

5.3. Balance Sheet by Fund

Wyong Shire Council
Balance Sheet by Fund
March 2013

	Consolidated				General Fund				Water Fund				Sewer Fund			
	Actual 2012 \$'000	Actual YTD 2013 \$'000	Movement \$'000	FYR Original Budget \$'000	Actual 2012 \$'000	Actual YTD 2013 \$'000	Movement \$'000	Actual 2012 \$'000	Actual YTD 2013 \$'000	Movement \$'000	Actual 2012 \$'000	Actual YTD 2013 \$'000	Movement \$'000	Actual 2012 \$'000	Actual YTD 2013 \$'000	Movement \$'000
CURRENT ASSETS																
Cash & cash equivalents	94,142	43,809	(47,333)	44,270	63,258	44,963	(18,294)	6,586	(793)	(7,379)	21,299	(361)	(21,660)			
Investments	44,000	99,815	55,815	76,439	14,591	47,624	33,033	18,270	12,368	(5,902)	11,139	39,823	28,684			
Receivables	32,785	61,745	28,960	41,947	13,856	36,353	22,497	16,125	17,197	1,072	2,843	8,195	5,352			
Inventory	2,054	1,905	(149)	2,088	1,606	1,456	(149)	448	448	-	-	-	-			
Other	607	217	(390)	366	562	190	(372)	45	26	(19)	-	-	-			
TOTAL CURRENT ASSETS	170,588	207,490	36,902	165,110	93,872	130,587	36,715	41,474	29,246	(12,227)	35,201	47,657	12,376			
NON-CURRENT ASSETS																
Investments	19,955	19,756	(199)	-	17,668	19,756	2,088	1,916	-	(1,916)	371	-	(371)			
Receivables	1,409	1,337	(72)	-	865	827	(38)	517	510	(8)	26	-	(26)			
Intangible Assets	1,614	939	(675)	2,515	1,172	681	(491)	278	161	(116)	165	96	(69)			
Infrastructure, Property, Plant & Equipment	2,292,296	2,289,209	(3,077)	2,027,298	833,272	837,854	4,582	800,556	793,750	(6,806)	659,109	657,605	(1,504)			
Investments under equity method	125	250	125	-	125	250	125	-	-	-	-	-	-			
TOTAL NON-CURRENT ASSETS	2,316,039	2,311,491	(4,548)	2,029,813	853,103	859,369	6,266	803,267	794,421	(8,846)	659,671	657,701	(1,970)			
TOTAL ASSETS	2,486,627	2,518,980	32,353	2,194,923	946,975	989,956	42,981	844,741	823,667	(21,073)	694,872	705,358	10,486			
CURRENT LIABILITIES																
Payables	46,857	37,370	(9,487)	54,840	32,945	28,490	(4,454)	19,414	7,153	(12,261)	(5,462)	1,726	7,189			
Borrowings	11,183	11,183	-	11,183	731	731	-	9,093	9,093	-	1,359	1,359	-			
Provision	28,452	28,215	(237)	28,452	24,083	23,826	(258)	1,878	1,878	-	2,511	2,511	-			
TOTAL CURRENT LIABILITIES	86,492	76,767	(9,725)	94,475	57,759	53,047	(4,692)	30,384	18,123	(12,261)	(1,592)	5,597	7,189			
NON-CURRENT LIABILITIES																
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-			
Borrowings	186,392	184,123	(2,269)	175,672	1,764	8,480	6,717	158,893	151,792	(7,102)	25,735	23,850	(1,885)			
Provision	55,897	55,988	1	48,100	54,824	54,824	-	427	427	-	647	647	-			
TOTAL NON-CURRENT LIABILITIES	242,289	240,020	(2,269)	223,772	56,588	63,304	6,717	159,321	152,219	(7,102)	26,382	24,497	(1,885)			
TOTAL LIABILITIES	328,781	316,788	(11,993)	318,255	114,347	116,352	2,025	189,705	170,342	(18,363)	24,790	30,094	5,304			
NET ASSETS	2,157,846	2,202,193	44,347	1,876,668	832,648	873,604	40,956	655,036	653,325	(1,711)	670,182	675,264	5,102			

YTD % Enclosed: 75%

5.4. Statement of Cash Flows

Wyong Shire Council
Cash Flow Statement

March 2013

	YTD % Elapsed: 75%		
	Actual 2012 \$'000	Actual YTD 2013 \$'000	FYR Adopted Budget 2013 \$'000
OPERATING ACTIVITIES			
Receipts			
Receipts from customers	182,979	149,622	227,886
Interest Revenue	8,479	7,059	7,761
Grants & Contributions	47,174	22,195	25,428
Other Revenue	18,306	3,659	2,351
Payments			
Employee costs	(74,549)	(56,813)	(81,500)
Materials & Contracts	(43,651)	(39,425)	(63,720)
Borrowing costs	(16,646)	(10,731)	(16,488)
Other Expenses	(52,517)	(26,457)	(58,550)
Net cash from Operating Activities	69,575	49,109	43,168
INVESTING ACTIVITIES			
Proceeds from sale of IPP&E	2,012	83	2,000
Net movement in Investments	22,196	(55,741)	40,000
Net Purchase of IPP&E	(61,753)	(38,514)	(84,738)
Net cash from Investing Activities	(37,545)	(94,172)	(42,738)
FINANCING ACTIVITIES			
Net movement in Borrowings	7,313	(2,270)	(11,176)
Net cash from Investing Activities	7,313	(2,270)	(11,176)
Net increase/(decrease) in cash/investments held	39,343	(47,333)	(10,746)
Cash & Investments at beginning of period	51,799	91,142	55,016
Cash & Investments at end of period	91,142	43,809	44,270

5.5. Business Activities

Wyong Shire Council
Profit & Loss - Reportable Business Activities
 March 2013

	WASTE MANAGEMENT				HOLIDAY PARKS				CARE AND EDUCATION				YTD % Elapsed	75%
	Last Year FYR Actuals \$'000	YTD Actuals \$'000	YTD Adopted Budget \$'000	FYR Adopted Budget \$'000	Last Year FYR Actuals \$'000	YTD Actuals \$'000	YTD Adopted Budget \$'000	FYR Adopted Budget \$'000	Last Year FYR Actuals \$'000	YTD Actuals \$'000	YTD Adopted Budget \$'000	FYR Adopted Budget \$'000		
Income from Continuing Operations														
Rates & Annual Charges	26,037	29,068	29,024	29,024	8,419	6,986	6,827	8,853	3,875	2,981	3,613	4,802		
User Charges & Fees	9,970	7,510	11,225	14,967	-	-	-	-	2	4	1	2		
Interest and Investment Revenue	186	106	100	133	-	-	-	-	521	375	373	498		
Other Revenues	247	148	200	267	-	3	-	-	-	-	-	-		
Grants & Contributions Operating	789	745	723	1,641	-	-	-	-	-	-	-	-		
Grants & Contributions Capital	-	-	-	-	-	-	-	-	-	-	-	-		
Grant from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Total Income from Continuing Operations	37,208	37,628	41,271	46,031	8,419	6,988	6,827	8,853	4,398	3,359	3,988	5,302		
Expenses from Continuing Operations														
Employee Costs	1,708	1,312	1,320	1,814	206	156	133	178	3,626	2,611	3,023	4,025		
Borrowing Costs	2,289	-	-	2,491	90	51	60	88	-	-	-	-		
Materials & Contracts	10,416	12,101	14,962	20,428	3,947	2,706	2,584	3,438	1,093	906	1,104	1,473		
Depreciation	1,878	1,138	1,022	1,375	1,074	779	782	1,044	131	88	86	115		
Other Operating Expenses	18,118	7,118	8,968	11,957	2,665	2,253	2,300	2,981	75	48	81	107		
Loss from the Disposal of Assets	-	-	-	11,957	-	-	-	-	-	-	-	-		
Total Expenses from Continuing Operations	34,420	21,669	26,272	38,063	7,982	5,945	5,858	7,722	4,928	3,653	4,295	5,721		
Total Profit & (Loss) from Operations	2,788	15,959	14,998	7,968	437	1,043	969	1,131	(530)	(293)	(307)	(419)		
Less Capital Grants & Contributions	-	-	-	-	-	-	-	-	-	-	-	-		
Total Profit & (Loss) Before Capital Grants and Contributions	2,788	15,959	14,998	7,968	437	1,043	969	1,131	(530)	(293)	(307)	(419)		
Less Tax Equivalent Payments	209	62	68	91	232	172	172	229	213	176	176	234		
Total Profit & (Loss) after Taxation Equivalent Payments	2,579	15,897	14,930	7,877	205	871	798	902	(741)	(469)	(483)	(654)		

5.6. Capital Expenditure Projects

Capital Expenditure	Original Budget	Approved Changes	Approved Changes	Revised Budget	Proposed changes for Council Resolution	Projected Year end Result	Actual YTD
Service	2012-13 \$'000	Q1 \$'000	Q2 \$'000	2012-13 \$'000	Q3 \$'000	2012-13 \$'000	2012-13 \$'000
B001 - Community and Cultural Development	1,665	90	-	1,756	(1,091)	665	28
B002 - Community and Customer Relations	-	60	-	60	-	60	54
B003 - Lifelong Learning	802	-	0	802	8	810	416
B004 - Sport Leisure and Recreation	5,161	341	(1,425)	4,077	(508)	3,569	1,771
B005 - Open Space	-	60	-	60	(59)	1	-
B007 - Roads and Drainage	29,177	-	4,121	33,298	(1,239)	32,060	16,866
B008 - Water and Sewer	28,620	(7,028)	-	21,592	(1,114)	20,478	11,297
B009 - Waste	4,746	-	(3,284)	1,462	(262)	1,200	353
B010 - Plant and Fleet	6,542	-	(635)	5,907	912	6,820	3,821
B012 - Waterways and Asset Management	2,357	1,348	(586)	3,119	(753)	2,366	949
B016 - Corporate Governance	-	-	-	-	-	-	1
B018 - Finance	690	-	(430)	260	(50)	210	13
B019 - Information Management	823	(60)	133	896	50	946	32
B020 - Human Resources	-	-	-	-	-	-	-
B021 - General Manager Mgt	-	-	-	-	-	-	-
B022 - Place Management	3,810	-	(1,750)	2,060	(166)	1,894	465
B023 - Sustainability	1,140	(60)	(370)	710	170	880	99
B024 - Economic and Property Development	2,500	-	(1,800)	700	(590)	110	23
B025 - Community Buildings	1,325	194	(277)	1,243	225	1,468	415
B027 - Building Certification and Health	30	-	-	30	-	30	8
B028 - Community Safety and Compliance	-	-	-	-	-	-	-
B029 - Development Assessment	-	-	-	-	-	-	-
B030 - Development and Building Mgt	-	-	-	-	-	-	-
B032 - Corporate Income and Expense	-	-	-	-	-	-	-
Total	89,388	(5,054)	(6,302)	78,032	(4,467)	73,566	36,611

5.7. Proposed Budget Amendments

Description	Impact by Major Account Category				
	\$ 000's				
	CAPREV	CAPEX	OPREV	OPEX	P&L RESULT
+ve Incr. (-ve) Decr.	(-ve) Incr. +ve Decr.	+ve Incr. (-ve) Decr.	(-ve) Incr. +ve Decr.		
Original Budget	11,161	89,388	267,020	277,020	(10,000)
Q1 Adjustments	729	(5,054)	(1,568)	(1,568)	(0)
Q1 Adopted Budget	11,890	84,334	265,452	275,452	(10,000)
Q2 Adjustments	(2,345)	6,302	(3,823)	3,823	0
Q2 Adopted Budget	9,545	78,032	261,629	271,629	(10,000)
Additional budget for 594 developer contributions income to reflect current income levels	1,989	-	-	-	-
Additional budget for 564 developer contributions income to reflect current income levels	1,104	-	-	-	-
Recognition of 2012/13 road safety grants	-	-	7	(7)	0
Land Development at Jack Grant Drive Warnervale PAT approved 25/02/2013	-	(30)	-	-	-
Internal accounting adjustment to move internal plant elimination to overheads	-	-	885	(885)	-
Recognition of new grants for Weed Control	-	-	6	(6)	-
Councillor Small Local Projects - Sport, Leisure & Recreation, as per Council resolution	-	(42)	49	(7)	42
Councillor Small Local Projects - Open Space, as per Council resolution	-	-	6	(6)	-
Increase in revenue form park casual hire and events	-	-	35	-	35
Q3 Capital works program amendments	(354)	4,709	-	-	-
Amendments to road operating budgets	-	-	9	(9)	-
Amendments to sustainability's natural environment budget (bushfire)	-	(170)	(30)	200	170
Amendment to Lifelong Learning Budget for Vacation Care Closures	-	-	(128)	89	(40)
Amendment to Lifelong Learning Budget for Library Overtime calculation (reduction)	-	-	-	147	147
Amendment to increase Cemeteries Income to reflect current actuals	-	-	45	-	45
Amendment to Facilities Budget	-	-	135	(26)	109
Grant Restrictions to be utilised in 2012/13 & adjustment for Unspent Grant Funds	-	-	93	(61)	32
Reallocation of Life Long Learning Partnership Programs	-	-	-	14	14
Amendment to Waste unit budget due to revenue reductions (reduced tonnages).	-	-	(6,632)	5,682	(951)
Council contribution to 'Recognition of Local Government' campaign (1st instalment)	-	-	-	(11)	(11)
Recognition of Interest Paid on non cash contributions	-	-	-	(150)	(150)
Budget amendment to reflect grant funded works for Estuary Management Plan (EMP) requiring completion in the 2012-13 financial year. Funding received in 11/12.	-	-	-	(1,400)	(1,400)
Building Maintenance Savings	-	-	-	180	180
Adjustment to depreciation budgets	-	-	-	550	550
Reduce budget for purchase of bulk water from Hunter.	-	-	-	125	125
Increase revenue for return on investments	-	-	489	-	489
Savings in IT contracts and lease payments	-	-	-	1,000	1,000
Savings in training costs	-	-	-	184	184
Savings in Property and Economic Development unit	-	-	100	350	450
Savings in Place Management unit and timing differences	-	-	-	190	190
Savings from Wallarah 2 Mine Consultancy	-	-	-	100	100
Savings in consultant costs within the GM Management Unit	-	-	-	350	350
Speech Pathologist - Return Unspent Grant Funds held as a restricted asset	-	-	(21)	-	(21)
Reduction in Paper Supplies for Design & Print	-	-	-	47	47
Reduction in interest expense to align with full year actuals	-	-	-	160	160
Reduction in CCWC project expenses, project on hold	-	-	-	253	253
Savings in Sport Leisure and Recreation and Open Space. Write off Kanwal Toilet Block	-	-	-	368	368
Reduction in Council grant allocations	-	-	-	105	105
Q3 Adjustments	2,739	4,467	(4,953)	7,526	2,574
Q3 Adopted Budget	12,284	73,565	256,677	264,103	(7,426)

Note: the above list excludes adjustments that are within one account category

5.8. Progress on Principal Activities

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 1- Community & Education			
1.01 Community and Cultural Development			
The Community and Cultural Development service unit is to achieve % of the target revenue budget		On Track	Target revenue budget income greater than YTD budget.
Increased usage of on-line population data by 10%		On Track	Use of online population data has increased by 10% as a result of staff and community education, and training sessions.
Commence Development of Positive Ageing Strategy to respond to the opportunities and challenges of an ageing population.	1 Year	On Track	The engagement phase has commenced; a community survey was launched to coincide with Seniors week and the first meeting of the external reference group has been held.
Completion of Quality of Life Survey Report with Gosford Council	1 Year	Completed	The final Quality of Life Survey report has been completed and key research findings have been presented to both Wyong and Gosford Councils.
Completion of The Art House and commencement of operation as per Business Plan (dependent on securing capital funding)	4 Year	On Track	A Regional Development Australia Fund 4' application has been submitted for a \$24m option. Council has endorsed a \$12m budget to build the Art House facility by December 2015. Research and engagement has been undertaken.
Continued development of The Art House including funding strategy, stakeholder engagement, marketing and business planning.	1 Year	On Track	A Regional Development Australia Fund 4' application has been submitted for a \$24m option. Council has endorsed a \$12m budget to build the Art House facility by December 2015. Research and engagement has been undertaken.
Implement the public arts register and public arts program	1 Year	Completed	Two graffiti mural projects completed on two community facilities.
Preparation of concept design for Warnervale Community Hub	1 Year	Deferred	Project deferred to align with timeframes for Warnervale Town centre.
5% increase in participation by community committees		On Track	Community committee participation on average greater than 5% increase.
Two event / grants community workshops undertaken		Completed	Two community grants workshops and training sessions held.
Develop a range of Community and Cultural Development Programs that build community capacity	1 Year	On Track	Development of the Multicultural Advisory Committee, Harmony Day celebration, social enterprise networking sites via Clean Up Australia Day activities.
Implement key actions from the Learning Communities Strategy	4 Year	On Track	Development of the positive ageing strategy, plus development of the Indigenous youth development and mentoring program as part of the NGLRA program.
20 Community education programs provided		On Track	16 community education programs provided for 489 Participants including: CARES, child restraints, speed, transport program, RYDA, wetland workshops, salt marsh workshops, frog workshops, traffic offenders and graffiti school water education.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 1: Community & Education			
1.01 Community and Cultural Development			
Increase attitudinal change by 25% based on pre and post analysis (following community education programs)		On Track	On average each education program has achieved 25% change in either attitude or behaviour.
Increased utilisation by 10%		Not On Track	Overall facilities have achieved an averaging 5% increase. A new branding strategy program for facilities is expected to increase this figure.
Implement key recommendation of the Community Facilities Strategy.	1 Year	On Track	Undertook Review of Asset Projects (RAP) assessment of all facilities. Enhanced facilities through CAPEX budget including purchase of new equipment. Continued to develop a new branding program for 10 facilities.
Implementation key actions from the Community Facility Strategy	4 Year	On Track	Not commenced.
Improve accessibility to community facilities	4 Year	On Track	Access audit training completed for 10 key staff within Council.
Implement Cemetery Plan of Management	4 Year	On Track	No new action this quarter.
Principal Activity 1: Community & Education			
1.02 Community Buildings			
Install a chemical wash down facility for Open Space weed sprayers	1 Year	On Track	Connection of storage tanks to be completed end April 2013.
Upgrade the bulk storage facility to improve its environmental performance	1 Year	On Track	The drying bed is the only outstanding item - due for completion March 2013.
Implement actions arising from the adopted Public Toilet works program	4 Year	On Track	Upgrade of three toilets programmed for last quarter (Lakes Beach - Buddgewoi, Tom Burke Reserve - Lake Murrumbidgee and Bush Street Reserve - Neerah Head).
85% of all service requests completed within agreed timeframes		On Track	
90% of all reported graffiti removed within 2 weeks		On Track	
90% of all reported obscene graffiti removed within two working days		On Track	
Complete the realignment of the critical building asset registers within Council's corporate asset management systems	1 Year	On Track	The asset revaluation data is being processed.
Develop a field based IT system to improve the annual asset inspection programme	4 Year	On Track	
Implement the priority actions arising from the Community Facilities Strategic Plan	4 Year	Not On Track	Awaiting results of the asset revaluation process.
Implement the priority actions from the adopted Playground Strategy	4 Year	Completed	All priority defects addressed.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 1: Community & Education			
1.03 - Customer and Community Relations			
75% of news reports in the media are 'neutral' to 'positive'	4 Year	On Track	83% for Quarter 3 and 85% YTD.
Conduct a community reputation survey by March 2015.	1 Year	On Track	Not Commenced.
Develop Brand and Reputation Strategy and implementation plan that identifies objectives, identity, culture, image, market segments by June 2013.	1 Year	On Track	Draft strategy in progress.
Develop a Communications and Marketing Strategy by June 2013.	1 Year	Completed	Annual Plan design developed.
Develop Website Phase 2 Strategy by December 2012.	1 Year	Completed	"Customer First" Website Strategy completed.
75% of resident e-Panel members satisfaction with information provided	1 Year	On Track	Survey developed for May 2013.
Conduct a community survey to seek feedback on service levels for future planning by December 2012.	1 Year	Completed	
Devise evaluation framework to measure effectiveness of community engagement by June 2014.	4 Year	On Track	Reviewed industry better practice.
Investigate opportunities for alternative formats for providing information including languages other than English, audio and electronic formats, <u>Beaillie and Jarrold print by June 2013.</u>	1 Year	On Track	New Resident Kit and Resident ePanel information translated into 7 different languages.
75% customer satisfaction with the service provided by Council	4 Year	On Track	Survey drafted.
75% of calls responded at the first point of contact	4 Year	On Track	73% for Quarter 3 and 78% YTD.
Increase the range of self-help services available online to customers by June 2015.	4 Year	On Track	At testing stage for mobile version of website for some customer interactions and information.
Conduct an End User Review to determine all customer interactions across all services by December 2012. (Amended Q3 to extended the project to June 2013)	1 Year	On Track	Current service state assessment completed. Immediate term improvement plan commenced. Note: This project was extended to June 2013 to include Customer Service Charter development.
Conduct annual Customer Surveys and analysis to identify needs and preferences by June 2012.	4 Year	On Track	No further progress required until "End User Review" completed.
Develop a Customer Relations Mapping system to capture customer views on Council's service by June 2014.	4 Year	On Track	Collected information as part of "Phase One End User Review".
Develop an Online Business Strategy for customers and partners to do online business with Council by June 2014 (partner with IM).	4 Year	On Track	No progress required until "End User Review" completed.
Promote awareness of Customer Service Charter and procedures to support Customer Feedback and Complaints Management Policy by December 2012. (Amended Q3 to extended the project to June 2013)	1 Year	On Track	Current service state assessment completed. Immediate term improvement plan commenced. Note: This project was extended to June 2013 to include Customer Service Charter development.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 1- Community & Education			
1.04 - Community Lifelong Learning			
5% increase in overall customer interaction (including: programs, website, Wi-Fi, PC usage, loans and door count)		On Track	Currently +18% overall increase in customer interaction. 3of 5 areas are on track (no of attendees at programs +13.4%), PC and Wi-Fi use (combined increase of +11.8%) and website page visits (+62.5%). Small reduction in door count - 2.6% (new counters installed in March may show an increase next quarter). Loans under target -11.0%.
Community Lifelong Learning service unit is to achieve % of targeted revenue budget		Not on Track	Unit YTD income is -14%. This is offset by a decrease in expenditure of 17%.
An increase in membership of 2% on 2011/12 membership.		Not On Track	New members have increased by 4.74% however overall membership has decreased 2.8% due to a regular cull
Cultural Enrichment (2013/14)	4 Year	On Track	Music sessions conducted by The Conservatorium of Music commenced in Tuggerah Library in January 2013. It is a six week program with six participants attending.
Explore opportunities to bring music and art based experiences into the library through external collaboration and partnerships.		On Track	Councillor briefing held in February. Further work undertaken on draft document in preparation for circulation NSW by end of December 2012.
Finalise Library Service Strategic Plan in consultation with the State Library	4 Year	On Track	for staff comment in April.
Implement priority actions from Library Strategic Plan	1 Year	Completed	Not commenced.
Undertake a National Poetry Slam Pilot site 2012/2013	1 Year	On Track	Learning Community concept design competition held and design selected. Child development booklet developed and being distributed through immunisation clinics. Continued development and implementation of Open University Connect project. Learning Community micro web site commissioned. Planning undertaken for cultural awareness workshops to be delivered in Quarter 4.
Implement Learning Communities Strategy priority actions			

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 2 - Community Recreation			
2.01 - Open Space			
% of the targeted revenue budget is achieved Open Space		On Track	Income greater than YTD budget.
> 1000 Trees planted annually		On Track	614 trees planted to date .
> 85% of service request completed within allocated timeframe.		On Track	Currently sitting at 85.1% across all Open Space sections.
Purchase high efficiency broad acre mower to increase levels of service.	1 Year	Completed	
400 active Landcare volunteers		On Track	376 volunteers to date, this is less than previous quarters as 49 volunteers moved to the Tidy Towns program.
Undertake a large scale nursery improvement program subject to Federal biodiversity grant funding.	1 Year	Not On Track	Grant application unsuccessful. Project purely dependant on receiving grant funding.

Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 2 - Community Recreation		
2.02 - Sport, Leisure and Recreation		
Projects meet time, quality and cost targets	On Track	86.5% on track. 45 of the 52 Sport, Leisure & Recreation projects are on track.
Aquatic Facility Strategy developed for adoption completed by June 2013.	On Track	All data has been collected for preparation of the draft Aquatic Facility Strategy.
No deaths at Council patrolled beaches during normal lifeguard hours	On Track	No Deaths have been recorded at Council patrolled beaches.
Feasibility study of the area between the freeway and Mairi landfill site future sports fields	On Track	Not programmed to commence until 2013/14
Implement key actions out of the adopted Greening Wyong Strategy	On Track	Key areas for street tree planting identified in the Greening Wyong Strategy. Preliminary plans for areas prepared.
Implement priority actions from the On-road Bicycle and Shared Pathway Strategy	On Track	Mapping of new shared paths has been completed. Shared pathway priority investigations with Roads and Drainage have also been completed. The North Entrance shared pathway contract plans have been commenced.
Master plan for Boat Harbour recreational area is developed by June 2013	On Track	Draft Master plan completed.
Master plan for Tunkawallin sporting precinct is developed by December 2012	Not on track	Draft master plan and irrigation contract works completed.
Trails in Natural Areas Strategy is commenced	On Track	Initial review of major existing trails completed. Review of natural section of coast to lake completed.
Continue to implement the key actions out of the Playground Strategy	On Track	Playground designs for upgrades 100% complete. Construction 90% complete. Construction of three more playgrounds yet to be completed. Kurraha and Lakehaven playground construction has been deferred awaiting outcome of RAP and Lakehaven Master plan.
Implement key actions out of the Master Plan for Tunkawallin and Boat Harbour	On Track	Draft Master plan completed with some of the anticipated actions (irrigation for playing field) also completed.
Implement the priority actions of the Tennis Review	On Track	Actions from the tennis review were commenced and programmed to be completed by May 2013.
Subsoil Drainage constructed at Quimbah by June 2013	Deferred	EDSACC North sub-soil drainage deferred until 2013/14.
Commence Stage 3 of the Norah Head Boat Ramp	Deferred	Norah Head Boat Ramp project management documents prepared, construction deferred due to funding required.
Implement priority actions from the Aquatic Infrastructure Strategy	On Track	4 year action, not yet commenced.

Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 3 - Economic & Property Development		
3.01 - Place Management		
The targeted revenue budget is achieved - Place Management	On Track	No income was budgeted for the Unit in 2012/13.
Complete the construction of Stage 1 of Frank Balance Park	On Track	Dependent upon funding being allocated.
Continue the implementation of Stage 1 of the Toukley Master plan.	On Track	Dependent upon funding being allocated.
Continue the tile replacement program at The Entrance	On Track	
The Entrance Town Centre Master plan - Commence the program of replacing the tiles in The Entrance.	Completed	This project has commenced. A report was provided to Council in November 2012 on the selection of paving material and the preparation of a design theme by students of Tuggerah Lakes Secondary College.
Toukley Town Centre Master plan - Commence the implementation of stage 1 of the Master plan.	Completed	Whilst the Master plan is not yet adopted, work has commenced on the first priority project being the construction of the North South car park pedestrian link and associated landscaping.
Wyong Civic & Cultural Plan - Commence the construction of Stage 1 of Frank Balance Park.	Not On Track	Construction of stage 1 of Frank Balance Park has been deferred due to Council's decision to remove funding from the 2013/14 CAPEX budget. There may be an opportunity to purchase drainage pipes in 2012/13 for the construction of the storm water system through the park, this will depend on the completion of the stormwater design.
Wyong Civic & Cultural Plan - Complete the detail design and tender documentation for the development of Frank Balance Park in Wyong.	On Track	Detailed design and tender documentation nearing completion.
Commence the implementation of the streetscape improvement for the Central Coast Hwy through Long Jetty by December 2012	Completed	
Continue the implementation of the streetscape improvement for the Central Coast Highway through Long Jetty.	On Track	The majority of the works are completed. On track to be finalized before the end of June 2013.
Develop Urban Design Guidelines/DCP for the remaining development areas for the Shire.	On Track	Preliminary drafts being prepared.
Working on the development of seven Master plans as per the following: Prepare draft (Pre-Public Exhibition Stage) Master plans for five areas: - Long Jetty Master plan. - Lake Haven Master plan. - Budgevool Master plan. - Pacific Highway/Alison Road Master plan (subject to the endorsement of the Pacific Highway Upgrade through Wyong by the RTA). - Bateau Bay Master plan.	On Track	Long Jetty, Lake Haven, Budgevool and Bateau Bay master plans are all on track to have draft plans ready prior to the end of June 2013. Work on the Pacific Highway/Alison Road Master plan is dependent upon the release of plans for the Pacific Highway upgrade through Wyong by Roads & Maritime Services (RMS).
Commence the biennial review of the list of properties designated as Key Iconic Development Sites.	Completed	Review completed and reported to Council's Project Control Group.
Continue to liaise with the owner of the 28 key iconic sites with the aim of achieving economic and sustainable development of sites.	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 3 - Economic & Property Development			
3.02 - Initiation and Project Management of Major Projects			
70% ROI achieved vs. projected/ forecast		On Track	
75-80% of projects delivered on time, and within scope and budget as reported against the approved project plan.		On Track	
Complete concept plan for Hill Top Park	4 Year	Deferred	Deferred pending budget.
Construction of access road for Warnervale Town Centre by July 2013	1 Year	On Track	Preliminary design complete, acquisitions and tendering underway - on track for June 2015 completion.
Detailed concept plan developed for Hill Top Park by October 2012	1 Year	Deferred	Deferred pending budget.
Detailed design documents for Warnervale, Hill Top Park by October 2012	1 Year	Deferred	Deferred pending budget.
Implement Warnervale Community Centre project plan	4 Year	Deferred	Deferred pending budget.
Implement Warnervale entry road and Sparks Road intersection network project plan	4 Year	On Track	With RMS.
Prepare planning and cost studies to support preferred option for the community centre at Warnervale by October 2012	1 Year	Deferred	Deferred pending budget.
Review Warnervale tip rehabilitation action plan against impact on design documents for Hill Top park by August 2012	1 Year	On Track	Pending review of wider implications.
Establish a register of sites appropriate for development of aged housing.	1 Y	On Track	Links with Land reclassification and Economic and Property Development Strategy.
Implement Phase 2 of the Qurimbah Master plan	4 Year	On Track	
Review Town Centre development options for the Qurimbah Master plan by August 2012	1 Year	Not On Track	
Implementation of Warnervale Airport Master plan	4 Year	On Track	
Make submissions & recommendations on development opportunities to leverage Councils financial position for Warnervale Airport by December 2012	1 Year	On Track	Draft property strategy prepared.
Make submissions & recommendations on development opportunities to leverage Councils financial position for Denning / Short Street car park by December 2012	1 Year	Deferred	Pending preparation of an Expression of Interest (EOI).

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 3 - Economic & Property Development			
3.03 - Economic and Property Development			
New lease revenue of \$500K achieved by 30 June 2014	1 Year	On Track	Pending completion of project specific analysis.
Review standard lease template to ensure compliance with contemporary commercial practice	1 Year	On Track	
Develop a Property Development and Investment Strategy by 30 June 2013		On Track	Draft property strategy prepared for discussion.
Develop a Tourism Infrastructure Plan by June 2013		On Track	
Develop a detailed project plans for 5 iconic sites.	4 Year	On Track	
Build a long term (greater than 5 year) property development portfolio that will enable Council to roll out development projects in excess of \$5m per annum.	4 Year	On Track	Linked to Property and Economic development Strategy.
Identify 3 new property investment ideas in accordance with the Development and Investment Strategy	1 Year	On Track	Pending completion of project specific analysis.
Identify and develop a project plan 3 key property development opportunities.	1 Year	On Track	

Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 4 - Council Enterprises		
4.01 - Care and Education		
100% of the target revenue budget	On Track	YTD revenue is down however this is offset by a decrease in expenditure.
Quality Improvement Plan for compliance with National Quality Standard is completed by December 2012	On Track	No action this quarter.
Asset Upgrade Strategy for each child care site developed by April 2013	Completed	
Implement Asset Upgrade Strategies for Childcare Centres (2013/14) A specific action in the 2012/13 is the development of an asset upgrade strategy for each child care centre, which will be implemented.	On Track	Upgrade plan for each centre completed with implementation to commence in 2013/14.
Introduce electronic portfolios for children	On Track	All tablets have now been purchased and Windows 7 installed to comply with Council's IT upgrade. Tablets will be rolled out to Centres in April after staff training occurs.
Undertake service changes in Care and Education that model sustainable business practice to the community and children/families	On Track	Met with, and joined, Council's Sustainability Team to develop a program of sustainable activities to be implemented in centres from July.
4.02 - Holiday Parks		
100% of the target revenue budget	On Track	Currently on target
29% occupancy rate of available tourist site nights for caravan and camping (powered and unpowered, camping, drive through, ensure sites)	Not on track	The occupancy has continued to rise during the summer season. The annual occupancy sits at 26.5%. It is anticipated that the yearly target will not be met.
56% occupancy rate of available tourist cabin site nights	On Track	It is anticipated that the yearly target will be met. The annual occupancy rate currently sits at 53.3%.
Financial surplus of \$1.5M achieved by 2015/16	On Track	This relates to a financial surplus in 2015/16. The work being undertaken this year will set the foundations to achieve this surplus later.
Develop a 5 year Marketing Strategy	On Track	Strategy drafted.
Implement the Marketing Strategy	On Track	No action this quarter.
Undertake the key work for 2012/13 as identified in the new Business Strategy	On Track	The new strategy, Sustainable Improvement Strategy, was endorsed by Council on 12 December 2012. This strategy is currently with Crown Land for their endorsement. Once endorsed the consultation process will commence with Holiday Park patrons.
Undertake the key work for the current year as identified in the rolling works program	Completed	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
5.01 - Building Certification and Health			
Principal Activity 5 - Regulatory			
<20 working days net median processing times for residential development applications		On Track	15 days achieved.
Enhance the use of mobile technology to allow for greater utilisation across the Residential Development assessment process.	4 Year	On Track	All processes in relation to the EHC completed where possible. The project is now dependant upon the
The introduction of mobile technology which will enable development assessments to be conducted in the field, providing greater efficiency, customer service and quality of assessment.	1 Year	On Track	gazetial of the Draft Local Environmental Plan (DLEP). Devices arrived with one currently being trialled.
Maintain 35% of the total market share for Complying Development applications.		On Track	52% market share resulted in target being exceeded.
Maintain 70% of the total market share for Construction Certificate applications.		On Track	76% market share resulted in target being exceeded.
Develop a robust system which enables the negotiation of fees for Certification services for defined commercial clients in accordance with a strict maintenance framework.	1 Year	On Track	Work ongoing with tender form established and investigation of further process improvements.
Enhance the use of mobile technology to allow for greater utilisation across the Complying Development Certificates assessment process.	4 Year	On Track	Devices purchased.
Participate in the pilot Electronic Housing Code Project to allow customers to submit Complying Development applications online, and allow staff to process applications online.	1 Year	On Track	The project has progressed as far as possible and is now pending gazetial of the Wyong Local Environmental Plan (WLEP). All actions have been carried out in preparation for this to occur.
Process improvements, utilising mobile technology to achieve < 5 days median processing times for Complying Development Certificates.	4 Year	On Track	Configuration of devices and installation of software underway.
Expand online building inspection booking to all of Council customers.	4 Year	Completed	On-line inspection bookings available to all Council customers.
225 food business inspections conducted each quarter.		On Track	YTD food shop inspections target on track, however lower result of 224 this quarter which is offset by higher numbers earlier in the year.

	Performance Indicator/Action 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 5 - Regulatory			
5.02 - Compliance and Regulation			
No less than 90% of all animals in the Animal Care Facility (ACF) are re-homed		On Track	All animals that are be able to be saved have been re-homed.
The number and value of companion animal related penalty notices is reported		On Track	Reported monthly to Director and General Manager.
Implement portable in-vehicle computers connected to Council's On-line to allow access to data in field and reduce time spent on administration	1 Year	On Track	Research ongoing.
No less than 400 companion animals are registered on average per month over the 12 month period	1 Year	On Track	3319 animals registered to end March 2013.
The number and value of parking related penalty notices is reported		On Track	Reported monthly to Director and General Manager.
Not less than 75% of all complaints are substantially responded to within 0-5 days. (Substantially responded to includes acknowledging the complainant by phone, e-mail, letter or on-site visit but does not mean the complaint will be completed within that time)	1 Year	On Track	All requests/complaints are automatically responded to upon receipt
No less than 450 residential swimming pools are inspected within the 12 month period.	1 Year	Completed	774 Inspections carried out to date.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 5 - Regulatory			
5.03 - Development Assessment			
< 40 working days processing time of employment generating development application - Employment generating development applications are those that will result in at least ten permanent full-time equivalent position (net median)		On Track	87% of service requests completed within Service Level Agreement (SLA) timeframe. Net median processing times for priority development applications has been reduced for the quarter down to 14 days.
85% of service requests to be completed within the timeframe of the respective service level agreement.		On Track	6.5 net median working days to process Subdivision Construction Certificates.
< 15 net median working days to process Subdivision Construction Certificates		On Track	19 working days processing time for Part 5 matters.
< 25 net median working days processing times for Part 5 matters.		On Track	4 net median working days for Tree Applications.
< 25 net median working days processing times for Tree Applications.		On Track	12 days net median working days for development applications.
< 25 net median working days processing times for development applications (Class 1A(d)) and 2-9)		On Track	No State Significant DAs received for the quarter.
< 30 working days in accordance with statutory notification period for State Significant Development.		On Track	22 days net median working days achieved for priority development applications.
< 40 net median working days processing times for priority development applications.		On Track	In progress.
Implement mobile technological tools to streamline current practices and provide a more efficient, accessible service to the public.	1 Year	On Track	In progress.
Implement mobile technological tools to streamline current practices and provide a more efficient, accessible service to the public.	1 Year	On Track	In progress.
Implement mobile technological tools to streamline current practices and provide a more efficient, accessible service to the public.	1 Year	On Track	In progress.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
6.01 Environment & Land Use			
Principal Activity 6 - Environment & Natural Resources			
Commence baseline monitoring for Porters Creek Stormwater Harvesting Scheme and Precinct 7A by 30 June 2013		On Track	
Complete 2012/13 stage of the Environmental Management Strategy (EMS) by 30 June 2013		On Track	
Complete the annual Environmental Assurance (auditing) program by June 2013	1 Year	On Track	
Development of strategic plan for refurbishment/ replacement of beach assets.	1 Year	On Track	Preparation of plan in progress.
Undertake coordination and implementation of year 2 of the Coastal Zone Management Plan.	1 Year	Deferred	Coastal Zone Management Plan to be reviewed as per Council resolution .

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 6 - Environment & Land Use			
6.02 - Land Use Planning and Policy Development			
% of targeted revenue budget - Land Use and Policy Development 2012-2013 projects are completed on time and in accordance with approved budget as identified within the approved project plan (unless adequate justification is provided to Project Control Group)		On Track	
Commence a review of the "Valleys Study"	4 Year	Deferred	Project deferred pending finalisation of the composite WLEP 2012.
First draft completed of the Quirinbah Master plan study	1 Year	Deferred	Project deferred pending finalisation of composite WLEP 2012.
Prepare, review and finalise Voluntary Planning Agreements (VPAs)	1 Year	On Track	
Commence Amendment 1 to WLEP and WDCP 2012	1 Year	Not on Track	Commencement of this project relies on Council adoption of key strategic studies currently being undertaken, namely the Employment Lands Study, Retail Strategy Review and Affordable Housing Study.
Commence implementation of actions identified in the adopted Wyong Shire Settlement Strategy	4 Year	Not On Track	Timing subject to the adoption of final Settlement Strategy and staff resource allocation.
Finalise Quirinbah Master plan	4 Year	Deferred	Deferred pending finalisation of the composite WLEP 2012.
Finalise draft Wyong Development Control Plan (WDCP) 2012	1 Year	On Track	To be finalise 30 June 2013.
Finalise draft Wyong Local Environmental Plan (WLEP) 2012	1 Year	On Track	To be finalised 30 June 2013.
Finalise rezoning, DCP, S94 Plan for Precinct 7A	1 Year	On Track	Rezoning and Development Control Plan (DCP) to be finalised by 30 June 2013. S94 Plan still being developed.
Finalise rezonings submitted prior to and during draft of WLEP 2012	1 Year	On Track	
Review and finalisation of the existing draft Shire Wide S94 Contributions Plan	1 Year	Not On Track	Focus has been to finalise the Warrievale Town Centre (WTC) Plan and review existing plans.
Review of the Central Coast Regional Strategy	4 Year	Not On Track	Department of Planning & Infrastructure (DoPI) commenced project April 2013.
Finalise Amendment 1 to the Wyong Local Environmental Plan and Wyong Development Control Plan 2012	4 Year	Not On Track	Amendment 1 will commence on the finalisation of the composite WLEP 2012 (30 June 2013).
Finalise Wyong Employment Zone (WEZ), DCP, and S94 Plan	1 Year	On Track	Final report endorsed by Council in March 2013.
Review a range of Council development related policies	4 Year	On Track	Policies being reviewed as and when staff resources become available.
Review and update the Wyong Local Approval Policy	1 Year	On Track	To be finalised before September 2013.
Review current Landscape Policy	1 Year	Not On Track	Unit resources have been prioritised on finalising key strategic plans and strategies which facilitate employment and economic stimulus. Project will commence once available resources are available.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 6 - Environment & Land Use			
6.03 - Environment and Planning Services - Sustainability within Council			
Complete 2 Sustainability Advantage modules		On Track	
Develop 4 Climate Change Adaptation Workshops		Not On track	Staff reduction (1 FTE) has meant that this target will not be met.
Develop Sustainability Strategy by 30 June 2013	1 Year	On Track	Draft Policy being reviewed.
Support in developing SUBP departmental and service unit level sustainability targets and KPI's (4 departments, 26 business units)	1 Year	On Track	
Conduct Sustainability awareness workshops	1 Year	On Track	
Facilitate S-Team	1 Year	On Track	Regular meetings held
Complete the milestones in Sustainability Advantage Program	1 Year	On Track	Submission for Bronze Award recognition commenced, to be submitted prior to May 2013.
6.04 - Environment and Planning Services - Major Projects Estuary Management			
Increase the area of Native Habitat and Vegetation - 160 Ha delivered on time and budget for 2012/13 financial year		On Track	Target met and exceeded.
Removal of Weeds of National Significance (WONS) - 195.5 Ha delivered on time and budget for 2012/13 financial year		On Track	
Stream bank Rehabilitation Program - 13.2 km delivered on time and budget for 2012/13 financial year		On Track	
Sustainable Farming Program - 30 land managers engaged and 280 ha of improved land management practices delivered on time and budget for 2012/13 financial year		On Track	
Vertebrate Pest Control Program - 80 Ha delivered on time and budget for 2012/13 financial year		On Track	
Natural Resource Management Program - Model of estuary processes delivered	1 Year	On Track	Office and Environment & Heritage (OEH) study completed, report in drafting.
Delivery of stormwater improvement through revenue raised through the Stormwater Levy. Works will focus on projects where maintenance into the future is a prime consideration in design	1 Year	On Track	Two new Gross Pollutant Traps (GPTs) have recently been commissioned.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 7 - Waste Management			
Percentage of domestic waste diverted from landfill- 50%		On Track	
100% of registered premises supplied with waste services as per contract.		On Track	
Continue to explore opportunities through the Regional Waste Strategy between Gosford and Wyonga	4 Year	Deferred	Progress on hold awaiting direction from Gosford City Council (GCC).
Develop and implement a program to move towards the NSW domestic waste diversion target of 66% resource recovery (or diversion from landfill) by 2014 by means of the following: - Education - Awareness - Behavioural change programs - Additional process initiatives and landfill operations. - Continue to explore opportunities through the Regional Waste Strategy	4 Year	Deferred	Resources not available during 2013/14.
Develop and implement a new technology and more sophisticated Database and access control system for BWMF.	4 Year	On Track	Tender process underway, to be implemented by 30 June 2013.
Development Strategy for area 5 at BWMF	4 Year	On Track	
Development of alternative waste technology / treatment (AWT)	4 Year	On Track	
Development strategy for area 4 at Buttery Waste Management Facility (BWMF)	4 Year	Completed	
Implement a risk management and audit program	1 Year	Completed	
Initiate the establishment of a soil processing and waste management facility	1 Year	On Track	Initial investigations showed that the facility would not be commercially viable due to quality and quantity of materials. Discussions underway with a private provider for on-site processing. Cost savings initiatives for Council works have been implemented.
100% of the scheduled services provided in accordance with contract.		On Track	
Integrated anti-Litter and Illegal Dumping plan developed and implemented by June 13		On Track	Annual actions continue to be implemented on track. Ongoing collaboration with relevant Units across Council.
Focus on illegal dumping. Options for consideration are: Reviewing contribution to Compliance and regulation for dedicated additional rangers	1 Year	Deferred	Resources not available during 2013/14.
Focus on illegal dumping. Options for consideration are: Waste to directly employ illegal dumping Rangers	1 Year	Deferred	Resources not available during 2013/14.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 8 and 9 - Roads and Stormwater			
Drainage System - Proportion of drainage system inspected and returned to original design capacity per annum		On Track	
1 Kilometre of shared pathway constructed per annum - This measures the annual growth in the Shire shared pathway system		On Track	Construction commenced, further works in final planning stages.
Pavement Condition - Average pavement condition index target of 5.5 as a measure of the road quality		On Track	PCI has shown significant improvement and continues to be maintained above the level of a 6.
Complete 90% of approved asset inspection program		On Track	65% of approved asset inspection program completed as at end of Quarter 3.
Deliver at least 80% of the Capital Works budget as a measure of time and cost		On Track	The Annual Rolling Works Program is ahead of schedule, and with the additional budget increases of \$6.5M the program remains on track.
Manage OPEX budget within + / - 5% variation		On Track	Actual YTD operating expenditure is \$28.36M with a YTD of \$28.71M.
Meet the Asset Sustainability Ratio Target		On Track	The Capital Works renewal program is on track.
Develop and implement formal Boundary and Adjacent Roads Agreements in association with Gosford City, Cessnock, and Lake Macquarie City Councils which define responsibilities, promote cooperation, provide clarity, and improve service efficiency.	1 Year	On Track	Draft Boundary and Adjacent Road Agreement has been completed for Gosford City Council. Contract has been initiated with Cessnock and Lake Macquarie City Councils with a view to developing and implementing agreements.
Develop community and technical based Levels of Service.	4 Year	On Track	
Implement measures to reduce the quantity of wastes generated from construction and maintenance activities and pursue opportunities for reuse/recycling of those generated to reduce costs and improve sustainability.	1 Year	On Track	Continued use of the Ash Dam has resulted in further savings of waste. Additionally further material is being re-utilised in road reserves under the latest Environment Protection Authority (EPA) exemption, further reducing waste to Butterniderney Waste Management Facility.
Meet the projected renewals in the Asset Management Plan in order to reduce on-going maintenance costs from deteriorating assets and meet the demands of an increasing asset base due to growth.	4 Year	On Track	Capital works program for 2012/13 is ahead of schedule, with a further budget increase of \$4.5M coming this quarter.
Undertake a review of pothole patching technology, techniques and resourcing and implement recommendations to deliver best value.	1 Year	On Track	
Deliver at least 80% of the Capital Works budget as a measure of time and cost		On Track	The Annual Rolling Works Program is ahead of schedule, and with the additional budget increases of \$6.5M the program remains on track.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 8 and 9 - Roads and Stormwater			
Pursue funding opportunities for increased shared pathway construction.	1 Year	On Track	
Complete 90% of approved asset inspection program.		On Track	
Manage OPEX budget within + / - 5% variation		On Track	Actual YTD operating expenditure is \$28.36M with a YTD of \$28.71M.
Complete 90% of approved asset inspection program		On Track	65% completed as at end of Quarter 3.
Manage OPEX budget within + / - 5% variation		On Track	Actual YTD operating expenditure is \$28.36M with a YTD of \$28.71M.
Complete 90% of approved asset inspection program		On Track	65% completed as at end of Quarter 3.
Deliver at least 80% of the Capital Works budget as a measure of time and cost		On Track	The Annual Rolling Works Program is ahead of schedule, and with the additional budget increases of \$6.5M the program remains on track.
Manage OPEX budget within + / - 5% variation		On Track	Actual YTD operating expenditure is \$28.36M with a YTD of \$28.71M.
Meet the Asset Sustainability Ratio Target		On Track	The Capital Works renewal program is on track.
Act as a key stakeholder in the implementation of the Central Coast Water Corporation and implement service level agreements	4 Year	Deferred	
Implement strategic capital works programming using asset management systems	4 Year	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 10 and 11 - Water and Sewerage			
Direct energy consumption by primary energy source - The forecast for 2011/12 includes 10,079,692 kWh for water pumping - due in part to the impact of the Mardi - Mangrove facilities. In 2012/13 there will be additional facilities brought on line via the W2M Scheme so the total is 10,079,692 kWh to about 3284 kWh		On Track	Current actual 2012/13 water pumping consumption is 10,016 MWh noting that 5 of the last 9 months had low river flows.
Drinking Water - Compliance with Australian drinking water guidelines		On Track	100% compliance with Australian Drinking Water Guidelines.
Effluent Discharge - Compliance with Department of Environment Climate Change & Water licence for effluent discharge to the ocean		Not On Track	100% for effluent discharge quality compliance. <100% for volumetric compliance due to excess stormwater infiltration treated and discharged.
Sewage Service Satisfaction - Customer satisfaction with sewerage service		On Track	
The estimated quantity of tertiary treated recycled water produced and distributed for non potable purposes. Forecast usage is difficult to predict as it is highly dependent on weather conditions, being largely used for outdoor purposes such as golf courses - 650 mega litres (5%)		Deferred	No figures available as yet.
Total water discharge by quality and destination - The total estimated discharge of secondary treated effluent to the ocean outfalls and tertiary treated effluent for non potable purposes - 14000 mega litres		Not On Track	Currently 8,233 ML of secondary treated effluent has been discharged. Based on current trends it is estimated that 11,500 ML will be discharged during 2012/13.
Total water withdrawal by source - The estimated quantity of water that will be taken from local water source (Wyong River / Durrinhah Creek) in 2012/13 and transferred to Mardi Water Treatment Plant. 17000 mega litres		On Track	19,419 ML extracted from the Wyong Shire Council (WSC) River systems to March 2013.
Water Supply Satisfaction - Customer satisfaction with water supply service		On Track	
CAPEX is at least 80% of the agreed annual budget		Not On Track	Current CAPEX is at 77% of the Q2 amended figure.
OpEx does not exceed the agreed annual operating budget.		On Track	YTD trends are tracking approximately 5% below original budget levels.
Align level of Service with proposed CCMC customer charter and adopted IPART Operating licence	4 Year	Not On Track	This work has been put on hold pending the outcome of the May 2013 Central Coast Regional Organisation of Councils (CCRROC) meeting.
Develop and implement CCMC Business Processes with Gosford City Council	4 Year	Not On Track	Progress with GCC has been put on hold pending the outcome of the May 2013 CCRROC meeting between the Councils.
Improve asset delivery and pursue opportunities with GCC	4 Year	Not On Track	The WSC Water & Sewer (W&S) Business has developed and is using improved CAPEX asset delivery processes. However the development of further opportunities have been put on hold pending the outcome of the May 2013 CCRROC meeting between the two Council's.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 10 and 11 - Water and Sewerage			
Implementation of revised operating strategy to maintain water quality, asset management and customer service in view of increasing population, asset age and regulatory changes.	4 Year	Not On Track	Refer above comments. W&S is operating as a W&S business developing processes to achieve the key performance indicator (KPI). This has been aided by the commencement of a new W&S Operations Engineer. Progress with GCC has been put on hold pending the outcome of the May 2013 CCROC meeting.
Manage treatment and distribution system and implement changes to meet regulatory changes (residual chlorine and e.coli).	1 Year	On Track	Consultants have been engaged to support Council's Mardi Water Treatment Plant (WTP) process improvement. This is producing a successful outcome. The new W&S Operations Engineer will be reviewing distribution strategies to meet these changes.
Review operating structure to provide improved approach to water quality, asset management, renewals and customer service including the alignment of (specific) processes and labour models with Gosford City Council.	1 Year	Not On Track	The W&S operating structure is currently being reviewed by the new W&S Operations Engineer. This is being done independently of GCC for the above reasons, however is being developed around best business practices with a view of a future Central Coast Water Corporation (CCWC).

Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration		
12.01 - Asset Management		
100% completion of relevant corporate tasks in the approved AMIP, with 25% completion at each Quarter. The number of new reportable environmental incidents that result in a warning notification or prosecution from OEH are no more than 1 per year	On Track	Achieved planned progress.
WSC Asset Management Strategy adopted by 1 July 2013	On Track	
External review and audit in 2013/14	On Track	Budget allocated.
Implement Climate Change risk assessment process to develop adaptation plans, in consultation with the sustainability unit	Not On Track	Climate change risks to Council infrastructure is being managed on an individual basis.
Implement improved risk based management processes for critical assets	On Track	
To improve WSC Asset Management Practices beyond core level to an appropriate advanced level by June 2014	On Track	
To improve WSC Asset Management Practices beyond core level to an appropriate advanced level by June 2014, by implementing relevant corporate tasks in the AMIP and reviewing progress by asset suppliers on individual asset classes in the AMIP.	On Track	
Administer and manage the Wyong Local Traffic Committee.	On Track	
Lobby State and Federal Governments for improved transport for Wyong State residents.	On Track	
Provide traffic and transport advice to Land Use Planners, Policy Development Unit, Place Management Unit and other internal and external stakeholders.	On Track	
Stage 2 of the Currumbah Creek Catchment FRMS is completed by June 2014.	On Track	
Stage 2 of the Wallarah Creek FRMS Stage 2 is completed by June 2014	Deferred	Council was unsuccessful in an application for grant funding.
Stage 2 of the Wyong River Catchment FRMS is completed by December 2013.	On Track	
Bathymetric study of Tuggerah Lakes	Not On Track	Currently not an identified project.
Studies delivered for Bangalow Creek FRMP	On Track	Sub catchment of Currumbah Creek covered under that plan.
Studies delivered for Berkeley/Killarney Vale FRMP	Not On Track	Budget provided in 2012/13, however works are behind schedule due to a change in scope from OEH which has resulted in a requirement to rewrite the brief.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration			
12.01 - Asset Management			
Studies delivered for Northern Catchments FRMP and Lake Macquarie FRMP with LMCC	4 Year	On Track	
Studies delivered for Ourimbah Creek FRMP	4 Year	On Track	Flood study 55% complete.
Studies delivered for Tuggerah lake Foreshoreshore FRMP	4 Year	On Track	Study 80% complete with rework required to incorporate Council's interim sea level policy.
Studies delivered for Wallarah and Spring Creek FRMP	4 Year	On Track	
Studies delivered for Wyong River FRMP	4 Year	On Track	Flood study 50% complete.
Studies undertaken for Ourimbah Creek Catchment Floodplain Risk Management Strategy (FRMS), Wyong River Catchment FRMS, Wallarah Creek FRMS	1 Year	On Track	Flood studies in progress for Ourimbah Creek and Wyong Creek, with reports under review. Wallarah Creek FRMS deferred.
The Entrance Channel Flooding Impact Study	4 Year	On Track	Report recently reviewed by the State Government, awaiting release.
Advice, training and cultural change management in environmental protection practices involved in delivery across WSC's works programs.	4 Year	On Track	
Respond appropriately to environmental issues and initiatives as referred.		On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration			
12.02 - Contract and Project Management			
80% of all projects completed on time and on budget		On Track	
80% of contracts completed within original budget		On Track	
No litigation on any new contracts		On Track	
Education of client group in relation to WSC procurement policy/procedure	1 Year	On Track	Training is ongoing with Contracts System Manager delivery.
Review of Project Management System and implementation of a Gateway System	1 Year	On Track	Implementation of improvements continuing.
Review resourcing requirements in light of the CCWC formation, with particular focus on the risk in potentially losing resources to CCWC or being over-resourced in the event that are no longer require our services	4 Year	On Track	Review depending on progress with CCWC and Joint Services Board (JSB).
95% compliance with goods and services requested are processed within 48 hours of receipt		On Track	
Review further centralisation of procurement within Council	1 Year	Completed	
12.03 - Corporate Governance			
Business papers are produced on time and meet statutory requirements		On Track	All business papers for YTD have met legislative requirements.
Implement new Councilors Local Projects scheme	1 Year	On Track	Scheme implemented, however it requires improvement in internal communications.
20 Councilors Community Improvement Grants (CCIG) processed per month and meet policy requirements		On Track	Average 20 applications processed per month.
Implement learnings from the 2012 Local Government Election	4 Year	On Track	
Review learnings/outcomes of 2012 Local Government Election in preparation for 2016 Local Government Election	1 Year	On Track	Review in progress to prepare submission to Parliamentary Inquiry on elections.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration 12.04 - Finance			
% of the targeted revenue budget is achieved for the organisation 100%			Annual Ratios will be calculated post 30 June 2013.
Asset Renewal ratio - >1.0			
Broad Liabilities ratio 1.75			
Building and Infrastructure renewals ratio - >1.0			
Debt service ratio - <15%			
Operating Balance ratio% -4%			
Rate coverage ratio 0.5			
Rates and Annual Charges Ratio% 0.48			
Rates outstanding percentage <5.00			
Unrestricted current ratio >1.5			
Develop standard reporting suite for management including labour, opex and capex	1 Year	Completed	Project completed, ongoing review and improvement will continue as required.
Develop/improve long term financial plan model	1 Year	Completed	Long Term Financial Plan (LTFP) modelling tool was used to develop financials for inclusion in Council's 2013-2017 Strategic Plan.
Development of Financial Management Framework	4 Year	On Track	Council recently adopted new Hardship and Credit Management Policies. Delegations have been reviewed and signed off to enhance internal controls. Plans are in place to continue to revise and formulate finance process, procedure and policy documentation.
Integrate Asset Information systems	1 Year	On Track	The Finance team have improved alignment with information in various asset management systems within Council and continue to work with the Asset Management Working Group to improve and provide strategic solutions for the organisation.
Procurement card review and implementation of Expense Management System	1 Year	Completed	P-Card (procurement card) transaction review and Internal Audit review completed. P-Cards rationalised and limits aligned to delegations. New internal reporting and review of bank exception reports is now in place. Further control and automation is planned.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration			
12.04 - Finance			
Revenue Services - Implement 2 processing efficiencies within financial operations functions by April 2013		Completed	Implemented "Arrangement to Pay" (ATP) Calculator and trained Credit Management and Customer Contact teams in use Outsourced superannuation to clearing house Currently examining automation of direct debit processing.
Tax and Treasury - Implementation of 1 banking solution to gain operational and system efficiency by December 2012		Completed	Completed in Q2. B-Pay implemented at Council's Childcare Centres.
Revenue modelling aligned with appropriate delivery of services	1 Year	Completed	Extensive review and re-mapping of fees and charges completed in early 2012. Revenue is now aligned to products and responsibility centres existing after the Service Delivery Review. Action complete but yearly review will take place.
Procurement card review and implementation of Expense Management System	1 Year	Completed	P-Card transaction review and Internal Audit review completed. P-Cards rationalised and limits aligned to delegations. New internal reporting and review of bank exception reports is now in place. Further control and automation is planned.
Implement hardship policy by September 2012	1 Year	Completed	Hardship Policy adopted by Council and implementation is underway.

Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration		
12.05 - Human Resources		
% of Permanent staff turnover <10%	On Track	YTD Permanent Staff Turnover at 4.2%.
HR system and report enhancements managed within 2012/13 approved budget.	On Track	Software expenses budget being utilised for system enhancements for both operational and Management Information System (MIS) related purposes.
Proactive analysis of workforce data to identify business trends, people performance and productivity issues.	On Track	Workforce data analysis is continually improving with a dedicated HR Analyst role.
Promotion and communication of HR initiatives and HR corporate and compliance requirements.	On Track	HR communications continue to be published through various communication methods.
Quality controls of HR Management System to improve data quality.	On Track	A regular data review is undertaken by the HR Operations Manager and procedural checklists are in place for team members.
Streamline process after new Performance Management system and Salary Grading system are in place.	Deferred	Deferred to 2013/14.
Delivery of 9 modules of learning to both LDP1 and 2 participants along with the completion of 252 assessments within program timelines.	On Track	Leadership Development Program (LDP) Program is on track.
Conduct required CCWC activities within a timely manner	Deferred	As per corporate direction.
Deliver and manage 11 Leadership programs within timeframes	On Track	HR Monthly report provided. Class evaluation tools implemented after each session. Further follow up of transfer of learning for supervisor and LDP training to be undertaken.
Investigate and develop evaluation tools, online /paper based to report on return on investment.	On Track	KPI's are actioned within timeframes but some delays occur due to withdrawal of candidates and internal advertising not accessing suitable candidates resulting in need for external advertisement.
All recruitment and selection processes completed within 3 months of request being received	Not on Track	
Align all workforce development programs and recruitment activity with CCWC to support the establishment of the CCWC	Deferred	As per corporate direction.
Implement on line recruitment for accepting applications, simplifying the recruitment process and building talent pools	Completed	
Industrial Relations Strategy productivity improvements	On Track	
The IR Strategy aims to increase productivity by removing barriers that affect service delivery.	On Track	
Improved Workers Compensation case management	On Track	
Continue to monitor effectiveness of SafeSmart and seek customer feedback	On Track	New system to be purchased in 2013.
Review procedures for supervisors/managers that will support injured workers while on workers compensation & return to work & based on this review determine next steps	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration			
12.06 - Information Management			
% of service requests completed within the allocated timeframe 85%		Not On Track	WSC Organisation Infrastructure Operations Department - 24,446 service requests YTD - 80% completed on time Community & Recreation Services Department - 9,856 service requests YTD - 73% completed on time Development & Building Department - 3,325 service requests YTD - 83% completed on time Land Management Department - 4,719 service requests YTD - 80% completed on time General Managers Department - 3,433 service requests YTD - 83% completed on time - 3,012 service requests YTD - 95% completed on time
Continued focus on the Central Coast Water Corporation formation	1 Year	Deferred	
Focus on both the short term and longer term objectives of the Central Coast Water Corporation formation	1 Year	Deferred	
Management Projects on time and on budget in 2012/13	1 Year	On Track	Projects are currently tracking on time and within budget.
Support for Solution development and implementation of 16 projects	1 Year	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 12 - Administration			
12.07 - Integrated Planning			
Benchmark WSC Statutory Plan against comparable publications in both public and private sectors		On Track	
Deliver on time all quarterly reports and other obligations under the Integrated and Reporting Framework		On Track	
End of Term Report produced for Council		Completed	
Produce Annual Plan on time and meets statutory requirements		Completed	
Review of the Community Strategic Plan via community engagement by 30 July 2013		Completed	
Service Unit Business Plans are produced on time and meet the statutory requirements		Completed	
WSC Strategic Plan Produced on time and meets statutory requirements		Completed	
Refine the integrated planning process by benchmarking the WSC SP against comparable publications in both public and private sectors	4 Year	On Track	Initial benchmarking undertaken - further work to be completed in ensuing months.
Refine the integrated planning process by prioritising actions proposed across the resourcing strategies	4 Year	On Track	
Refine the integrated planning process by reducing the size of the WSC SP	4 Year	Completed	Size of strategic plan reduced by approximately 100 pages - future focus will be on quality of content rather than number of pages.
Assist Managers to improve integration of Business Plans through Corporate Business strategies	1 Year	Completed	Service Unit Managers ('SUMs) advised of corporate measures, these were integrated into service unit plans.
Assist Managers to improve integration of Business Plans through limoaned costs of Products	1 Year	Completed	SUMs used volume measurements to develop business plans.
Assist Managers to improve integration of Business Plans through the changing Services based on benchmarking	1 Year	Completed	Services were reviewed during the development of business plans.
Assist Managers to improve integration of Business Plans through the refinement of Products	1 Year	Completed	Products were reviewed during the development of business plans.
Further embed Service Unit Business Plans (SUBPs) in corporate business activity by undertaking stakeholder surveys to ensure that the format provides meaningful information that helps clarify business priorities and service levels	4 Year	On Track	
Streamline process for preparation of the Annual Report and State of Shire Report	1 Year	Completed	
Integrate systems for strategic Councillor and community input into the Annual Strategic Planning process	1 Year	On Track	
Work with Managers to identify their Unit's potential areas for cost savings or gains in efficiency or efficacy and develop programs for action	1 Year	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress: Q3	Comments Q3
Principal Activity 12 - Administration			
12.08 - Legal and Risk			
Achieve all timelines and outcomes set out in the adopted Audit Plan	1 Year	On Track	
Provide ongoing training to staff undertaking high risk actions within Council via the Enterprise Risk Management Strategy project	1 Year	On Track	
Provide reports to the Project Control Group for the Enterprise Risk Management Strategy project on progress of that project	4 Year	On Track	
Reduction of 5% in the number of complaints received via the Internal Ombudsman	1 Year	On Track	
Improve compliance and statutory timeframes by 20% under the Government Information (Public Access) Act 2009	4 Year	On Track	
Introduce programs and training to educate staff and councillors on Council's responsibilities under the Government Information (Public Access) Act 2009, the Privacy and Personal Information Protection Act 1998, and the State Records Act 1998 by December 2012	1 Year	On Track	
Prepare standardised format for investigation reports by December 2012	1 Year	Completed	
Review complaints investigation processes, to reduce the time taken to investigate each complaint by October 2012	1 Year	Completed	
Develop and maintain an interactive register of legislative provisions that apply to or have impact upon Council by March 2013	1 Year	On Track	To be completed by 30 June 2013
Identify specific areas that continue to be the subject of ongoing or repetitive complaints and prepare action plans to minimise the numbers of complaints	4 Year	On Track	
Improve quality and accessibility of information available on internet and internet to assist in the orderly dealing with complaints across Council	4 Year	On Track	

Performance Indicator/Action Timeframe 1 Year or 4 Year	YTD Progress Q3	Comments Q3
Principal Activity 1.2 - Administration		
12.09 - Plant, Fleet and Depots		
100% of the targeted revenue budget	On Track	This measure was agreed to be replaced with "recovery of all operating and overhead costs via revenue" as per below - the unit is on track to deliver this target.
Develop 10 year plan for maintaining Charnhaven depot and all sub depots	On Track	Council's Contracts & Project Management Service Unit have been engaged to provide the details associated with this plan.
Adoption of amended Council Vehicle Policy by June 2013	Completed	
Sustainable Fleet Management - Ensure fully absorbed internal cost of delivery of services are lower than comparable externally-supplied options	On Track	Benchmarking undertaken and results show that the internal service offering is comparable or better in terms of quality and provided at significantly lower cost to customers than external providers. This allows Council to deliver more services to the Community.
Sustainable Fleet Management lowest WOL costs to Council relative to other service provisions	On Track	The internal service provides an estimated \$3M pa saving to Council inclusive of \$2.2M of overheads. As most of the overheads are Corporate and would still be incurred if external providers were used exclusively, the overall saving to Council of the internal service is around \$5M pa.
Identify and implement options to generate profitable income from external sources (servicing of other fleet-provider's plant & equipment)	On Track	Building of truck bodies and trailers and refurbishment of old truck bodies for GCC completed - this is an ongoing activity.
Completion of Stage 1 of Emergency Services review project.	On Track	Report due for completion April 2013.
Develop 10 year plan for maintaining Rural Fire Service (RFS) buildings in place	Deferred	Project initiation did not commence until March 2013, proposed to be completed 2013/14.
Adoption of a new Disaster Management Strategy and Plan by 30 June 2014	On Track	
Benchmarking performance compared to alternative supply arrangements within the Fleet Sections of the Unit	On Track	The internal service provides an estimated \$3M pa saving to Council inclusive of \$2.2M of overheads. As most of the overheads are Corporate and would still be incurred if external providers were used exclusively, the overall saving to Council of the internal service is around \$5M pa.
Alignment and potentially Shared Service arrangement with Gosford City Council for all Plant & Fleet operations including this Service (Mgt) as well as all of the products under the service - Plant, Mobile Equipment and Vehicles	Deferred	Delayed pending overall JSB progress decision by both Councils.
Planning and preparation for changes associated with the move to the CCWC operation	Deferred	Delayed pending overall JSB progress decision by both Councils.
Support project leader in transition to alignment with Gosford City Council Fleet operations	Deferred	Delayed pending overall JSB progress decision by both Councils.

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