Central Coast Joint Services Project.

ATTACHMENTS

- 1 Central Coast Joint Service Project - Council update for October 2012 D03200333



CENTRALCOAST JOINT SERVICES PROJECT

OCTOBER STATUS REPORT

draft

8 November 2012

DOCUMENT CONTROL**Version Control**

Version	Date	Description	Amended by
1.1	9 November	October update	M Beresford

Approval

Authorised by	Signature	Date
B Koizumi-Smith		14 November 2012

References

Document Name	Version
Finance Working Group Project Management Plan	1
Human Resources Working Group Project Management Plan	1
Information Technology Working Group Project Management Plan	1
Plant & Fleet Working Group Project Management Plan	1
Water & Sewerage Working Group Project Management Plan	1
Central Coast Water Corporation & Joint Services Business Implementation Workplan	2.2
Central Coast Water Corporation Cost Benefit Analysis Study – Final Report	1.1

TABLE OF CONTENTS

1	INTRODUCTION	4
1.1	Project Scope.....	4
1.2	Project Milestones	4
2	PROJECT STATUS.....	5
2.1	Overview.....	5
2.2	Key Activities.....	5
3	FINANCIALS REPORT	7

draft

1 INTRODUCTION

This report provides an update on the implementation of the Central Coast Joint Services Project (CCJSP) comprising the implementation of the Water Corporation (CCWC) and establishment of a Joint Services Business (JSB) in accordance with the resolutions of Gosford and Wyong Councils (the Councils) on 30 May and 28 June 2012

1.1 Project Scope

The CCJSP comprises

- (i) Implementing the CCWC
 - Assets and regulatory services staff transferred by 1 July 2014
 - Remainder of Water and Wastewater staff transferred by 1 July 2017
- (ii) Establishing a JSB by 1 July 2017 providing the following services to GCC, WSC and CCWC:-
 - Information Systems
 - Human Resources
 - Finance
 - Plant and Fleet

1.2 Project Milestones

The Implementation Workplan approved by the Councils provided for the delivery of the project according to nine (9) stages:

Major Project Delivery Stages	Start Date	Finish Date
Stage 1 – Set the Course	July 2012	Nov 2012
Stage 2 – Design Interim State – CCWC Asset Management	Nov 2012	Mar 2013
Stage 3 – Build Interim State – CCWC Asset Manager	Mar 2013	Mar 2014
Stage 4 – Trial & Transition – CCWC Asset Manager Interim Operations	Jul 2013	Jun 2014
Stage 5 – Cut Over & Operate CCWC Asset Manager Interim State	Jul 2014	Jun 2017
Stage 6 – Design Final State – CCWC & JSB	Feb 2013	Jun 2014
Stage 7 – Build Future State	Jul 2013	Jun 2016
Stage 8 – Trial & Transition to Future Stage – Integrated CCWC & JSB	Jul 2014	Jun 2017
Stage 9 – Cut Over & Operate Integrated CCWC & JSB	Jul 2017	Onwards

2 PROJECT STATUS

2.1 Overview

Key Activities	Due Date	Status	Commentary
Cost Benefit Analysis	May 2012	completed	Implementation Plan finalised 21 June
Finance Project	Ongoing	On track	Stage 2 Project Management Plan being prepared
Human Resource Project	Ongoing	On track	Stage 2 Project Management Plan being prepared
Information Technology Project	Ongoing	On track	Stage 2 Project Management Plan being prepared
Plant & Fleet Project	Ongoing	On track	Stage 2 Project Management Plan being prepared
Water & Sewerage Project	Ongoing	On track	Stage 2 Project Management Plan being prepared
Communications	Ongoing	On track	Stage 2 Project Management Plan being prepared

LEGEND:

MAJOR PROBLEMS	WARNING	MANAGEABLE IMPACT/ISSUES
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2.2 Key Activities

i. Program Control Group

The PCG met twice in the October reporting period

Key activities undertaken include

- Draft Water & Sewerage Service Delivery Framework developed in liaison with the CCWC for consultation during November/December
- A review of opportunities of having customer service and procurement functions within the JSB has been prepared for consideration at the 29 November CCROC meeting
- Ongoing discussion with key stakeholders such as the Independent Pricing and Regulatory Tribunal regarding recovery of establishment costs

ii. Finance Workgroup

- Continuing assessment of current finance functions
- Base line review of current key processes underway
- Affected finance services identified

iii. Human Resource Workgroup

- HR Governance Model developed
- Due diligence analysis continues
- Continued work on service catalogues for interim and final states for CCWC
- Joint recruitment review (internal & external) continuing
- Work on insurance options continuing

iv. Information Management Workgroup

- Service catalogues developed & gap analysis complete
- Decision making criteria developed for identifying preferred applications
- Continued work on scope definition
- IT system review to support required functions
- Continuing work on interim standalone Asset Management Information System (AMIS) for Water & Sewerage

v. Plant & Fleet Workgroup

- Continued review of Councils' Plant & Fleet practices and processes
- Identified key issues/questions for benchmarking activity
- Staff rotation plan developed within depots
- Finalise Plant & Fleet interim service functions
- Continued work on inventory review & development of asset management plan

vi. Water & Sewerage Workgroup

- Draft Service Delivery Framework adopted by PCG
- Continued review of organisational structure in consultation with HR Workgroup
- Continued work on identification of IT & business support requirements for interim phase
- Develop risk management plan for transition

vii. Communications

- CCJSP Communications & Engagement Strategy adopted
- Media release and staff information to promote joint Casual Friday for Water & Sewerage teams
- Story for staff newsletters and corporate advertisements promoting joint truck building

Emerging Issues

- Development of the JSB Strategic Design Framework
- Potential inclusion of Procurement & the Corporate Customer Services (front counters and call centres) functions to the JSB
- Involvement of residual Council services stakeholders – engagement of other groups such as childcare, etc
- Key business process mapping
- Ensuring that the Project is reflected in the Councils' 2013-2017 corporate planning and reporting framework and plans
- Statutory and regulatory overlaps and constraints have been identified and are being discussed with various stakeholders

3 FINANCIALS REPORT

Deliverables	Total Project (\$'000)				2012-2013 (\$'000)		Commentary
	Total Budget	Forecast to Complete	Total Expended & Committed	Total to date ¹	Budget	Expenditure to date	
External Resources							
Consultants	1,988	1,988	1,124	1,005	700	141	
Internal Resources							
Project Management Team	1,613	1,613	842	842	750	202	
Accommodation	300	190	168	131	150	33	
Delivery (stand up) Team	810	810	0	0	810	0	
Total	4,711	4,601	2,134	1,978	2,410	376	

¹ As at end October 2012

7.7 Community Strategic Plan review

TRIM REFERENCE: F2012/01447 - D03202987

MANAGER: Stephen Naven, Chief Financial Officer

AUTHOR: Kathleen Morris; Manager Integrated Planning

SUMMARY

The Local Government Act 1993 requires that Council facilitate the review of the Community's Strategic Plan every four years, that is in the 9 months following a Council election. This report proposes a community engagement strategy for the review.

RECOMMENDATION

That Council note the contents of the report and endorse the recommended Community Engagement Plan for the review of the Community Strategic Plan

BACKGROUND

The Wyong Community Strategic Plan (CSP) 2030 was adopted by Council in June 2011 to meet the requirements of the Local Government Act's Integrated Planning and Reporting legislation. The Plan was prepared following extensive community consultation which saw more than 3500 individuals participating through a number of consultation techniques, resulting in the identification of 22 objectives and a number of associated strategies.

The CSP is a community document, developed and delivered as a partnership between Council, state agencies, community groups and individuals. It identifies the community's main priorities and aspirations for the future. Council's role in the development of the CSP is to facilitate community input, produce the plan on behalf of the community and, in conjunction with the community, implement actions to achieve the community's vision.

The plan has a legislated minimum period of 10 years, with the current plan extending to 2030.

In accordance with legislative requirements, a revision of the Plan, including public consultation, exhibition and adoption, must occur before June 2013. As a Group 3 Council under the Integrated Planning & Reporting transitional arrangements, the plan has not achieved a four year cycle and as such the Division of Local Government and Planning has advised that a minor review is required.

CURRENT STATUS

A desktop review of the current document against recent community engagement by both the State Government and Council and State/Regional Plans has been undertaken. This review indicates that the primary focus remains at:

- Improved transport times and accessibility
- Improved infrastructure
- Local employment and investment

- Environmental protection
- Family support
- Community engagement and connectedness
- Good governance

THE PROPOSAL

To seek Council's endorsement of the attached community engagement plan for the review of the Community Strategic Plan. It should be noted that the level of required consultation may be dependent on outcomes of the ongoing consultation regarding the Service Standards Review and Special Rate Variation that will provide data required for the review.

STRATEGIC LINKS

The Community Strategic Plan forms part of the reporting mechanism under the Integrated Planning Framework. It outlines objectives and strategies for achieving the community's vision for the future of the Shire and drives Council's strategic business planning.

Budget Impact

The review of the Community Strategic Plan has been provided for in the Integrated Planning Service Unit's operating budget.

CONSULTATION

Consultation is as per the proposed community engagement plan.

GOVERNANCE AND POLICY IMPLICATIONS

The review of the Plan complies with legislative requirements for Integrated Planning and Reporting, as prescribed in the Local Government Act 1993.

CONCLUSION

A proposal is recommended for engagement with the community for a review of the Community Strategic Plan. The proposal allows for contact with key community and state government stakeholders, Council and the wider community. The review complies with legislative requirements for Integrated Planning and Reporting, as prescribed in the Local Government Act 1993.

ATTACHMENTS

- 1 Community Strategic Plan - Community Engagement Plan D03204567

Community Engagement Strategy



ENGAGEMENT PLAN

PROJECT NAME:	Review Community Strategic Plan 2012	PROJECT TEAM/ MANAGER:	Kathleen Morris
----------------------	---	-----------------------------------	------------------------

PROJECT MANAGEMENT SYSTEM

Level of Impact/Interest:

(please tick)

- Level 1 – High WSC
- Level 2 – High Local area
- Level 3 – Low WSC
- Level 4 – Low Local area

The level of impact/interest your project is likely to have across the community

Negotiable/Non Negotiable: be clear with your stakeholder about what is negotiable and what is set in stone	<u>Non negotiable:</u> The requirement is to review the current community Strategic Plan, to have this revision publicly exhibited and subsequently adopted by Council. <u>Negotiable:</u> The level of consultation required (due to recent plan adoption)	Stakeholders/ Target Audience: Who is impacted or will have an interest in this project.	CSP Community Liaison Group Ratepayers/residents Community Groups Community Agencies Neighbouring LGAs State Agencies Local Business'
Overall Approach Summary What are the objectives and outcomes of doing the engagement?	Consult with the community about their vision for the future of Wyong Shire and collate this information into a revised Community Strategic Plan Ensure that legislated responsibilities for the creation of a community engagement strategy and undertaking of Community Strategic Plan review are met		

Stage	Timing	Key purpose of engagement	Key messages	Key engagement activities	Stakeholders targeted	Responsibility	Budget	Evaluation
Engagement can take place a various stages in your project or times of the year for your program.	When are you planning to do this?	What are you doing and what are you asking your stakeholders to do? Inform./Educate, Consult, Involve, Collaborate./Empower	What are the three to five most important things you want the community to know about your project and your planned activities	What are you doing? workshop, fact sheets, website, field trip	Who?	Who?	\$	Measure/Success
Desktop review				<ul style="list-style-type: none"> Consideration / desktop review of community engagement undertaken during 2012 – that is: NSW State Plan Regional Action Plan development, NSW Long Term Master Plan, WS Learning Community Strategy, WS Youth Engagement Strategy, WS Service Standards Review, WS Omnibus Survey 	<ul style="list-style-type: none"> Community via previous engagement activities 	<ul style="list-style-type: none"> Integrated Planning 	Integrated Planning Operational Budget	<ul style="list-style-type: none"> Incorporate findings into factsheet for stakeholder consideration
Consultation with stakeholders	December to February	To review current CSP and incorporate any updates	<ul style="list-style-type: none"> The plan is a community document The plan drives Council's forward planning What do the community see as the key challenges facing our Shire over the next 20 years 	<ul style="list-style-type: none"> Workshop & fact sheets Provision of draft pre Council endorsement for exhibition 	<ul style="list-style-type: none"> CSP Community Liaison Group Precinct Committees Resident e-Panel Contact with Department of Premier & Cabinet Regional Coordinator 	<ul style="list-style-type: none"> Integrated Planning, Community & Customer Relations, Community & Cultural Development 	Integrated Planning Operational Budget	<ul style="list-style-type: none"> Understanding of current strategy and identification of changes
				<ul style="list-style-type: none"> Workshop 	<ul style="list-style-type: none"> Council (part of February workshop) 	<ul style="list-style-type: none"> Integrated Planning 	Integrated Planning Operational Budget	<ul style="list-style-type: none"> Agreement on objectives / strategies

Stage	Timing	Key purpose of engagement	Key messages	Key engagement activities	Stakeholders targeted	Responsibility	Budget	Evaluation
Council report	10 April	To finalise draft and endorse for exhibition	<ul style="list-style-type: none"> Community identified objectives / strategies 	<ul style="list-style-type: none"> Councillor briefing Council report 	<ul style="list-style-type: none"> Council 	<ul style="list-style-type: none"> Integrated Planning 	Integrated Planning Operational Budget	<ul style="list-style-type: none"> Endorsement of plan for exhibition
Public exhibition	11 April to 14 May (aligned with Council Strategic Plan)	Public Exhibition	<ul style="list-style-type: none"> The plan is a community document Seeking agreement from the wider community on the objectives and strategies that will achieve the vision for the future of the Shire 	<ul style="list-style-type: none"> Advertise in newspapers Provide presentations to community groups as required 	<ul style="list-style-type: none"> Wider Community 	<ul style="list-style-type: none"> Integrated Planning 	Integrated Planning Operational Budget	<ul style="list-style-type: none"> Feedback from the community
Post Exhibition	May	Review submissions Finalise document Present for endorsement	<ul style="list-style-type: none"> Consideration of submissions from the community and document amendment as identified 	<ul style="list-style-type: none"> Prepare submissions for Council consideration Gain Council input Respond to submissions Present revised CSP for endorsement (22 May in line with adoption of Council's Strategic Plan) 	<ul style="list-style-type: none"> Council Submitters 	<ul style="list-style-type: none"> Integrated Planning 	Integrated Planning Operational Budget	<ul style="list-style-type: none"> Consideration of and response to any submissions Endorsement of CSP
Post Endorsement	June	Advise DLG	<ul style="list-style-type: none"> Community plan submitted as per legislative requirements 	<ul style="list-style-type: none"> Provide copy of endorsed CSP within 28 days of the plan being endorsed 	<ul style="list-style-type: none"> Division of Local Government 	<ul style="list-style-type: none"> Integrated Planning 	Integrated Planning Operational Budget	<ul style="list-style-type: none"> DLG provided with CSP

7.8 Enterprise Risk Management Framework

TRIM REFERENCE: F2011/01389 - D03203101
MANAGER: Michael Whittaker; General Manager
AUTHOR: Stephen Bignill; Senior Project Executive

SUMMARY

At the Council meeting of the 24 August 2011 a report was submitted to Council on the Enterprise Risk Management Strategy Project. The report was received unanimously by Council.

This current report forms part of the Enterprise Risk Management (ERM) Strategy Project. Specifically from the report of the 24th August it was detailed that

‘Councillors will be expected to sign off on the strategy and formal risk policy and framework documentation once finalised towards the end of the project in June 2013.’

The ERM Framework provides the overarching structure that accommodates the ERM system.

RECOMMENDATION

That Council endorse in principle the Enterprise Risk Management Framework comprising the Enterprise Risk Management Strategy and the Risk Policy.

BACKGROUND

WSC has undertaken risk management with various degrees of focus for several years.

The ERM Strategy is the result of an action identified in the Wyong Shire Council (WSC) 2010 Service Delivery Review to formalise risk management and embed it throughout the Council.

The Sponsor of the ERM Strategy Project is the General Manager. There is a Project Control Group consisting of the General Manager, all Directors the Executive Manager to the General Manager, General Counsel and selected Service Unit Managers.

The project commenced in mid 2011. Capital Insight were appointed as consultants to facilitate the ERM Strategy in November 2011. The Senior Project Executive took over management of the project from the Internal Auditor in August 2012.

7.8 Enterprise Risk Management Framework (contd)

In the report to Council on the 24th August 2011 the key goals for the project were cited as:

- “To provide a proven management system that will nurture a culture that embraces quantifiable risk management that supports innovation and benefits realization
- To establish procedures that ensure risk management is seamlessly embedded in policies, processes and systems and thus everyday decision making across the whole of Council.
- To develop simple reporting mechanisms that create an environment where there is a transparent and accountable engagement of the risk management process
- To establish a system that can evolve so that lessons learnt on risk management are transferred within the organisation through the identification of key organisational risks and corporate accepted responsibilities.”

Below is the original project timetable for the ERMS project.

Table 1: Original Project Timetable

Major Project Milestone	Delivery Responsibility	Acceptance Sign-off by:	Quarter Ending (unless month specified)
Develop and obtain approval of ERM strategy project concept	General Manager	General Manager	Sep 2011
Establish key project structures	Project Manager	Project Control Group	Oct 2011
Agreement on methodology to develop the ERMS Project	Manager/Project Facilitator	Project Control Group	Dec 2011
Project Plan Approved	Project Manager	Control Group	Dec 2011
Detailed process agreed for key components of ERMS eg mandate, policy, likelihood and consequences tables, and risk categories.	Project Manager	Project Control Group	Feb 2012
Complete first Corporate Risk workshop with Councillors	Project Manager	General Manager	Feb 2012
Complete first risk management maturity assessment and capability evaluation	Project Manager	Project Control Group	June 2012
Complete first year Service Unit risk workshops as part of Business Plan process	Directors	General Manager	June 2012
Undertake approved program of training and awareness	Project Manager	Project Control Group	June 2012

7.8 Enterprise Risk Management Framework (contd)

First audit recommending improvements completed	Senior Internal Auditor	General Manager	Dec 2012
Develop draft ERM Strategy, Policy, Framework documentation and action plan for consideration by PCG	Project Manager	Project Control Group	Mar 2013
Complete second year Service Unit risk workshops as part of Business Plan process	Directors	General Manager	Mar 2013
Complete second risk management maturity assessment and capability evaluation.	Project Manager	Project Control Group	June 2013
Undertake second approved program of training and awareness	Project Manager	Project Control Group	June 2013
Adopt Enterprise Risk Management Strategy including Policy, Framework documentation and action plan	General Manager	Council	June 2013
Audit recommending improvements completed	Senior Internal Auditor	General Manager	Dec 2013

CURRENT STATUS

The project has now been running for 12 months. During this period there has been:

- A Corporate Risk Workshop with Councillors;
- A Waste Management Risk Workshop with relevant staff;
- A WSC risk management maturity assessment;
- ERMS overview training session with Service Unit Managers;
- Development of WSC's Risk Appetite Statement;
- Development of the ERM Framework;
- Development of the ERM Policy;
- Development of the ERM Strategy;
- Development of ERM training packages;
- Investigation into suitable information technology options.

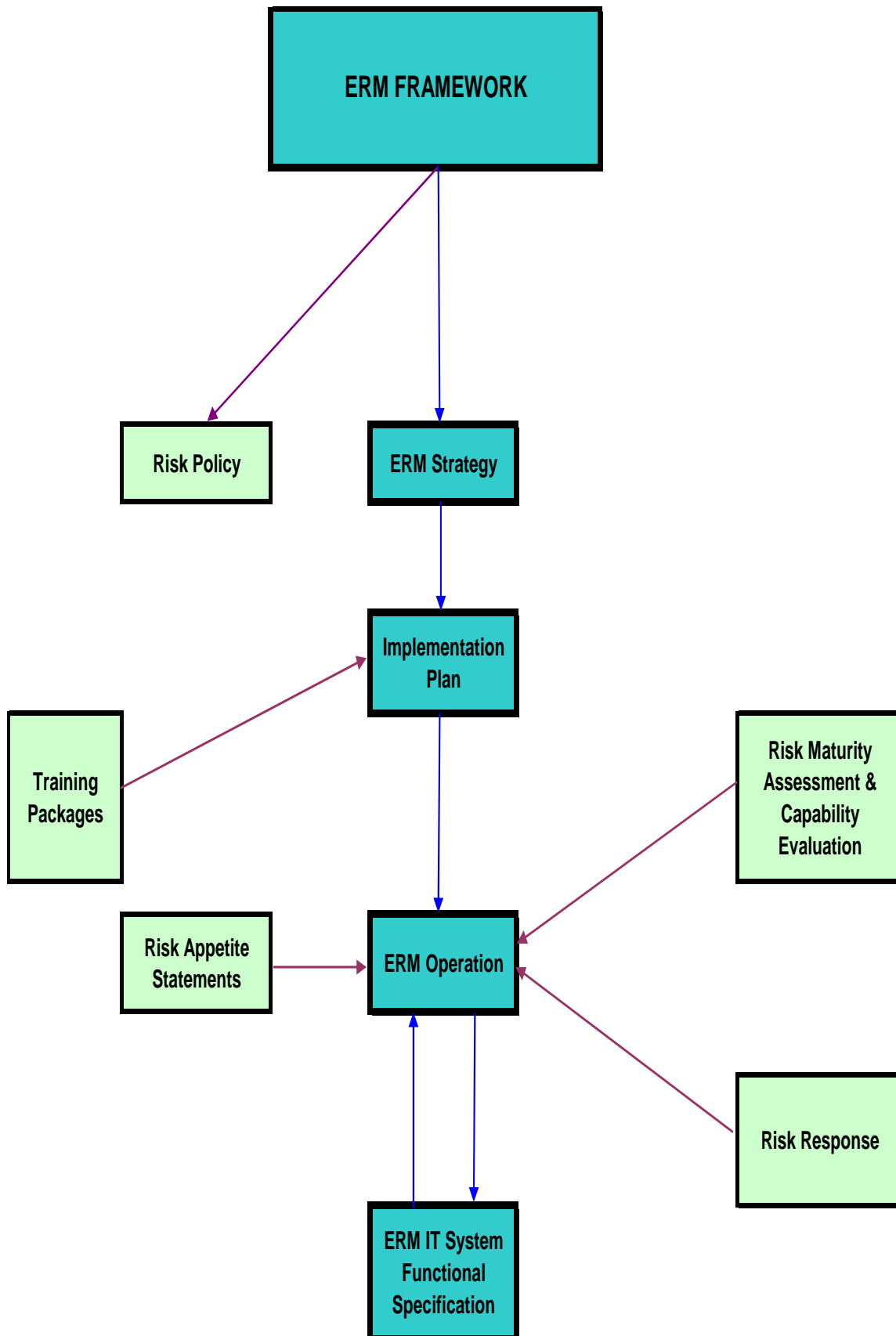
As can be seen from Table 1 above the original plan was to complete the framework and the risk policy by June 2013. The approach to the project has changed slightly as the project

7.8 Enterprise Risk Management Framework (contd)

developed. The focus on completing the ERMS Framework has been moved forward to more fully facilitate the training and staff engagement process that will take place in early 2013.

The project has reached the point where the ERMS Framework is now complete subject to endorsement from Council.

Diagram 1: Overview of the ERM Framework



PROPOSAL

It is proposed that Council endorse the ERM Framework in principal.

Initially the ERMS Framework will provide the basis for training in risk management and be used to engage staff and key stakeholders.

Feedback gained from the training and engagement process will contribute to the final ERMS Framework that will be presented to Council in July 2013.

The developed Framework will provide the overall guidance for managing risk in WSC and this in turn will provide a more solid format and structure to the existing risk management process that has developed over the last twelve (12) months.

CONCLUSION

The discipline of risk management has developed over the last few years as organisations have realised the benefits of formalising risks to allow identification, management and monitoring.

For WSC the ERM Framework represents a significant advancement in the identification and management of risks throughout the entire organisation.

ATTACHMENTS

- 1 ERM Framework document - v3a - 4 December 2012 D03208049



FEASIBILITY & PLANNING

- Strategic Planning
- Business Cases
- Service Reviews
- Asset & Portfolio Reviews
- Feasibility Studies
- Economic Appraisals
- Value Management

PROPERTY ADVISORY

- Corporate Portfolio Strategies
- Accommodation Planning
- Tenant Representation
- Site Masterplanning
- Rezoning & Approvals
- Asset Investment Services
- Development Management

PROJECT STRATEGY

- Procurement Strategies
- PPP Investigations
- Risk Management
- Tendering & Transactions
- Probity Auditing & Advice
- Change Management

DELIVERY

- Project Direction
- Project Management
- Contract Administration
- Verification Auditing
- Expert Reviews
- Dispute Resolution
- Privately Financed Infrastructure

WYONG SHIRE COUNCIL

Enterprise Risk Management Framework

WORKING DRAFT
Version 3
Release 4 December 2012

Capital Insight Pty Ltd
ABN 75 056 297 100

Sydney 02 9955 2300
Melbourne 03 9593 3700



Client | *Wyong Shire Council*
Document title | *ERM Strategy*
Date | *December 2012*

Issue	Date	To	By
1	23 Oct 12	internal review	CD
2	25 Oct 12	ERMS PCG (Working Draft 1)	CD
3	22 Nov 12	For consultation (Working Draft 2)	CD
3a	4 Dec 12	For consultation (Working Draft 3)	CD



CONTENTS

1	OVERVIEW.....	1
1.1	Purpose	1
1.2	Document Structure	1
1.3	Ready Reference	1
1.4	Application	2
1.5	What is Risk Management?	2
1.6	Why Implement Risk Management?	4
1.7	Typical Local Government Risks	5
1.8	Risk Management Principles	5
1.9	WSC's Strategic Context	6
2	WSC'S RISK POLICY	7
2.1	Commitment	7
2.2	Risk Policy	7
2.3	Alignment with Other Policies and Systems	7
2.4	Integrated Planning and Reporting Framework	8
3	ENTERPRISE RISK MANAGEMENT	9
3.1	Scope	9
3.2	Roles and Responsibilities	9
3.3	Risk Types	12
3.4	Risk Appetite and Tolerance	15
3.5	Risk Categories and Risk Tables	15
3.6	Risk Responses	16
3.7	Risk-Based Decision Making and Reporting	16
3.8	Organisational Risk Environment	18
3.9	Continuous Improvement	19
4	KNOWLEDGE MANAGEMENT	21
4.1	References and Further Information	21
4.2	Training	21
5	RISK MANAGEMENT PROCESSES	23
5.1	General Approach	23
5.2	Risk Identification, Assessment and Action	23
6	ATTACHMENTS	24
6.1	Glossary	24
6.2	Example Risks in WSC	27
6.3	Example Project Risks	29
6.4	Response to Risk Management Principles	30
6.5	WSC Risk Policy	32
6.6	Risk Maturity Assessment – June 2012	34
6.7	WSC's Strategic Risk Profile	36
6.8	Risk Appetite and Tolerance	38
6.9	WSC Risk Tables	40
6.10	Risk Response Business Rules	42
6.11	References	43
6.12	Risk Management Process Map	45
6.13	Risk Assessment	47
6.14	Risk Register Template	59



WORKING DRAFT #3

1 OVERVIEW

1.1 PURPOSE

This document describes Wyong Shire Council's (WSC) Enterprise Risk Management (ERM) Framework which involves a consistent and structured approach to risk management. Its aim is to assist WSC achieve its business objectives and embed risk management in all business and operational processes.

The ERM Framework provides a basis for identifying and responding to uncertainties so that risk-informed decisions can be made for the achievement of WSC's strategic, operational and project-specific objectives.

The ERM Framework will evolve over time, together with the risk culture underpinning it to ensure:

- committed leadership, with significant risks regularly discussed at Council, executive and senior management levels
- regular reporting and discussion of high-ranked risks
- regular reviews of risk actions to ensure risks are being managed
- regular reviews of the effectiveness of risk treatments
- responsibility for risk management exists throughout WSC
- reviews of successes and failures are used for learning
- risk management is a day-to-day activity throughout WSC.

1.2 DOCUMENT STRUCTURE

This document includes:

- an overview of WSC's expectations and approach for managing strategic, operational and project risks
- guidance for implementing the risk management process
- supporting reference documentation.

A separate document describes the steps proposed for implementing the Framework and the scope of a risk IT system for possible use across WSC.

1.3 READY REFERENCE

Readers with a good understanding of risk management terminology and concepts, and its application in a local government setting can refer to the following sections for an overview of WSC's ERM Framework:

- risk policy Section 2.1, Attachment 6.5
- roles and responsibilities Section 3.2
- decision making and reporting Section 3.7
- risk assessment Section 5.2, Attachment 6.13
- risk responses Attachment 6.10



WORKING DRAFT #3

1.4 APPLICATION

This document defines a structured approach to risk management that aligns with the requirements of *AS/NZS ISO 31000:2009 Risk management - principles and guidelines*.

It focuses on defining the context within which risk management activities will be undertaken, planning and implementing strategic, operational and project risk assessments, developing treatments, and undertaking risk monitoring and reporting activities.

The ERM Framework document should be used by:

- Directors having responsibility for planning and implementing WSC strategies
- Directors, Managers and Team Leaders responsible for planning and managing operational functions within a Service Unit or across multiple Service Units
- employees having responsibility for identifying and evaluating project options, and for planning and implementing projects.

1.5 WHAT IS RISK MANAGEMENT?

1.5.1 Risk

Risk is defined as "the effect of uncertainty on objectives" where an effect is a deviation from what is expected. Deviations can be either positive (an opportunity) or negative (a threat).

The definition of risk emphasises the need to establish objectives as the basis for risk assessment. WSC's objectives may be expressed in terms of:

- strategic and operational objectives and key performance indicators defined in documents prepared under WSC's Integrated Planning and Reporting Framework
- objectives defined within Service Unit Business Plans
- project-specific objectives defined within business cases and project plans
- objectives implicit within WSC's policies.

The following figure shows the hierarchy of WSC's key strategic and planning documents. These are the sources of objectives against which to identify and manage risks.



WORKING DRAFT #3



The concept of risk has two elements: the likelihood of a risk event occurring and the consequences if it does.

1.5.2 Risk Management

Risk management is defined as “the coordinated activities to direct and control an organisation with regard to risk”.

Risk management involves a structured approach that provides consistent, timely, valuable and integrated information about risk as a basis for effective decision making.

Risks should not necessarily be avoided. Managed effectively, risks enable WSC to pursue opportunities for improving its services, business practices and project outcomes.

Good risk management is based on a logical, comprehensive, documented strategy. By itself, a risk management strategy does not manage risks. Leadership, effort by all levels of management and staff, and monitoring of its application and effectiveness are needed to make the strategy a success.

Communication and consultation about risks and risk management are important at each stage of the risk management process.

A consultative approach involving relevant stakeholders should be used to define the context for and inputs into a risk assessment. Such involvement gives confidence that all relevant risks will be identified (promoting ownership of the risk assessment outcomes), and an understanding of the risk assessment plan and support for the risk controls.



WORKING DRAFT #3

Effective risk communication ensures that those responsible for implementing risk management and those with an interest in the outcomes understand the basis on which risk management decisions are made and why particular actions are required.

The focus of this document and the accompanying implementation plan is on embedding a risk management philosophy into organisational planning activities and decision making, and providing tools to support the process.

1.5.3 Enterprise Risk Management

Enterprise risk management involves embedding risk thinking and risk actions into WSC's everyday activities.

A risk management framework is defined as the "set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation".

1.6 WHY IMPLEMENT RISK MANAGEMENT?

The *Local Government Act 1993* was enacted before enterprise risk management was a widely accepted element of good governance. While there is no specific reference to risk management in the Act, it is implicitly required for efficiency, effectiveness and oversight.

The Division of Local Government, in some of its publications, identifies enterprise risk management as ... *an essential part of effective corporate governance*.

Effective risk management results in fewer surprises and unanticipated negative events.

Whilst there is no such thing as a risk-free environment, many risks can be avoided, modified or shared through good risk management practices.

Within a whole-of-government risk context, councils often face risks that influence other risks. These links between risks are important – a risk may not look significant in isolation, but could be significant when its flow-on effect is considered.

As whole-of-government approaches become more common, state-sector risks – in other words, risks that affect the state as a whole – are becoming better understood and can therefore be better managed in a local context.

Councils will increasingly need to understand state-sector risks, and work with other levels of government to manage them. There are three types of state-sector risk, each of which calls for a different response:

- council-level risks can become risks to the state because of their size or significance, because of the wider impact of measures to manage them, or because of poor management by councils



WORKING DRAFT #3

- inter-agency risks which, if unmitigated by one agency, become risks for other agencies (such as the link between meeting the educational and social needs of teenagers and anti-social behaviour)
- statewide risks which are beyond the boundaries of any one council and call for responses across councils, often coordinated by a central agency (such as bushfires, floods and other emergencies).

Within the Wyong Shire Council context, this ERM Framework supports WSC's vision to be an organisation of excellence in local government in Australia.

The benefits that can be expected from the effective implementation and application of an enterprise risk management approach include:

- understanding risks that might affect goals and objectives
- understanding WSC's risk exposure
- identifying and managing threats and opportunities
- moving to more proactive risk responses
- improving the basis for decision-making
- achieving an organisational culture where people understand risks associated with their roles, and their responsibilities in relation to them.

1.7 TYPICAL LOCAL GOVERNMENT RISKS

There are a number of risks that are common to the local government sector. These include risks relating to governance, planning and regulation, assets and finance, community, consultation, and workforce.

WSC's significant capital works program also exposes it to project risks, including program (time), cost, safety, scope, fitness for purpose, and environmental.

See Attachments 6.2 and 6.3 for some common local government and project risks.

1.8 RISK MANAGEMENT PRINCIPLES

AS/NZS ISO 31000:2009 Risk management - principles and guidelines identifies 11 principles that underpin effective risk management, emphasising the need for risk management to:

- create and protect value
- be an integral part of all organisational processes
- be a part of decision making
- explicitly address uncertainty
- be implemented in a systematic, structured and timely manner
- use the best available information
- be tailored to meet WSC's specific needs
- take human and cultural factors into account



WORKING DRAFT #3

- i) be transparent and inclusive
- j) be dynamic, iterative and responsive to change
- k) facilitate continual improvement.

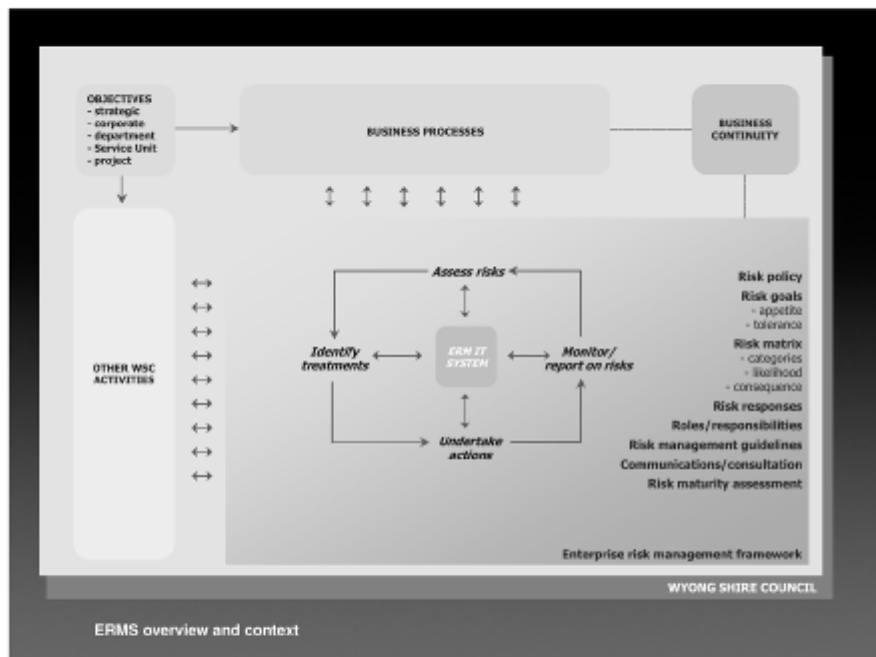
WSC's ERM Framework responds to each of these principles (refer to Attachment 6.4 for details of the responses).

1.9 WSC's STRATEGIC CONTEXT

ERM is not a stand-alone system or process or series of activities.

Whilst ERM involves a number of activities to develop and implement, the goal is to fully integrate risk management into everyday planning and everyday activities throughout the organisation.

The following diagram illustrates the context within which the ERM Framework elements operate relative to WSC's business.





WORKING DRAFT #3

2 WSC'S RISK POLICY

2.1 COMMITMENT

WSC is committed to effectively and systematically managing risks in order to maximise opportunities and limit adverse effects, and will achieve this by (amongst other things):

- assigning clear responsibilities to staff at all levels for managing risk
- embedding risk management controls into business processes.

2.2 RISK POLICY

WSC's risk policy underpins the ERM Framework (see Attachment 6.5).

All WSC staff are expected to have knowledge of and to comply with the WSC risk policy.

2.3 ALIGNMENT WITH OTHER POLICIES AND SYSTEMS

The ERM Framework interfaces with and, in some instances, complements the following elements of WSC's control framework.

2.3.1 WSC's Internal Audit Program

Strategic, operational and project risk assessments will provide inputs to inform planning of WSC's internal audit program.

WSC's internal audit function will conduct independent reviews of the ERM Framework's performance and operation.

2.3.2 Audit and Risk Committee

Information regarding WSC's risk exposure and the operation of the ERM Framework will be provided annually to the Audit and Risk Committee for review.

2.3.3 Work Health and Safety Risks

WSC has developed its WHS system to manage WHS risks and includes separate policy, procedures and reporting mechanisms to those outlined in this document.

2.3.4 Environmental Management System

WSC is currently developing an Environmental Management System. It will provide a set of tools (including training) to help staff make informed decisions on minimising impacts on the natural environment from WSC activities and facilities, and those activities undertaken on behalf of WSC.

2.3.5 Business Continuity Risks

An element of WSC's risk management strategy is the maintenance of an effective Business Continuity Plan (BCP).

WSC has developed a draft BCP to:

**WORKING DRAFT #3**

- identify critical aspects of WSC services exposed to risk from business interruption
- define preparatory actions which will minimise loss or damage should an interruption occur
- define response strategies to maintain or reinstate critical WSC services through periods of disruption
- minimise adverse effects on the public, employees and WSC.

2.3.6 WSC's Insurance Program

WSC has an obligation under section 382 of the Local Government Act 1993 (NSW) to hold adequate public liability and professional indemnity insurance coverage.

WSC has a suite of insurances in place to mitigate direct pecuniary loss. Its purpose is to reduce WSC's business exposure against risks which cannot otherwise be effectively mitigated, and are normally accidental in nature or involve an unexpected calamity or incident.

2.4 INTEGRATED PLANNING AND REPORTING FRAMEWORK

WSC has a tiered structure of externally and internally focused strategies that align with the NSW Division of Local Government's Integrated Planning and Reporting framework.

These documents identify strategic objectives and community outcomes, operational objectives, and key performance indicators that establish the primary basis for strategic and operational risk assessment across WSC.



WORKING DRAFT #3

3 ENTERPRISE RISK MANAGEMENT

3.1 SCOPE

Risk management can and should be applied to all decision points and at all levels of planning and operations including the following:

- strategic planning
- policy formulation
- financial planning
- asset management
- procurement processes
- ethics, fraud and probity issues
- project management
- professional advice
- conducting physical works
- workforce planning
- organisational change
- business interruption preparedness
- health and safety activities
- audit
- information technology planning.

3.2 ROLES AND RESPONSIBILITIES

The following diagram illustrates the different roles involved in risk management in WSC, and the table provides details of risk management responsibilities. Relevant sections can be used in new and revised position descriptions to incorporate ERM roles, responsibilities and expectations.





WORKING DRAFT #3

Role	Responsibilities
Council	<ul style="list-style-type: none"> • Adopt WSC's ERM Framework, comprising the ERM Strategy and Policy. • Set priorities for the implementation of the ERM Framework to maximise value to WSC. • Provide direction regarding responses to strategic, operational and project risks, as required. •
General Manager, Directors	<ul style="list-style-type: none"> • Lead the development of an ERM culture across WSC. • Promote a culture that encourages the open and transparent discussion of risk. • Ensure the effective implementation and operation of WSC's ERM Framework and provide direction to the ERM Committee. • Define and communicate WSC's risk appetite and tolerance. • Assess and manage strategic risks (in other words, those with a whole-of-organisation impact). • Monitor high-ranked risks associated with strategic projects. • Monitor high-ranked operational risks. • Monitor high-ranked project risks. • Nominate risk owners for all high-ranked risks. • Provide direction regarding responses to strategic, operational and project risks. • Provide responses/direction in response to reports and recommendations provided by the ERM Committee. • Provide information to the Audit and Risk Committee regarding WSC's risk exposure and the operation of the ERM Framework. • Resolve urgent, sensitive, complex or council-wide risk management issues that cannot be resolved by staff. • Approve Service Unit Business Plans, Business Cases and Project Plans – defining planned strategies for managing service and project risks.
Managers	<ul style="list-style-type: none"> • Promote risk culture. • Ensure that the ERM Framework is being effectively implemented and operated within their areas of responsibility. • Participate in operational and project risk assessments. • Manage risks within Service Units. • Develop strategies to manage operational risks. • Report high-ranked and changed operational risks monthly to the Director. • Escalate risks to a Director for resolution (as appropriate).
Project Managers	<ul style="list-style-type: none"> • Assess and manage project risks. • Develop strategies to manage project risks. • Ensure the effective management of risks within the project team to support the achievement of project objectives. • Escalate risks to the Project Control Group, the Project Sponsor, Director or General Manager (where required).



WORKING DRAFT #3

Role	Responsibilities
Team Leaders, Supervisors	<ul style="list-style-type: none"> Promote risk culture. Manage risks within functional areas. Contribute to the development of Service Unit Business Plans (where required). Escalate risks to Managers or Directors to support the achievement of operational objectives (where required).
Audit and Risk Committee	<ul style="list-style-type: none"> Provide independent assurance and advice to Council on risk management, control, governance, and external accountability responsibilities as defined in the Committee's terms of reference.
Risk Management Coordinator	<ul style="list-style-type: none"> Provide specialist risk management support and training to staff to ensure a consistent risk management approach across WSC. Facilitate the progressive implementation of the ERM Framework and the development of a risk-aware culture. Promote the communication of risks within and between WSC's various Service Units and Departments. Coordinate day-to-day risk management activities across WSC. Maintain WSC's risk database in a consistent and accessible form – providing consistent information as a basis for effective risk management across WSC. Identify opportunities for improvement of the ERM Framework. Review ERM implementation and operational effectiveness and provide associated reports and recommendations to the ERM Committee. Ensure the ERM Framework is being effectively implemented and operated within their areas of responsibility. Undertake or arrange a periodical risk maturity assessment. Plan further ERM training, development etc based on the results of the maturity assessments.
ERM Committee	<ul style="list-style-type: none"> Plan and facilitate the progressive implementation of the ERM Framework and the development of a risk-aware culture. Establish and monitor key performance indicators for the implementation and operation of the ERM Framework. Report quarterly to the General Manager and Directors regarding the performance of the ERM Framework. Identify training and development needs to achieve the required risk management competencies across WSC. Coordinate resources to support the implementation of the ERM Framework. Facilitate the formal review and update of the ERM Framework. Promote the ERM Framework across WSC.
Internal Audit	<ul style="list-style-type: none"> Consider the risk management framework in planning and conducting audits. Provide advice and assurance over WSC's risk management and internal control frameworks.

**WORKING DRAFT #3**

Role	Responsibilities
All staff	<ul style="list-style-type: none"> • Act at all times in a manner consistent with WSC's ERM Framework. • Take practical steps to manage WSC's risk exposure within their area of activity and responsibility, including the identification of emerging risks and opportunities. • Notify or escalate information about risks and opportunities to ensure effective and timely responses. • Identify emerging risks requiring attention. • As risk owners, take responsibility for the effective management of specific risks as nominated in WSC's risk IT system.

3.3 RISK TYPES

There are two fundamental types of risk:

- the first, which the balance of this document addresses, are those risk events that are capable of analysis using a reasonably known or predictable likelihood and consequence to give a risk score that represents the organisation's exposure
- the second are those events that may have catastrophic consequences but for which no reliable likelihood estimates are available.

There are two subsets to the second group:

- a risk event for which the consequences can be contemplated but for which not enough information exists to make predictions about likelihood
- an "unknown unknown" risk event is one that has not been considered previously and probably not even thought about (sometimes referred to as black swan events because, like the discovery of black swans in Australia by European explorers, they had never before been contemplated but were entirely reasonable in hindsight).

The only counter to the second category of risks – those with unknown or unknowable likelihoods – is to have comprehensive contingency and emergency response plans.

3.3.1 Strategic and Corporate Risks

There are two types of risks that fall into this category.

Strategic risks and corporate vulnerabilities inform strategic decision making, and provide an input for WSC's risk-based internal audit program.

Strategic risk and corporate vulnerability assessments will require review and updating at regular intervals to take into account changes to WSC's external and internal environments or when significant changes occur e.g.

- significant organisational change (e.g. restructuring, council elections, or appointment of a new General Manager or Director)

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- significant changes to WSC's strategic commitments (e.g. significant revisions to the Community Strategic Plan).

3.3.1.1 Corporate Risks

These risks relate to the organisation as a whole, and the vulnerability of its functions and activities to internal and external risk events. They include not only whole-of-organisation risks but also:

- high-ranked operational risks that are escalated because of their potential for impact beyond a service or business unit
- high-ranked project risks that are escalated because of significance (e.g. reputation), value (e.g. financial exposure) or other potential impact.

A Strategic Risk Profile was developed that assessed the impacts of a range of risk events on day-to-day council activities. The assessment was undertaken in the absence of any existing risk controls being applied, to give a "total vulnerability" picture of WSC's risk exposures (a similar approach would normally be taken when assessing levels of insurance coverage to ensure that total capability could be reinstated).

WSC's initial Strategic Risk Profile is included in Attachment 6.7.

3.3.1.2 Strategic Risks

Strategic risks are those risks having a potential impact on the achievement of WSC's strategic objectives which are defined in:

- Community Strategic Plan
- WSC Strategic Plan
- Four Year Delivery Plan
- Annual Plan
- related plans and strategies.

3.3.2 Operational Risks

Operational risks are associated with WSC's core operational functions, whether customer-focused functions or internal supporting functions. They can relate to a single service unit, such as library services or enabling activities, such as ICT or Learning and Development.

Operational risks derive from service objectives defined in:

- Workforce Strategy
- Asset Management Strategy
- Long Term Financial Strategy
- Information Management Strategy
- Service Unit Business Plans.

Directors are responsible for ensuring that operational risk assessments are planned and completed to align with the annual planning and reporting cycle.

Monitoring and review of operational risks should be undertaken by Managers on a monthly basis and discussed with their Directors.

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Where high-ranked operational risks are identified that have a potential impact beyond the business unit, they should be referred to the Service Unit Manager of the affected business unit in the first instance, and only escalated to the General Manager and Directors if the matter cannot be resolved between Managers and/or Directors.

Example operational risks include:

- failure to plan and/or maintain council assets
- non-compliance with safety standards resulting in injury, loss of critical plant, fines or business delays
- loss of a major asset
- system interruption
- industrial action
- financial failure of a council contractor
- financial
 - risks associated with financial controls, systems and procedures, including but not limited to procurement, fraud and corruption
 - risks related to funding (rates/charges/grants and other revenue), liquidity and credit exposures
- environmental
 - climate change risks to WSC's operations and service delivery
 - environmental hazards affecting human health or the environment
 - disasters affecting the natural environment (beyond human control/intervention)
- legal, regulatory and compliance
 - risks associated with meeting compliance and governance frameworks
 - liability risks associated with harm or damage incurred in the course of undertaking WSC's business
 - risks associated with the damage to or loss of property or an impact on its use
 - injury risks to third parties
- reputation
 - risks associated with negative publicity regarding WSC's business practices or service delivery
 - risks such as civil disruption or community dissatisfaction.

3.3.3 Project Risks

Project risk assessment should be undertaken during each phase of the project investment life cycle to inform procurement, stakeholder consultation, communication strategies, project resourcing, and cost and time contingency provisions.

Each project plan should include the objectives, scope and timing of risk assessments to be completed at the different project phases.

Comparative risk assessment can assist in the evaluation of alternatives where more than one option or alternative exists.

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Project risk management activities include:

- high level risk assessments at concept and options development
- identification of high-ranked project risks within business cases to inform the investment decision
- risk assessment reviews coinciding with project milestones
- project-specific risk monitoring and treatment plans
- monthly reports by the Project Manager providing details of the status of project risks (stable, changing, etc) and treatment actions.

3.4 RISK APPETITE AND TOLERANCE

Risk appetite and risk tolerance are critical components of an effective ERM Framework.

Risk appetite defines the type and how much risk that WSC is prepared to take or to retain in pursuit of its objectives. Expressed differently, it describes where WSC "wants to be most of the time" in relation to its risk exposure.

Risk tolerance defines the limits beyond which an organisation does not have the ability to manage risks.

During the development of this ERM Framework, the Project Control Group opted not to establish risk tolerance statements, recognising that the risk response provisions (see Section 3.6) will escalate all high-ranked risks to the General Manager and Directors for consideration and decision.

Risk tolerance levels will therefore be judged on a case-by-case basis.

By making risk appetite explicit, the expected or business as usual operating parameters for risk management established by the General Manager and Directors are available to guide staff (see Attachment 6.8 for details of the WSC risk appetite).

WSC's risk appetite (and any tolerance statements developed in the future) should be reviewed at least annually, and updated as required.

3.5 RISK CATEGORIES AND RISK TABLES

Risks can be categorised according to the goals, objectives and outcomes defined in WSC's strategic, management and business plans or, more usually, according to a series of generic groupings that apply to one or more objectives and outcomes.

WSC's current risk categories are:

- work health and safety
- environment
- socio-economic
- cultural/heritage
- regulatory/compliance
- reputation

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- financial
- business systems
- fraud and corruption.

See Attachment 6.9 for WSC's current Risk Tables which includes various degrees of severity against each risk category to assist in judging the impact of the risk event.

3.6 RISK RESPONSES

Risk responses are those actions to be taken once risk assessment is complete. They represent the "business rules" for the management of risk following risk assessment.

Risk responses include:

- mandatory or optional development of risk treatments
- mandatory or optional assessment of post-treatment residual risk
- level of escalation for decision making about the acceptability or otherwise for high-ranked risks, and what subsequent actions are required
- mandatory or optional assignment of a risk owner.

See Attachment 6.10 for WSC's current risk responses table.

Risk treatment options are actions over and above existing controls and can include:

- avoiding the risk by deciding not to undertake the activity giving rise to the risk
- taking or increasing the risk in order to pursue an opportunity
- removing the risk source
- changing the likelihood
- changing the consequences
- sharing the risk with another party or parties (including contracts, insurance and risk financing)
- retaining the risk by informed decision and conscious acceptance.

3.7 RISK-BASED DECISION MAKING AND REPORTING

Risk-related decisions should be made at the lowest appropriate level within the organisation.

Only where such decision making is beyond the authority of an individual or the risks require escalation for other reasons (see Risk Responses above) should they be passed up the line, and they should only go as far as needed for an authoritative decision.

The progression is most likely to be (remembering that it can start anywhere along the sequence): team member → supervisor → team leader → Service Unit Manager → Director → General Manager and Directors → Council.

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Consistent, comprehensive and timely risk reporting is essential to provide management with the details of risks that need to be managed, monitored or require decisions.

The following table summarises the key ERM Framework actions, reports and reviews required for strategic, operational and project risks.

Action	Description	Responsibility	Timing
Operational risk assessments	Undertake comprehensive risk assessment based on Service Unit objectives; record results in WSC's risk database; escalate high-ranked risks for decision (based on Risk Responses table)	Service Unit Managers	Annual (for SUBPs); significant change
Project risk assessments	Undertake comprehensive risk assessment based on project objectives; record results in WSC's risk database; escalate high-ranked risks for decision (based on Risk Responses table)	Project Managers	Business Case (preliminary); project startup; significant change
Strategic risk assessments	Undertake comprehensive risk assessment based on WSC's community and strategic objectives; record results in WSC's risk database; escalate high-ranked risks for decision (based on Risk Responses table)	General Manager and Directors or delegate	New CSP or Strategic Plan; significant change
Operational risk reviews	Review current risks and update for any changes; update treatment actions; identify/assess any new or emergent risks; record changes in WSC's risk database; report/discuss new, changed and high-ranked risks and any proposed new treatments with Director; escalate further if warranted	SUMs	Monthly; significant change
Project risk reviews	Review current risks and update for any changes; update treatment actions; identify/assess any new or emergent risks; record changes in WSC's risk database; report/discuss new, changed and high-ranked risks and any proposed new treatments with Director; escalate further if warranted	Project Managers	Monthly; significant change
Strategic risk reviews	Review current risks and update for any changes; identify/assess any new or emergent risks; record changes in WSC's risk database; update existing treatment actions; determine/advise any further treatments; escalate risks further if warranted	General Manager and Directors or delegate	Half-yearly; significant change
Strategic Risk Profile review	Review WSC's vulnerability; record results in updated WSC Strategic Risk Profile	General Manager and Directors or delegate	Annual; significant change



WORKING DRAFT #3

Action	Description	Responsibility	Timing
Review of escalated operational or project risks	Review high-ranked risks referred from operations or projects; monitor the status of risk treatments already agreed; decide and advise treatment or other actions to be taken for newly referred risks; update WSC's risk database	General Manager and Directors or delegate	Monthly (or when received for high priority risks)
Plan internal audit program	Review strategic, operational and project risks as an input to planning WSC's internal audit program	General Manager and Directors or delegate	Annual
ERM Framework review	Review ERMF use, operation, application, documentation, systems, etc; identify improvement opportunities (changes, additions, training, etc); report to General Manager and Directors	ERM Committee	Quarterly

3.8 ORGANISATIONAL RISK ENVIRONMENT

3.8.1 Risk Communication and Culture

Embedding risk management into WSC's everyday work culture is fundamental to achieving the benefits and outcomes of integrated risk management. This will be accomplished by (amongst other things):

- Directors and Managers championing risk management behaviours and actions
- promoting and reinforcing the view that all staff are managers of risk
- encouraging staff to develop knowledge and skills in risk management
- including risk management in WSC's induction program and ongoing learning and development program
- providing targeted training and support to staff so that risk management practices are effectively incorporated into their everyday roles and responsibilities.

WSC recognises that a proactive risk management culture is desirable in order to be able to respond to unexpected events (and hence the involvement of all staff).

An organisational culture that supports effective risk management is one where:

- a "no surprises" rather than "no risks" philosophy is encouraged
- individuals can identify and respond to risks without fear of retribution
- individuals can challenge and debate risk responses in a constructive manner
- there is a common risk language that facilitates clear and consistent discussion of risks affecting the entire organisation.

3.8.2 Potential ERM Pitfalls

There are many articles and forums that describe pitfalls that can undermine the effective implementation and operation of an ERM framework.