

## Cash and Investments

The value of investment securities and deposit accounts at 31 March 2012 was \$162.3m. March YTD returns were 5.50%, above the benchmark of 4.83%, with Council investments mainly on term deposits. Investments are being conservatively managed to ensure that value is added to the fixed interest portfolio.

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

The YTD return excluding the unrealised losses on Blackrock Care and maintenance fund was 5.61% comparing favourably to the benchmark. Yields in Q4 are however expected to under perform relative to YTD trend evidenced by the recent cash rate reduction of 50 basis points following the RBA's May meeting.

### Investment performance

Year to date return interest only	5.61%
Year to date return interest and investments	5.50%
<b>Benchmark UBSA 90 days</b>	<b>4.83%</b>

### Cash and Investment balances

	\$000
Petty cash, unpresented cheques	142
Closing Cash (physical)	10,041
Closing Investments	152,083
<b>Closing Cash and Investments per cash flow</b>	<b>162,266</b>

## Loans

Loans increased in the March quarter due to the draw down of a new loan of \$18.1m in March 2012 to meet the cash flow requirements for Water & Sewer. The loan was provided by ANZ at an interest rate below our pre-existing cost of debt.

### Loans

	<b>Original Budget '\$000</b>	<b>Q3 Actual '\$000</b>
<b>Brought forward:</b>		
Current	10,818	10,818
Non current	179,444	179,444
Borrowing	18,600	18,125
Redemption	(10,000)	(7,352)
<b>Carried forward:</b>	<b>198,862</b>	<b>201,035</b>

## 5. Other Activities

### Material risks and liabilities

#### Risks

- The formation of the Central Coast Water Corporation will alter Council's resourcing strategy and our ability to absorb fixed corporate overheads. A report on the Cost Benefit Analysis of Central Coast Water Corporation and a proposed operating model is due to be considered by Central Coast Regional Organisation of Councils (CCROC) on 31 May 2012.
- Construction projects (capital works) have inherent risks relating to latent conditions, scope definition, and allowable contract variations. In the works program there are a number of projects which by their size and scope have the potential for final costs to vary from original estimates. Proposed Q3 budget adjustments included in this report.
- Final estimate of the remediation cost of Council's closed landfills is subject to final studies and design, and final construction estimates.

#### Liabilities

Significant provisions exist for:

- Future remediation of closed landfills which is a large future cost for Council and requires funding.
- Condition of Council's infrastructure and assets continues to have inherent future liabilities for renewal and maintenance.
- Section 94 Contributions:

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

- In respect to credits owed to developers, the current liability is \$16.6m. All but \$1.1m of these credits have been generated under Contributions Plan No. 7A – Warnervale District (CP7A), which covers the release areas of Woongarra, Hamlyn Terrace and Wadalba. It should be noted, however, that this liability does not all fall due today, and relates to future development over a number of years
- \$4.2m of the credits are 'Above Market Value Land Credits'. While originally intended to predict market values CP7A actually proved to be significantly above market values. The redemption of these above market value land credits are currently quarantined pending further negotiations with the parties.
- A report and draft strategy to manage contribution credits is to be presented to Council in June 2012.
- In respect to capital works, all future identified works are covered by the monies to be collected under the relevant Section 94 Contributions Plan other than for Warnervale. In respect to Warnervale, there is a gap of over \$24m.

- In addition, Council has a liability to the RTA for the upgrade of Craigie Avenue and the Pacific Highway to the value of \$0.7m. This liability is being paid off on an annual basis.
- A new Section 94 Financial Model is being developed that will include scenario analysis, both of contributions to be received and infrastructure works to be provided. The Model will enhance Council's current capability in this area.

## Legal Matters and Expenditure

As at 31 March 2012 Wyong Shire Council was party to proceedings in a number of Courts. Those proceedings included the following:

1. Wyong Shire Council v Neumanns Contractors Pty Ltd. These long running proceedings before the Supreme Court are complex and arise from the contract between Council and Neumanns for construction works at Council's former landfill site at Bateau Bay. On 17 December 2010 the Court delivered an interim judgment and made orders to the effect that \$839,808.53 was to be paid to Council by Neumanns, which Council has recovered. The balance of the pending claims and cross-claims were referred to an Assessor appointed by the Court, who has delivered his assessment of those claims. The proceedings have had various mention dates, as the parties have continued to attempt to resolve the proceedings by negotiation.
2. Neumanns Contractors Pty Ltd v Wyong Shire Council. These proceedings before the Supreme Court are also complex and also arise from the contract between Council and Neumanns for construction works at Council's former landfill site at Bateau Bay. The proceedings have had various mention dates, as the parties have continued to attempt to resolve the proceedings by negotiation.
3. Wyong Shire Council v Environmental Land Clearing Contracting Pty Ltd. These proceedings are before the District Court of NSW and concern a contractual dispute with Environmental Land Clearing Contracting Pty Ltd concerning works at Gwandalan. The proceedings are listed for a 3 day hearing commencing on 28 May 2012.
4. Kevin Gregory v Wyong Shire Council. These proceedings are an appeal against Council's refusal of an application to modify a development consent. The proceedings are listed for a conciliation conference on 18 April 2012.
5. Council was also the prosecutor in various criminal proceedings in the Local Court.

A number of Court proceedings were concluded in the quarter ended 31 March 2012 – those proceedings include the following:

- In March 2010, Council received notice from the NSW Environment Protection Authority (EPA) that it was being prosecuted for using land "as a waste facility without lawful authority" at three former landfill sites. The prosecutions related to recycling, rehabilitation and filling at Gwandalan, Mardi and Toukley tip sites between 2006 and 2008. Part of the negotiated outcome on this matter was that Council and the EPA would seek an order from the Court that any penalty that was imposed on Council be returned to the Wyong community, and that the EPA would agree to withdraw the prosecution relating to the Gwandalan site.

The EPA later agreed with Council's proposal that an appropriate community project to be funded by this process was the rehabilitation of the 30 hectare Pioneer Dairy site.

On 9 March 2012 Justice Craig delivered his judgment and imposed penalties totalling \$62,000 and directed the penalty be paid to the Tuggerah Lakes Reserve Trust for the purpose of identified rehabilitation works at the Pioneer Dairy site. The penalty was paid to the Reserve Trust at the beginning of April 2012.

- The Dooralong Residents Action Group Pty Ltd v Wyong Shire Council & The Salvation Army (NSW) Property Trust were proceedings in the Land and Environment Court seeking to challenge the validity of a consent granted by Council to a development application concerning land at Dooralong. The proceedings were heard on 25, 26 and 29 August 2011. Judgment was delivered on 20 December 2011, with the challenge to the validity of the consent being dismissed. On 14 February 2012 the Court ordered that Dooralong Residents Action Group Pty Ltd pay the costs of Council and the costs The Salvation Army as agreed or assessed.

The unsuccessful applicant had indicated an intention to appeal against the decision of the Land and Environment Court to the NSW Court of Appeal, but has since indicated that it no longer will pursue that appeal. The only unresolved aspect of the proceedings is enforcing costs orders against the unsuccessful applicant.

- Various proceedings in the Local Court, which include successful prosecutions under the Companion Animals Act.



## Sponsorship and Funding arrangements

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

### The Entrance Town Centre Management

- Hosted three (3) Hunter TAFE Ourimbah Campus students enrolled in an Event Management Diploma course for a six (6) week period to facilitate the busking competition for the Central Coast Country Music Festival and to also be involved in the overall running of the festival.
- Studebaker Car Show Memorial Park, The Entrance one day event
- Morgan Owners Car Club of Australia Memorial Park, The Entrance one day event
- Inaugural Stand up Paddle Board Championships The Entrance two day event
- Central Coast Country Music Festival conservative economic impact \$3.5million
- Morris Minor Car Club Memorial Park, The Entrance one day event
- Six (6) Farmers Markets held in this quarter Memorial Park, The Entrance
- Commenced planning of the inaugural Seafood and Wine Festival to be held in Memorial Park, the inaugural Central Coast Ukulele Festival to be held in May 2012, the 2012 Paws and Claws walk and the 2012 Chromefest Car Show. Early estimates indicate the number of entries will almost double to that of last year (up to 800 show cars).
- Introduced a range of souvenirs and plush toys promoting The Entrance. (Sales to date almost \$18,000)
- Created a phone application for the Central Coast Country Music Festival and one will also be created for Chromefest 2012.
- Attended all Event Alliance meetings and was charged with creating a Central Coast on line events calendar for all members of the alliance.
- Attended all Community Safety Precinct Committee meetings hosted by Tuggerah Lakes Area Command

### Greater Toukley Vision

- Hosted entertainment for the Central Coast Country Music Festival in the Village Green, Toukley
- Easy Street Hot Rods Show & Shine held in the Village Green Toukley – 100 cars registered, 1000 people attended

**Wyong Regional Chamber of Commerce**

- Held Australia Day 2012 Breakfast Celebrations / Flag Raising Ceremony
- Held Networking Event / Chamber Dinner Meeting on 28 February 2012
- Held Country Music Markets on 10 March 2012
- Held 19<sup>th</sup> Annual Chamber Golf Day on 30 March 2012

**Central Coast Tourism (CCTI)**

- The Entrance Tourism and Economic Development Plan finalised and provided to Council Councillors and staff
- Hosted a major Japanese travel agent familiarisation of the Central Coast region highlighting Camp Breakaway, The Entrance, Norah Head and Treetops for Japanese School Groups
- Undertook marketing campaigns with Japanese, Korean and Chinese inbound tour operators for Mariners Asia Champions League matches
- Secured NSW Surf Lifesaving Championships 2013 and 2014 for the Central Coast, estimated \$16 million in visitor expenditure annually.
- Continued to manage Central Coast Events Alliance
- Signed agreements with Norah Head Lighthouse, Central Coast Wetlands and Pioneer Dairy, Lakes Beach Disability Project and Central Coast Ecotours for their product development funding projects. Proponents have been provided access to funds through Central Coast Tourism
- [www.visitcentralcoasttourism.com.au](http://www.visitcentralcoasttourism.com.au) visitation exploded over summer period, with a record 25,000 unique visitors during January 2012
- Finalised "Get out of Sydney" destination marketing campaign 2012 promoting short breaks from Sydney and International Marketing Campaign for 2012
- Attended the Destination NSW China Mission through Australian Attractions Group, Central Coast Tourism's international marketing representation company
- Finalised the first Chinese Mandarin Central Coast trade brochure for distribution in China
- Continued to work with Optus and AD IQ on mobile concierge smart phone ready software package
- Completed a new website for the Northern Lakes Disability Tourism Precinct
- Increased signage to the Central Coast Gateway Centre has significantly increased visitation to Kariong Centre – up 74% February 2012 on February 2011
- Began compiling bid for 2012 Emirates Melbourne Cup Tour
- Initiated Central Coast Regional Tourism Infrastructure Opportunity Plan

**Business Enterprise Centre**

- Successfully tendered and won a WorkCover grant to deliver awareness and education sessions to over 160 business people on workplace safety and the new Work Health and Safety legislation.
- Completed an EOI for State Government Funding for the continuation of business advisory services now titled 'Small Biz Connect'
- Provided 151 guidance sessions totalling 158 hours of guidance and mentoring, 5 educational workshops to 69 participants.
- Details of Sponsorship funding and donations made for the quarter are as follows:

**Sponsorship funding and donations**

<i>Details</i>	<i>Amount \$ 000</i>
Central Coast Tourism Inc	38
Central Coast Business Enterprise Centre	56
Central Coast Business Review	5
Hunter Valley Research Foundation	1
Councillor Community Improvement Grants	23
Community Financial Support	4
Toukley TCM (including event support)	52
Wyong TCM (including event support)	28
The Entrance TCM (including event support)	62
Community Tipping Subsidies	53
Sport & Cultural Sponsorships	3
Community Group Rental Subsidies	18
Other	55
<b>TOTAL</b>	<b>398</b>

## Material contracts

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

### Contracts

<i>Contract #</i>	<i>Contractor</i>	<i>Details</i>	<i>Amount</i>
CPA/202187	Umwelt (Australia) Pty Ltd	Tuggerah Lakes Monitoring Evaluation Reporting and Improvement Project	\$ 170,990
CPA/182007	Eire Contractors Pty Ltd	Upgrade of SPS T22 and associated works at Budgewoi	\$ 2,323,000
CPA/200744	The Asphalt Man	Asphaltic Heavy Patching works	\$ 828,891
CPA/200744	Fulton Hogan Industries Pty Ltd	Asphaltic Heavy Patching works	\$ 863,056
CPA/205366	J Blackwood and Son	Supply and Delivery of Tools and Hardware	\$ 172,418
CPA/205366	Express Industrial Supplies Pty Ltd	Supply and Delivery of Tools and Hardware	\$ 117,098
CPA/205366	CDA Eastland Trade Supplies Pty Ltd	Supply and Delivery of Tools and Hardware	\$ 89,113
CPA/200643	PricewaterhouseCoopers	External Audit Services 2011 -2017	\$ 600,000



## Grants Received

The following grants were received during the third quarter:

### Grants

Details	Amount \$'000
Financial Assistance Grant - Equalisation Component	1,781
Roads to Recovery	611
Financial Assistance Grant - Local Road Component	385
Street Lighting Subsidy - RMS	229
Warnervale Rd Intersection	110
Cabbage tree Harbour	100
Graffiti Hotspot program	89
NSW Rural Fire Service	81
Special Needs Subsidy & DOCS	77
PaCE Indigenous Education	56
Floodplain Management Study - Wyong River	38
RMS Grants (Road Safety)	34
Libraries rfid	29
Mardi Dam to Mangrove Dam Pipeline Link	28
Immunisation subsidy	26
Sunshine Reserve Boat ramp/Trailer parking	21
Blue Haven Crime Prevention	20
Floodplain Management Study - Ourimbah Ck	13
Strengthening Communities	11
HACC Service Worker	8
Blackspot - Anzac Ave / Hope St (RMS)	7
Surf Club Upgrade - Dept of Infrastructure, Transport, Regional Develop	6
Employment & Training	6
International Womens Day	1
<b>Total</b>	<b>4,115</b>

Attachment 1 financial statements by fund



**PROFIT & LOSS - BY FUND**  
MARCH 2011-12

YTD % Elapsed: 75%

	CONSOLIDATED				GENERAL FUND				WATER FUND				SEWER FUND				
	Last Year Actual	YTD Actual	YTD Adopted Budget	FYR Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	FYR Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	FYR Adopted Budget	Last Year Actual	YTD Actual	YTD Adopted Budget	FYR Adopted Budget	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>INCOME from continuing operations:</b>																	
Revenues																	
Fees & Annual Charges	119,622	128,935	129,430	129,238	80,214	87,045	87,058	87,114	13,605	15,177	15,620	15,620	25,803	26,713	26,752	26,504	
User Charges & Fees	53,712	40,149	44,908	60,163	32,052	22,872	25,684	34,999	20,374	16,687	18,105	23,674	1,286	550	1,118	1,490	
Interest and Investment Revenue	8,906	6,733	5,607	7,411	4,228	3,992	2,924	3,861	2,190	1,331	1,290	1,707	2,488	1,410	1,392	1,843	
Other	2,680	2,316	1,830	2,445	2,175	2,069	1,414	1,892	331	159	281	374	174	59	134	179	
Grants & Contributions Operating	23,547	17,585	18,912	27,339	21,923	16,180	17,255	25,099	961	742	957	1,540	663	663	699	699	
Grants & Contributions Capital	43,405	7,567	9,818	19,728	12,074	6,252	3,987	7,627	30,525	1,067	4,630	8,666	806	228	1,201	3,435	
Gain from the Disposal of Assets	495	946	298	410	492	946	298	410	3	(0)	(0)	(0)					
<b>Total income from continuing operations</b>	<b>252,366</b>	<b>204,232</b>	<b>210,801</b>	<b>246,734</b>	<b>153,158</b>	<b>139,386</b>	<b>138,621</b>	<b>161,003</b>	<b>67,989</b>	<b>35,183</b>	<b>40,883</b>	<b>51,581</b>	<b>31,219</b>	<b>29,663</b>	<b>31,297</b>	<b>34,150</b>	
<b>EXPENSES from continuing operations:</b>																	
Employee Costs	74,876	54,386	55,947	79,293	60,852	43,887	45,100	64,583	6,979	4,989	5,244	7,096	7,045	5,510	5,603	7,614	
Borrowing Costs	12,259	10,345	9,617	14,012	1,745	300	148	1,398	9,161	9,095	8,338	11,107	1,354	950	1,131	1,507	
Materials and Contracts	43,830	31,216	38,130	57,692	19,031	13,045	19,134	32,070	13,312	10,309	11,448	15,182	11,487	7,882	7,548	10,440	
Depreciation	53,594	43,691	42,013	56,509	25,480	20,796	20,340	27,289	14,072	11,736	10,789	14,628	14,043	11,160	10,883	14,592	
Other	39,778	24,837	25,013	33,772	35,587	22,104	21,893	28,176	1,869	1,310	1,526	3,473	2,322	1,423	1,593	2,124	
Loss from the Disposal of Assets	1,988	112	309	420	347	112	309	420	1,641	0	0	0	0	0	0	0	
<b>Total expenses from continuing operations</b>	<b>226,326</b>	<b>164,586</b>	<b>171,028</b>	<b>241,698</b>	<b>143,041</b>	<b>100,243</b>	<b>106,925</b>	<b>153,935</b>	<b>47,034</b>	<b>37,439</b>	<b>37,345</b>	<b>51,486</b>	<b>36,251</b>	<b>26,904</b>	<b>26,759</b>	<b>36,277</b>	
<b>NET OPERATING RESULT FOR YEAR</b>	<b>26,041</b>	<b>39,646</b>	<b>39,772</b>	<b>5,036</b>	<b>10,117</b>	<b>39,143</b>	<b>31,696</b>	<b>7,068</b>	<b>20,956</b>	<b>(2,256)</b>	<b>3,538</b>	<b>95</b>	<b>(5,032)</b>	<b>2,759</b>	<b>4,538</b>	<b>(2,127)</b>	
<b>Net operating result before capital grants and contributions</b>	<b>(17,364)</b>	<b>32,079</b>	<b>29,954</b>	<b>(14,693)</b>	<b>(1,957)</b>	<b>32,891</b>	<b>27,709</b>	<b>(559)</b>	<b>(9,569)</b>	<b>(3,343)</b>	<b>(1,092)</b>	<b>(8,571)</b>	<b>(5,838)</b>	<b>2,531</b>	<b>3,337</b>	<b>(5,562)</b>	
Attributable to:																	
WYONG SHIRE COUNCIL	<b>26,041</b>	<b>39,646</b>	<b>39,772</b>	<b>5,036</b>	<b>10,117</b>	<b>39,143</b>	<b>31,696</b>	<b>7,068</b>	<b>20,956</b>	<b>(2,256)</b>	<b>3,538</b>	<b>95</b>	<b>(5,032)</b>	<b>2,759</b>	<b>4,538</b>	<b>(2,127)</b>	
<b>Statement of comprehensive income</b>	<b>(80,406)</b>	<b>(362)</b>	<b>0</b>	<b>0</b>	<b>(53,182)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15,001)</b>	<b>(362)</b>	<b>0</b>	<b>0</b>	<b>(12,223)</b>	<b>7,191</b>	<b>2,759</b>	<b>(2,127)</b>	
Adjustments to Revaluation reserve																	
Movements per Balance sheet	<b>106,446</b>	<b>40,007</b>	<b>39,772</b>	<b>5,036</b>	<b>63,299</b>	<b>39,143</b>	<b>31,696</b>	<b>7,068</b>	<b>35,957</b>	<b>(1,894)</b>	<b>3,538</b>	<b>95</b>	<b>7,191</b>	<b>2,759</b>	<b>4,538</b>	<b>(2,127)</b>	

## Attachment 2 balance sheet by fund

Wyong Shire Council  
**Balance sheet by fund**  
 March 2012

	CONSOLIDATED				GENERAL			WATER			SEWER		
	Actual	Actual	YTD	FYR	Actual	Actual	YTD	Actual	Actual	YTD	Actual	Actual	YTD
	\$'000	\$'000	Move	Original	\$'000	\$'000	Move	\$'000	\$'000	Move	\$'000	\$'000	Move
<b>CURRENT ASSETS</b>													
Cash & cash equivalents	51,798	91,323	39,525	44,210	51,798	91,319	39,521	-	(25)	(25)	-	29	29
Investment Securities	69,448	61,000	(8,448)	61,707	3,387	(9,099)	(12,486)	39,152	29,798	(9,354)	26,909	40,301	13,392
Receivables	35,979	53,082	17,103	31,588	14,104	29,448	15,344	19,038	15,883	(3,155)	2,843	7,751	4,908
Inventories	2,087	1,970	(117)	2,169	1,695	1,578	(117)	392	392	-	-	-	-
Other	366	-	(366)	414	365	-	(365)	1	-	(1)	-	-	-
<b>TOTAL CURRENT ASSETS</b>	159,678	207,375	47,697	140,088	71,349	113,246	41,897	58,583	46,048	(12,535)	29,752	48,081	18,329
<b>NON-CURRENT ASSETS</b>													
Investment Securities	16,992	9,943	(7,049)	-	16,992	9,943	(7,049)	-	125	125	-	-	-
Receivables	1,422	1,433	11	-	827	767	(60)	553	541	(12)	41	-	(41)
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	2,516	1,840	(676)	3,266	1,826	1,336	(490)	433	316	(117)	257	188	(69)
Infrastructure, Property, Plant & Equipment	2,037,332	2,032,888	(4,444)	2,005,089	837,935	840,253	2,318	789,906	790,515	609	409,491	402,120	(7,371)
<b>TOTAL NON-CURRENT ASSETS</b>	2,058,262	2,046,104	(12,158)	2,008,355	857,580	852,299	(5,281)	790,892	791,497	605	409,789	402,308	(7,481)
<b>TOTAL ASSETS</b>	2,217,940	2,253,479	35,539	2,148,443	928,929	965,545	36,616	849,475	837,545	(11,930)	439,541	450,389	10,848
<b>CURRENT LIABILITIES</b>													
Payables	(46,989)	(31,671)	15,318	(42,655)	(26,717)	(24,424)	2,293	(17,406)	(5,400)	12,006	(2,874)	(1,847)	1,027
Borrowings	(10,818)	(10,818)	-	-	(854)	(854)	-	(8,725)	(8,725)	-	(1,239)	(1,239)	-
Provisions	(28,742)	(28,870)	(128)	(34,452)	(24,081)	(24,210)	(129)	(2,070)	(2,070)	-	(2,590)	(2,590)	-
<b>TOTAL CURRENT LIABILITIES</b>	(86,549)	(71,359)	15,190	(77,107)	(51,652)	(49,488)	2,164	(28,201)	(16,195)	12,006	(6,703)	(5,676)	1,027
<b>NON-CURRENT LIABILITIES</b>													
Payables	(52)	-	52	-	(52)	-	52	-	-	-	-	-	-
Borrowings	(179,444)	(190,217)	(10,773)	(200,439)	(2,495)	(2,183)	312	(159,854)	(161,825)	(1,971)	(17,094)	(26,210)	(9,116)
Provisions	(50,528)	(50,528)	-	(30,986)	(49,640)	(49,640)	-	(441)	(441)	-	(446)	(446)	-
<b>TOTAL NON CURRENT LIABILITIES</b>	(230,024)	(240,745)	(10,721)	(231,425)	(52,187)	(51,823)	364	(160,295)	(162,266)	(1,971)	(17,540)	(26,656)	(9,116)
<b>TOTAL LIABILITIES</b>	(316,573)	(312,104)	4,469	(308,532)	(103,839)	(101,311)	2,528	(188,496)	(178,461)	10,035	(24,243)	(32,332)	(8,089)
<b>NET ASSETS</b>	1,901,367	1,941,375	40,008	1,839,911	825,090	864,234	39,144	660,979	659,084	(1,893)	415,298	418,057	2,759

YTD % Elapsed: 75%

## Attachment 3 cash flow statement

Wyong Shire Council

**Cash flow statement by fund**

March 2012

YTD % Elapsed: 75%

	CONSOLIDATED			
	Actual 2011 \$'000	YTD Actual 2012 \$'000	YTD Adopted Budget 2012 \$'000	FYR Adopted Budget 2012 \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Receipts from customers	169,766	144,973	109,772	190,543
Interest Revenue	8,737	6,097	3,876	7,751
Grants & Contributions	51,699	33,206	26,028	45,183
Other Revenue	16,754	317	1,217	2,445
<b>Payments</b>				
Employee costs	(75,724)	(56,484)	(39,094)	(80,304)
Materials & Contracts	(34,848)	(41,071)	(29,196)	(56,581)
Interest Expense	(10,649)	(11,544)	(7,058)	(14,012)
Other Expense	(42,819)	(25,232)	(20,399)	(38,375)
<b>Net cash from Operating Activities</b>	<b>82,916</b>	<b>50,262</b>	<b>45,146</b>	<b>56,650</b>
<b>INVESTING ACTIVITIES</b>				
<b>Receipts</b>				
Sale of IPP&E	1,392	1,196	-	-
<b>Payments</b>				
Purchase of IPP&E	(89,155)	(38,202)	(36,504)	(73,007)
<b>Net cash from Investing Activities</b>	<b>(87,763)</b>	<b>(37,006)</b>	<b>(36,504)</b>	<b>(73,007)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Net movement in Borrowings</b>				
Dividends	15,742	10,773	(4,925)	8,275
<b>Net cash from Investing Activities</b>	<b>15,742</b>	<b>10,773</b>	<b>(4,925)</b>	<b>8,275</b>
<b>Net increase/(decrease) in cash/investments held</b>	<b>10,895</b>	<b>24,029</b>	<b>3,717</b>	<b>(8,082)</b>
Cash & Investments at beginning of period	127,342	138,237	114,000	114,000
Cash & Investments at end of period	<b>138,237</b>	<b>162,266</b>	<b>117,717</b>	<b>105,918</b>

Attachment 4 Business activities

Wyong Shire Council  
Business Activities  
MARCH 2011-12

YTD % Elapsed: 75%

	Waste Management				Holiday Parks				Child & Education Care			
	Last Year Total Actuals \$	YTD Actuals \$	YTD Adopted Budget \$	FYR Adopted Budget \$	Last Year Total Actuals \$	YTD Actuals \$	YTD Adopted Budget \$	FYR Adopted Budget \$	Last Year Total Actuals \$	YTD Actuals \$	YTD Adopted Budget \$	FYR Adopted Budget \$
	000's	000's	000's	000's	000's	000's	000's	000's	000's	000's	000's	000's
<b>Income from Continuing Operations</b>												
Rates & Annual Charges	21,649	26,380	26,379	26,401								
User Charges & Fees	10,289	7,672	9,773	13,014	8,448	6,495	6,765	8,680	3,946	2,925	3,214	4,301
Interest and Investment Revenue	123	115	85	115								
Other Revenues	260	163	214	285					1	1	22	30
Grants & Contributions Operating	652	734	667	667					492	338	408	543
Grants & Contributions Capital					1							
Gain from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>32,953</b>	<b>35,064</b>	<b>37,118</b>	<b>40,481</b>	<b>8,449</b>	<b>6,495</b>	<b>6,765</b>	<b>8,680</b>	<b>4,439</b>	<b>3,265</b>	<b>3,644</b>	<b>4,874</b>
<b>Expenses from Continuing Operations</b>												
Employee Costs	1,318	1,198	1,140	1,512	226	154	138	190	3,734	2,757	2,973	4,000
Borrowing Costs	210			1,200	111	67	146	194				
Materials & Contracts	11,302	6,246	6,850	16,392	3,426	2,800	3,591	4,834	1,101	850	930	1,242
Depreciation	1,909	1,394	2,024	2,689	930	830	885	1,233	164	86	97	129
Other Operating Expenses	10,724	8,627	8,319	11,031	2,677	2,163	2,279	2,911	99	57	69	94
Loss from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>25,463</b>	<b>17,464</b>	<b>18,332</b>	<b>32,834</b>	<b>7,370</b>	<b>6,014</b>	<b>7,039</b>	<b>9,363</b>	<b>5,098</b>	<b>3,749</b>	<b>4,070</b>	<b>5,466</b>
<b>Net Operating Result for Year</b>	<b>7,490</b>	<b>17,599</b>	<b>18,785</b>	<b>7,647</b>	<b>1,079</b>	<b>480</b>	<b>(274)</b>	<b>(682)</b>	<b>(659)</b>	<b>(484)</b>	<b>(426)</b>	<b>(592)</b>
<b>Net Operating Result Before Capital Grants and Contributions</b>	<b>7,490</b>	<b>17,599</b>	<b>18,785</b>	<b>7,647</b>	<b>1,077</b>	<b>480</b>	<b>(274)</b>	<b>(682)</b>	<b>(659)</b>	<b>(484)</b>	<b>(426)</b>	<b>(592)</b>

## Attachment 5

### Capital Expenditure Projects



## CAPITAL EXPENDITURE SUMMARY

MARCH 2011-12

	YEAR TO DATE			FULL YEAR		
	Actuals \$ 000's	Adopted Budget \$ 000's	Variance \$ 000's	Last Year Actual \$ 000's	Adopted Budget \$ 000's	Original Budget \$ 000's
<b>A100.General Manager</b>						
C100.General Manager-Mgt	2	0	(2)	0	0	0
C110.GM Major Project Mgt	0	0	0	0	0	0
<b>Total A100.General Manager</b>	<b>2</b>	<b>0</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>A200.Corporate Services</b>						
C220.Finance Operations	0	124	124	0	250	250
C222.Finance Performance	0	0	0	0	0	0
C232.Governance	0	0	0	4	0	0
C234.Civic Centre	53	607	554	234	924	924
C240.Information Management-Mgt	(7)	0	7	61	0	0
C241.Information Management	0	249	249	25	500	500
C254.Staff Learning and Development	40	118	77	0	263	325
C274.Property	1,148	1,690	542	1,414	1,898	1,070
C282.Continuous Improvement Program	0	200	200	0	300	300
<b>Total A200.Corporate Services</b>	<b>1,234</b>	<b>2,988</b>	<b>1,753</b>	<b>1,738</b>	<b>4,135</b>	<b>3,369</b>
<b>A300.Environment and Planning</b>						
C301.Place Management	(0)	0	0	0	0	0
C302.Master Plans and Implementation	13	0	(13)	0	0	0
C303.Town Centre Management	23	170	147	5	236	236
C304.Major Development Assessment	0	0	0	(0)	0	0
C307.EPS Major Project Mgt	601	1,485	884	1,447	2,671	2,820
C308.Assessing and Maintaining the Natural Environment	560	659	99	790	686	0
C315.Environment and Planning-Mgt	0	0	(0)	2	0	0
C330.Animal Care Facility	(0)	0	0	125	0	0
C340.Ranger Services	49	100	51	0	100	150
C382.Land Use Planning and Policy Development Mgt	0	0	0	0	0	0
<b>Total A300.Environment and Planning</b>	<b>1,245</b>	<b>2,414</b>	<b>1,168</b>	<b>2,370</b>	<b>3,693</b>	<b>3,206</b>
<b>A401.Infrastructure Management Department</b>						
C400.Roads	9,316	15,556	6,241	12,513	23,697	21,223
C401.Footpaths and Shared Pathways	201	456	256	571	1,547	1,562
C405.Roadside Inventory	2	23	21	3	85	85
C407.Off-Street Carparks	(3)	0	3	320	0	0
C420.Stormwater (Water and General Fund)	4,017	2,550	(1,467)	5,737	6,188	5,704
C430.Asset Management Planning	0	0	(0)	0	0	0
C432.Floodplain Management	0	0	(0)	12	0	0
C465.Depots and Sites	9	300	291	0	300	300
C475.Plant/Mobile Equipment and Vehicles	1,633	3,301	1,668	3,594	5,176	5,176
C573.Emergency Services	106	1,097	991	683	1,426	1,426
C587.Procurement	1	120	119	0	120	120
C700.Closed Landfill Remediation	908	1,728	820	1,884	4,843	4,405
C703.Commercial Waste and Recycling Services	0	0	0	0	0	0
C705.Waste Management Facility	149	837	689	1,025	1,610	1,540
C800.Water	8,518	18,622	10,104	75,077	21,970	11,670
C900.Sewerage Services	3,710	11,069	7,358	5,665	16,686	16,686
<b>Total A401.Infrastructure Management Department</b>	<b>28,565</b>	<b>55,659</b>	<b>27,094</b>	<b>107,084</b>	<b>83,648</b>	<b>69,896</b>
<b>A402.Community and Recreation Services Department</b>						
C221.Communications	10	0	(10)	0	0	0
C412.Customer & Community Relations-Mgt	0	0	(0)	0	0	0
C413.Customer & Community Relations	0	56	56	0	75	75
C415.Community Buildings-Mgt	0	0	(0)	0	0	0
C501.Community and Cultural Planning	0	110	110	0	200	150
C502.Community and Cultural Development Programs	0	0	(0)	18	0	0
C504.Community Infrastructure	721	1,379	658	1,995	1,738	613
C521.Developed Open Space Operations	9	2	(7)	(10)	2	0
C532.Open Space and Recreation Planning, Design and Dev	2,194	2,609	415	5,309	2,693	160
C538.Leisure and Tourist Facilities	2,905	4,048	1,143	6,590	6,423	2,330
C540.Public Toilets	0	0	0	83	0	0
C550.Care and Education	16	59	43	12	59	59
C555.Library Services	520	589	69	554	873	873
C589.Customer Service	0	39	39	5	52	52
<b>Total A402.Community and Recreation Services Department</b>	<b>6,376</b>	<b>8,891</b>	<b>2,515</b>	<b>14,557</b>	<b>12,114</b>	<b>4,311</b>
<b>SUB-TOTAL</b>	<b>37,423</b>	<b>69,952</b>	<b>32,529</b>	<b>125,750</b>	<b>103,590</b>	<b>80,782</b>
<b>GOSFORD CONTRIBUTION</b>	<b>0</b>	<b>(8,257)</b>	<b>(8,257)</b>	<b>(34,952)</b>	<b>(8,690)</b>	<b>(1,875)</b>
<b>GRAND TOTAL</b>	<b>37,423</b>	<b>61,695</b>	<b>24,273</b>	<b>90,797</b>	<b>94,899</b>	<b>78,907</b>

## Attachment 6 – Proposed Budget Variations

QUARTER 3 RECOMMENDED BUDGET VARIATIONS	\$000's		\$000's		\$000's	
	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Fav/ (Unfav)	
DESCRIPTION	CAPITAL		OPERATING		P&L IMPACT	
	REVENUE	EXPENDITURE	REVENUE	EXPENDITURE	NET P&L Impact	
<b>CURRENT OPERATING RESULT 11/12</b>						<b>(14,693)</b>
Installation of subsoil drainage at EDSACC South Oval. The work will be completed by subcontractors on behalf of Council. The original project was estimated at \$160K, but has been revised to \$180K. The budget adjustment reflects : 1. \$20K Increase in capital expenditure; 2. \$80K Recognition a Contribution from The Entrance Leagues Club; 3. \$20K savings identified in the Ovals Maintenance budget.	80	20	0	(20)	20	
Reduction in the 2011-12 Water capital program including: \$950K - Mardi suite of works contingency estimate not required \$650K - Stormwater harvesting projects - projects not feasible no longer proceeding \$430K - Mardi Dam pretreatment works - (still in design phase) \$290K - Scaddens Ridge solar tower - in tendering stage \$150K - Warnervale town centre water - pending progress on site development \$50K - WEZ water - pending progress on site development \$700K - Pump Stn 17 - budget was for construction - in tendering stage \$355K - Desal Site at Toukley - less than expected \$7.3M - Mardi to Mangrove - payment of contracts extended into 2012-13 Where these projects are Joint Water funded, the budgets are offset by a reduction in contributions from Gosford City Council of \$5.0M.	0	(5,900)	0	0	0	
Reduction to Sewer Capital program. Major changes include: \$1.4M - WEZ Sewer Scheme - delayed due to land /approval issues \$2M - Sewer pump station T22 at Toukley - postponed \$1.7M - B9 rising main - postponed \$1.4M - Bateau Bay STP inlet works - postponed \$1.886M - construction Sewer pump stn at Blue Haven - postponed	0	(10,587)	0	0	0	
Construction of The Entrance Coast to Lake Scenic Walk Project (funded by grants)	206	206	0	0	0	
Adjustment to operating and capital Rural Fire budgets to reflect the approved 2011/12 allocations under the NSW Rural Fire Fighting Fund (announced in November 2011). Including: * Adjustment to emergency services contributions - RFS, SES and Fire brigades * Purchase 4WD vehicle from RFS Donation funds.	(1,431)	(933)	275	245	30	
Land Purchase 18 Manning Rd The Entrance as per Council Resolution at the ordinary meeting on 22/7/2009.	0	385	0	0	0	
Additional grant revenue for Heritage Advisor until 30-06-12	0	0	1	1	0	
Additional Grant Income and associated works from the Regional & Local Infrastructure Grant 11/12. Work focuses on the improvement of community facilities including: * Gravity Centre Renewal * San Remo Neighbourhood Centre Renewal * Summerland Community Hall * Toukley Art Centre * Tuggerah Hall * Cynthia St N'hood Centre * Wyong Community Hall * Buff Point Scout Hall	330	330	0	0	0	
Holiday Park Capital Expenditure has been reduced for 2011/12. The reduction is necessary to ensure that future year Cluster Plan works can be funded through the available Holiday Parks reserves.	0	(723)	0	0	0	

QUARTER 3 RECOMMENDED BUDGET VARIATIONS	\$000's	\$000's	\$000's	\$000's	\$000's
	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Fav/ (Unfav)
DESCRIPTION	CAPITAL		OPERATING		P&L IMPACT
	REVENUE	EXPENDITURE	REVENUE	EXPENDITURE	NET P&L Impact
CURRENT OPERATING RESULT 11/12					(14,693)
Brought Forward Capital Works from 12/13 Council Resolution 28/03/12. Approximately 27 projects have been identified across Council including: \$1,500K Road Pavement Renewal \$360K The Entrance Town Centre Master Plan \$280K Toukley Town Centre Master Plan \$250K Street Scape Improvements (Central Coast Highway through Long Jetty) \$200K Playground management program	0	3,473	0	0	0
Quarter 3 Review of depreciation has resulted in an unfavourable impact of \$791K (or 1.4%) of a total budget of \$56,985K. The most significant was a reduction in the life of library books from 10 down to 5 years (\$1,096K unfavourable).	0	0	0	791	(791)
Recognition of the revised amortisation discount on the waste remediation provision. Amortisation reflects a recognition of the opportunity cost of the remediation provision. This is predominantly offset via the investment received.	0	0	0	1,184	(1,184)
Brought Forward forward plant purchases.	0	1,324	0	0	0
Reduced Capital Works at the Charmhaven Depot	0	(100)	0	0	0
Increase in interest revenue from investments.	0	0	1,434	0	1,434
Koowong Rd Jetty, Gwandalan. Additional consultant expenses required for environmental study.	0	5	0	(5)	5
Increase expenditure budget for the establish of "the status of women advisory committee" (under section 355) per Council resolution.	0	0	0	10	(10)
Remove original expenditure budget duplication for The Entrance SLSC Upgrade	0	0	0	(109)	109
Design changes to the retaining wall on the Shelly Beach road project have resulted in increased expenditure. Budget is available to be transferred from the Soldiers Beach road to offset this increase in expenditure.	0	0	0	0	0
The Invoice Scanning & Infield Electronic Time Recording projects have been postponed until further cost/benefit investigation has been undertaken.	0	(250)	0	0	0
The delivery of the Integrated Reporting solution will now be phased across the 2011-12 and 2012-13 financial years. Of the \$300K originally budgeted in 2011-12, \$150K will be spent in the current financial year. Further development will occur across 2012-13.	0	(150)	0	0	0



QUARTER 3 RECOMMENDED BUDGET VARIATIONS	\$000's	\$000's	\$000's	\$000's	\$000's
	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Fav/ (Unfav)
	CAPITAL		OPERATING		P&L IMPACT
DESCRIPTION	REVENUE	EXPENDITURE	REVENUE	EXPENDITURE	NET P&L Impact
<b>CURRENT OPERATING RESULT 11/12</b>					<b>(14,693)</b>
Air conditioning and fire system upgrade at Council Head Office will not be completed in 2011-12 financial year.	0	(434)	0	0	0
The Performance Management Appraisal Project will not to be carried out in 2011-12 financial year.	0	(203)	0	0	0
Review of Buttonderry Waste Management Facility capital works program has resulted in a number of changes within the delivery of the planned works. This change predominantly reflects the deferral of the development of a soil processing facility (\$400K) which is now programmed to occur in 2012/13.	0	(463)	0	0	0
The IT Middleware project will not to be carried out in 2011-12 financial year.	0	(500)	0	0	0
Budget re-classification to match the correct allocation of the Communications camcorder purchase from an operating expense to a capital purchase per Council's capital policy.	0	11	0	(11)	11
Roads review Capital program, adjustments include s94, bridges, footbridges, shared pathways and associated grant funding to reflect current works program	1,325	(6,738)	455	218	237
A review of the Drainage Capital program adjustments to reflect current works program, including s94 amendments.	0	(952)	0	0	0
Asset Management budget review. Changes to budget predominantly relate to reductions in flood study revenue and expenditure for the 2011-12 financial year.	11	33	(210)	(328)	118
Remove the contract management system project from 11/12	0	(120)	0	0	0
Installation of a security swipe card system in the Lifelong Learning area in the Hely Street Building.	0	17	0	0	0
Savings identified from vacant partnership role.	0	0	0	(17)	17
Estuary Management Plan budget has been revised to reflect a reduction in operating grant income and associated expenditure for the 2011/12 financial year.	0	0	(1,410)	(1,410)	0
<b>FULL YEAR PROJECTED RESULT</b>	<b>521</b>	<b>(22,250)</b>	<b>545</b>	<b>549</b>	<b>(14,698)</b>

## Attachment 7

## Progress on Principal Activities

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 1- Community &amp; Education</b>			
<b>1.1 Community and Cultural Development</b>			
<b>1.1.1 Community Facilities Management</b>			
Community facilities are clean and safe with a 10% increase in utilisation over 2010/11	11/12	On Track	Community facilities remain clean and safe. Utilisation is now being tracked for all council booked facilities. A first draft of the Community Facilities Strategy has been developed and includes an action plan
<b>1.1.2 Cultural Centre</b>			
Preparation of Art House design, documentation, and stakeholder development	1 Year	On Track	No further work on the documentation for the Art House. Awaiting funding.
<b>1.1.3 Cemeteries</b>			
Adoption of Cemeteries Plan by December 2011	11/12	On Track	Review of Draft Cemeteries Plan of Management due for completion by June 2012
Expand provision of cemetery services	4 years	On Track	To be considered as part of the Plan of Management for Cemeteries
Feasibility study for the formation of a Wyong Shire crematorium facility	4 years	On Track	Staff are undertaking a feasibility study based on trend and market analysis
<b>1.1.4 Community and Cultural Planning</b>			
Adoption of Community Facilities Strategy by June 2012	11/12	On Track	A first draft of the Community Facilities Strategy has been completed. This involves both a strategic and operational review.
Adoption of Learning Community Strategy by February 2012	11/12	On Track	A first draft of the Learning Community Strategy has now been completed.
Increase revenue via community facilities review which may include: reduction of existing buildings, increased fees & charges, improved maintenance planning, increased grant funding opportunities	4 years	On Track	As part of the Community Facilities Review, fees and charges have been reviewed and benchmarked. This review will recommend a phased change in fees and charges to reflect true operating costs. Community Facilities Strategy is due for adoption in June 2012.
<b>1.1.5 Community Programs</b>			
20 community and cultural programs conducted each year	11/12	On Track	YTD 18 programs have been completed. Five programs were conducted during this quarter. Community and cultural programs have included NGURA Term 1, Welcome tours, Australia Day, Seniors Week, International Women's Day and ongoing work with Together for Toukley.
6 new asset based local community development programs/projects commenced	11/12	On Track	YTD 5 programs have been completed. One new asset based community development program was held during this quarter. Key community development programs have included the ongoing support and development of the Creative enterprise project with Lakeside Arts.

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>1.1 Community and Cultural Development</b>			
<b>Principal Activity 1- Community &amp; Education</b>			
<b>1.1.6 Community Committee</b>	11/12	On Track	Annual General Meetings held for all 13 Precinct committees. All committees, except Toukley, were successful in maintaining full representation
<b>1.1.7 Events</b>	11/12	On Track	One grant community information session was held in February to assist applicants for Council supported grants - Community Matching fund, Community Benefit Grants and Cultural Grants
<b>1.1.8 Community Education</b>	11/12	On Track	Ten water education in pre-school sessions held. Schools provided with information for 2012 Primary Schools Education program. The team supported Clean up Australia Day. On average each education program is achieving a minimum of 25% behaviour change.
<b>1.2 Community Buildings</b>	4 years	On Track	Scope and design currently being prepared. Funds have been identified in the 12/13 budget. The works are programmed to commence February 2013.
<b>1.2.1 Depot - Long Jetty</b>	11/12	On Track	Currently sitting at 96%.
<b>1.2.2 Community Buildings Asset Supplier Services</b>	11/12	On Track	No significant problems have been found and minor maintenance is underway to address the recommendations of Council's Fire Safety Inspector. Further inspections being undertaken.
<b>1.2.3 Public Toilets</b>	11/12	KPI Achieved	The 11/12 inspection schedule was completed on time. The 12/13 inspection schedule was developed and has now commenced.
<b>1.3 Customer &amp; Community Relations</b>	1 Year	On Track	Toilet strategy and standard design have been drafted in this quarter
<b>1.3.1 Communications</b>	11/12	Project Completed	Scope identified change from a Communications and Branding Strategy to a Reputation Management Framework. Draft endorsed with Councillors in March.
<b>1.3.2 Community Engagement</b>	4 years	On Track	Research completed and will inform Website Stage 2 Strategy.
<b>1.3.3 Customer Contact</b>	11/12	On Track	Draft survey completed. Survey planned for April/May 2012.
<b>1.3.4 Customer Engagement</b>	4 years	On Track	Proposal complete and preferred supplier identified.
<b>1.3.5 Customer Satisfaction</b>	11/12	Project Deferred	Telephone survey conducted through Hunter Valley Research Omnibus Survey in March 2012 with 400 randomly selected residents questions related to previous Reputation Survey 2010. This combined with the Service Standards Review project will provide information on customer satisfaction, however not a percentage. 2012/13 will focus on developing a more robust measurement.
<b>1.3.6 Customer Charter</b>	11/12	Project Deferred	Draft completed. Scope and timeframe revised for actions to be completed in 12/13 after Service Standards Review.

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 1- Community &amp; Education</b>			
<b>1.4 Community Lifelong Learning</b>			
<b>1.4.1 Library Services</b> Average of 7.2 library loans per annum for each Shire resident	11/12	Not on Track	Our circulation has increased 3.59% on 2010/11 numbers for Quarter 3. There has been a substantial increase on the previous quarter. Library programs tied into the National Year of Reading 2012 are expected to increase our circulation up to June 2012, however we project being below target for the full year.
Explore partnership opportunities with developers to enhance library services	4 years	On Track	Discussions continued with developers. Draft design plans reviewed. Feedback provided.
Library usage statistics show a 10% increase from 2010/11	11/12	On Track	Compared to the same period 2010/11, Quarter 3 results are: Circulation increased by 3.59%; Library programs increased by 218%; Attendance increased by 61%. Overall usage has increased by approximately 8% YTD, and usage is trending up and it is anticipated 10% increase will be achieved in Quarter 4.
<b>1.4.2 Vacation Care</b> Utilisation targets for each vacation care program met	11/12	Not on Track	Our vacation care utilisation during summer was significantly below budgeted utilisation. The pre-bookings for the Autumn period are good, but it is not feasible to meet the budgeted utilisation for the financial year given performance in the first three quarters. We are reviewing our Vacation Care Program for future years.
<b>1.4.3 Partnered Learning Provision</b> Raise the profile of Wyong Shire as a learning community through effective collaboration and partnership with peak bodies for learning provision, including the University of Newcastle, public and private schools, TAFE, associations and State and Federal levels of government.	4 years	On Track	Three partnerships developed with Open Universities Australia, Conservatorium of Music and TAFE.

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 2- Community Recreation</b>			
<b>2.1 Open Space</b>			
<b>2.1.4 Open Space - Asset Supplier Services</b>			
85% of service requests being assessed within timeframes	11/12	Not on Track	Currently at 79%. 581 of 2773 were completed after due date primarily due to the higher than average wet weather.
Community satisfaction for parks, reserves and sports fields is 7.5	11/12	On Track	Project not commenced, survey to be undertaken in May 2012.
Greater than 35 million square metres of grass mowed annually	11/12	On Track	28,801,000m <sup>2</sup> mowed to date.
High profile sport fields, parks and reserves mowed every 3 weeks in summer and 5 weeks in winter	11/12	On Track	Level of Service currently being met.
Low profile sports fields, parks and reserves mowed every 5 weeks in summer and 8 weeks in winter	11/12	On Track	Level of Service currently being met.
<b>2.1.5 Public Tree Management</b>			
1000 trees planted in streets and parks	11/12	On Track	795 Trees planted to date.
<b>2.2 Sport, Leisure and Recreation</b>			
<b>2.2.1 Sport, Leisure and Recreation Planning</b>			
Achievement of Councils high priority projects in the 2011/12 Bicycle and Shared Pathway Strategy Action Plan (dependant on funding)	11/12	On Track	Project estimates for prioritised links are completed. One kilometre of pathway at Toukley has been completed. Input provided into the draft WLEP in relation to permits, planning, specifications, landscaping and supporting infrastructure. Cycleway Hazard Inspection Reporting System and an Inspection Program has been developed
Complete the review of sports grants and implement January 2012	11/12	On Track	The sports grant review has been incorporated into the Council wide grants review.
Complete the sports study by December 2011	11/12	Project Deferred	Council has been working in partnership with NSW Sport and Recreation. Awaiting information. A further 5 sporting associations were interviewed this quarter. This data together with previously gathered data is being analysed to inform the report along with information from Gosford City's report.
Lobby State and Federal government to ensure that all building programs on private and public school sites incorporate requirements, where appropriate, for the school to support the use of the facility by community groups (possibly through the Central Coast Principals' Group)	1 Year	Project Completed	
Undertake 2 workshops with sporting groups by April 2012	11/12	Project Completed	Workshops were delivered in March with a total of 53 people attending across the two days.

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 2- Community Recreation</b>			
<b>2.2 Sport, Leisure and Recreation</b>			
<b>2.2.2 Sport and Recreation Facilities</b> 2% growth in the number of participants in the sports that are the main hirers of Council facilities.	11/12	On Track	This is an annual indicator. Winter sports are currently finalising registrations. Local and regional associations have commented that numbers should be available in May. Winter season data will be reported next quarter.
5% increase in community participation across all sports and recreation facilities	11/12	On Track	This will be reported at end of year.
<b>2.2.4 Beach Services</b>			
Develop water safety education program by October 2011	11/12	Project Completed	
Implement water safety program to 1600 participants	11/12	Project Completed	
<b>2.2.7 Parks and Reserves</b>			
Rationalise parks and recreation areas to ensure they meet the community needs. Where there has been amalgamation identify commercial opportunities (e.g. partnering with developers on Council land)	4 years	On Track	Playground management program has been developed. Parks and reserves asset assessment is in progress. 12/13 draft program finalised.

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>3.1 Place Management</b>			
<b>Principal Activity 3- Economic and Property Development</b>			
<b>3.1.1 Place Management - Toukley</b>	11/12	On Track	
Commence the preparation of a comprehensive draft Greater Toukley Area Development Control Plan chapter informed by the Planning Strategy and Masterplan by June 2012			
<b>3.1.2 Place Management - Other Areas/Iconic Sites</b>			
Develop the Iconic Development Sites Generic Development Control Plan	1 Year	Project Completed	
Investigate the establishment of the Iconic Development Site Design Review Panel	1 Year	Project Completed	All concept designs for Iconic Development Sites are reviewed by a PCG prior to being forwarded to Councillors via a Ctr Briefing. Council's Urban Designer also reviews and provides comment on these concepts before they are presented to Council. Given that Council now has this expertise in-house the establishment of a Design Review Panel is no longer considered necessary.
Work with individual property owners to develop site specific Development Control Plans for the nominated Iconic Development Sites	1 Year	On Track	Place Management staff are continuing to work with land owners on individual development proposals.
<b>3.1.4 Place Management - The Entrance</b>			
Completion and adoption of the Masterplan for The Entrance Town Centre by February 2012	11/12	Project Completed	Draft Masterplan has been exhibited and was endorsed by Council on 14 December 2011.
<b>3.2 General Manager - Major Projects</b>			
<b>3.2.1 General Manager - Major Projects</b>	4 years	On Track	Project progressing in line with approved business plan.
Complete investigations for the release of land at Warnervale Town Centre and quantify potential yield	1 Year	Not on Track	Council has resolved not to proceed with the funding application.
Investigate the establishment of a Wyong Skills Centre	1 Year	On Track	Project progressing in line with approved business plan
Review the potential of Wyong Shire being an aged centre of excellence			
<b>3.3 Economic and Property Development</b>			
<b>3.3.2 Economic Development</b>	11/12	On Track	On track on the basis a draft will be finalised by end of June
The Property Development and Investment Strategy adopted by Council by 30 June 2012			
<b>3.3.3 Business Development</b>	11/12	Project Deferred	This plan will become a focus for the Unit in financial year 12/13
Economic Development Plan adopted by Council by 30 June 2012			
<b>3.3.4 Commercial</b>			
The Revenue Opportunity Plan developed by 30 June 2012	11/12	Project Deferred	This work will now be encapsulated in the Economic Development Plan.
<b>3.3.5 Property Development</b>			
Investigate the establishment of a Wyong Shire Loyalty System	4 years	On Track	Project still not yet commenced will now be completed as part of the Economic Development Plan.

		Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 4- Council Enterprises</b>				
4.1 Care and Education	<b>4.1.1 Child Care</b> 75% child / family satisfaction at each service point	11/12	On Track	Rate of satisfaction is above 75% at all centres. Northlakes: 100%; Karinya 92%; Kanwal 100%; Spotted Gum 88%; Treelands 91%; Tom Stone 92%. A more user friendly survey is being finalised for implementation in the fourth quarter.
	Each care and education centre meets all its regulatory requirements and remains accredited	11/12	On Track	All centres have met regulatory requirements and remain accredited.
	Each care and education centre meets its targeted utilisation rate	11/12	Not on Track	The budgeted utilisations will not be met for each individual centre. Marketing strategies are being put in place to attempt to increase utilisation.
4.2 Holiday Parks	<b>4.2.1 Holiday Parks</b> 56% occupancy rate for all Holiday Parks	11/12	On Track	Currently at 58.6%
	Build a new Holiday Park	4 years	On Track	No work undertaken.
	Further develop the Holiday Parks to improve the revenue and funding for reserves throughout the Shire	4 years	On Track	Continuation of Business Strategy. This quarter we undertook major construction works for a camp kitchen at Canton Beach, landscaping to the entry and at the rear of the amphitheatre and erected the framework and roofing to the barbecue facilities at Toowoon Bay.



	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 5- Regulatory</b>			
<b>5.1 Building Certification and Health</b>	<b>5.1.1 Development Assessment and Other Applications</b>	11/12	KPI Achieved
	35% of the total market share for Complying Development Applications		The market share for CDC's has improved dramatically during this quarter and now stands at 42.99%
	Council maintains 70% of the total market share for Construction Certificate applications	11/12	KPI Achieved
	Less than 20 working days net median processing times for small scale residential development applications	11/12	KPI Achieved
	Less than 7 median calendar days to process Complying Development Certificates	11/12	KPI Achieved
<b>5.2 Compliance and Regulation</b>	<b>5.1.3 Public Health and Safety</b>	11/12	On Track
	Complete 400 on-site sewage management system audits per calendar year		Over half of the required number of inspections have been carried out. The frequency and number of inspections has increased to ensure that the program is completed by the end of June.
	<b>5.2.1 Animal Care Facility</b>	11/12	On Track
	Number of animals saved, expressed as a % of the total number of animals arriving at the Animal Care Facility is not less than 99%		At 31/03/2012 the % of animals saved was 92%, however that includes the destruction of 8 dangerous dogs and 25 ill/diseased animals. If those animals were excluded the save rate of suitable healthy animals would be 97%
	<b>5.2.2 Auditing</b>	11/12	On Track
	No less than 450 residential pools have been inspected annually		Program is at 97% with 438/450 pools audited for a total of 893 inspections undertaken.
	<b>5.2.3 Noxious Weeds</b>	11/12	KPI Achieved
	Minimum 12 inspections of high risk noxious weeds premises		67 High Risk properties have been inspected
	<b>5.2.4 Ranger Services</b>	11/12	On Track
	90% of Ranger service requests are substantially responded to within 0 - 5 working days		
<b>5.2.5 Land Use Compliance and Regulation</b>	11/12	KPI Achieved	
Cost recovery provisions have been applied to Clean-up, Prevention and Prohibition Notices		\$10,300 (17) in penalty infringements and \$15,150 (31) in cost recovery notices have been issued for a total cost recovery YTD of \$65,750	

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 6- Environment and Land Use</b>			
<b>6.1 Development Assessment</b>	<b>6.1.1 Development Assessment</b>		
	Less than 15 median calendar days to process subdivision certificates	11/12 KPI Achieved	Net Median processing time 14 days
	Less than 25 working days net median processing times for Development Applications (Class 1(a)(ii) and 2 - 9).	11/12 Not on Track	Net Median processing time 30 days
	Less than 40 working days net median processing times for priority Development Applications (those that will result in at least 10 permanent full-time equivalent positions)	11/12 KPI Achieved	Net Median processing time 19.5 days
<b>6.2 Environment and Natural Resources</b>	<b>6.2.1 Environmental Planning</b>		
	Completion of environmental audits in accordance with adopted program	11/12 Project Deferred	Audits deferred due to higher priority of Environmental Management System. Environmental Assurance program to recommence July 2012
	Investigate the Porters Creek Stormwater Harvesting Scheme	1 Year Project Deferred	Planning and Investigation Scope for monitoring program developed. Application for Grant funding has been made under Stormwater Harvesting program. Awaiting outcome of funding application.
	<b>6.2.3 Catchment Maintenance</b>		
	0.85 km of stream bank rehabilitated	11/12 On Track	See Item 6.4.1 in Estuary Management Program
	18 stream bank sites rehabilitated	11/12 On Track	See Item 6.4.1 in Estuary Management Program
	<b>6.2.5 Natural Resources Planning</b>		
	Complete the construction of the toe drainage structure at Cabbage Tree Harbour	1 Year Project Completed	Monitoring and maintenance now undertaken by Roads and Stormwater Unit.
	Completion and adoption of the Coastline Management Plan by November 2011	11/12 Project Completed	Coastal Zone Management Plan forwarded to the State Government for certification by the Environment Minister. Currently working on aspects of implementation.
	Completion of Natural Resources Sustainability Strategy by the 30 June 2012	11/12 Project Deferred	Draft being developed, to be completed in 2012/13.
<b>6.3 Land Use Planning and Policy Development</b>	Prepare Wyong Natural Area Bush Fire Program by June 2012	11/12 On Track	Fieldwork complete. Now in modelling and reporting phase.
	Prepare the Biodiversity Management Plan	4 years On Track	Project to commence 12/13.
	<b>6.3.1 LEP</b>		
	6 planning proposals prepared by 30 June 2012 for the Local Environmental Plan	11/12 On Track	Six planning proposals are currently being prepared
	Comprehensive Local Environmental Plan and Development Control Plan reviewed and developed by 30 June 2012	11/12 On Track	The Standard Instrument (SI) LEP and Draft Wyong DCP have been finalised. Waiting final inclusion of land re-classifications and Council land rezonings before seeking s65 certificate from DoPI.
	<b>6.3.2 Developer Contributions</b>		
	10 Voluntary Planning Agreements developed by 30 June 2012	11/12 On Track	A number of VPA's have either been finalised or are currently being prepared.
3 Section 94 Contribution Plans reviewed, amended and developed by 30 June 2012	11/12 On Track	One completed (s94a contributions Plan). Currently finalising the WTC s94 Contributions Plan and preparing plans for the WEZ and Precinct 7A.	
<b>6.3.4 DCP and Policy</b>			
3 planning policies reviewed and developed by 30 June 2012	11/12 On Track	Currently preparing 2 policies (Flood and Filling policies) and have prioritised future policy reviews. The Unit has concentrated on the review and preparation of the draft Wyong DCP 2012.	

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 6- Environment and Land Use</b>			
<b>6.4 Environment Planning - Major Projects Estuary Management</b>			
<b>6.4.1 Estuary Management</b>			
Major Project - 10Ha saltmarsh rehabilitation, establishment and protection	11/12	On Track	10.8 Ha delivered to date in passive and active saltmarsh program
Major Project - 8km + 50Ha streambank rehabilitation & establishment	11/12	Not on Track	WSC on track for deliverables under their control. Majority of deliverables are to be delivered by H-CRCMA which has deferred much of the work to next financial year due to late signing of contract, with WSC and difficulties with rolling out devolved grants.
Major Project - 90Ha wetland protection & rehabilitation	11/12	On Track	To date 113 Ha delivered by NPWS with further deliverables by WSC and NPWS anticipated in Q4
Major Project - Conduct a Community survey	11/12	On Track	To be completed in Q4 by EMP Communications/Engagement staff.
Major Project - Conduct landholder field days/workshop for 50 landholders	11/12	Not on Track	WSC on track for deliverables under their control. Majority of deliverables are to be delivered by H-CRCMA which has deferred much of the work to next financial year due to late signing of contract, with WSC
Major Project - Engagement of 70 new volunteers/groups	11/12	On Track	World Wetlands Day held by Pioneer Dairy, 126 attendees.
Major Project - Undertake 1 school field day	11/12	Project Completed	Field day carried out with Wyong Christian Community School
Major Project - Undertake 3 community workshops/forums	11/12	On Track	3 workshops planned for Q4 by WSC education officer.
<b>6.5 Environment Projects Sustainability</b>			
<b>6.5.1 Sustainability within Council</b>			
Major Project - Asset management plans incorporate Climate Change adaptation measures	11/12	On Track	Asset Management Plans due for review this financial year. To include assets identified as vulnerable to climate change, particularly sea level rise.
Major Project - Conduct 16 workshops with Councils staff	11/12	On Track	On track to complete deliverables of CEEchange Project. (Community, Economics, Environment)
Major Project - Staff awareness of the sustainability principles increased by 20%	11/12	On Track	Sustainability Survey to evaluate effectiveness of staff engagement and awareness of Principles being developed in conjunction with research partners for roll-out in April.
Major Project - Successful completion of actions under two modules of the Sustainability Advantage program	11/12	Not on Track	Not on track due to staff resignation. Remaining staff maintaining communication with OEH.
Major Project - Sustainability Policy adopted	11/12	On Track	The Policy has been revised and re-submitted for Executive endorsement before promotion across the Organisation.
Major Project - Working Sustainably Strategy completed	11/12	On Track	CEE Strategy will be completed by 30 April 2012 as part of the CEEchange project.

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 7 - Waste Management</b>			
<b>7.1 Waste</b>			
<b>7.1.1 Tip Operations</b> Undertake a feasibility study for establishment of soil processing facility	1 Year	On Track	New legislative developments regarding exemptions for excavated material. Staff from Roads and Waste working together in identifying the opportunities. Process focusing on internal exemptions and processing of excavated material. For external wastes, further investigation of technical and commercial requirements for soil processing at Buttenderry are required which is in progress.
<b>7.1.2 Closed Landfill Remediation</b> Remediation of 7 closed landfills in accordance with remediation program.	11/12	On Track	Reported all closed landfill sites to the EPA under Contaminated Land Management Act(CLM). Awaiting response.
<b>7.1.3 Domestic Waste</b> 50% of domestic waste diverted from landfill	11/12	KPI Achieved	Average 50.3% achieved YTD
95% customer satisfaction with Waste Services	11/12	KPI Achieved	
<b>7.1.4 Commercial Waste</b> Establish a Central Coast Waste Entity	4 years	On Track	Regional Waste Strategy in progress. Consultants in process to be engaged to develop a Regional Strategy.
<b>7.1.5 Litter Collection</b> Litter Management Plan implemented by Jun 12	11/12	On Track	Document completed. Liaising with relevant internal staff to develop a more integrated approach

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>8.1 Roads</b>			<b>Principal Activity 8 &amp; 9- Roads and Drainage</b>
<b>8.1.1 Investigations, Inspection, Condition Monitoring Assessment and Reporting</b>			
Collection of automated road condition data on >15% of the road network per annum	11/12	On Track	Data collection on track using both manual and automated techniques.
Complete 90% of approved asset inspection program	11/12	On Track	There has been a re-allocation of some resources to drainage investigations/reactive works following wet weather during the quarter which put the program behind schedule.
Develop opportunities for resource recovery (e.g. materials processing and recycling, remediation of old sites)	4 years	On Track	Working within the constraints of existing legislation to reuse/recover materials, working with OEH to develop new legislation to facilitate resource recovery.
Review opportunities to share resources with Gosford City Council	1 Year	On Track	Gosford City Council undertaking resealing works in the Shire, working on a formalised boundary/adjacent roads agreement to increase efficiencies.
<b>8.1.15 Shared Pathways</b>			
0.5 km of Shared Pathway Constructed	11/12	On Track	1.4km of shared pathway completed YTD, predicted to be 3km by year end.
<b>8.1.8 Local Roads</b>			
Average Pavement Condition Index of 5	11/12	On Track	PCI of network modelled to progressively move above a PCI of 5 following completion of 2011/2012 works program.
<b>9.1 Stormwater</b>			
<b>9.1.1 Stormwater</b>			
10% of drainage system inspected and returned to original design capacity	11/12	On Track	On-going program. On-track for end of year completion.
<b>10.1 Sewerage</b>			<b>Principal Activity 10 &amp; 11- Water and Sewerage</b>
<b>10.1.3 Sewerage Services - General</b>			
100% customer satisfaction with Sewerage Service	11/12	On Track	Due Q4.
<b>10.1.4 Sewer Treatment Plants</b>			
100% Compliance with the DECCW licence for effluent discharge to the ocean.	11/12	Not on Track	Full compliance has not been achieved for Q3 arising from a volumetric discharge non-compliance associated with a wet weather event at Toukley STP. DECCW was advised as required under the protocol however the non-compliance was considered not to be a significant event.
<b>11.1 Water</b>			
<b>11.1.3 Joint Water Supply Admin</b>			
Develop the Water Corporation transition strategy	11/12	On Track	The draft Strategic Project Management Plan (SPMP) will be reviewed and amended following the CCROC meeting that will detail the action and timings required to implement the agreed operating model for the Corporation.
Water Corporation establishment	11/12	On Track	PriceWaterhouseCoopers are finalising a cost benefit analysis of various operating models for the implementation of the Central Coast Water Corporation. The final report will be presented to the Council Ordinary meeting of 26 April 2012 and then to CCROC at the end of Mat to agree on a preferred operating model.
<b>11.1.7 Water Mains</b>			
95% customer satisfaction with water supply service	11/12	On Track	Due Q4.
<b>11.1.8 Water Treatment Plants</b>			
100% compliance with Australian Drinking Water Guidelines or other standards as directed by Department of Health	11/12	KPI Achieved	

	Action Time Frame	YTD Progress Q3	Comments Q3
<b>Principal Activity 12- Administration</b>			
<b>12.1 Asset Management</b>			
<b>12.1.1 Asset Management</b>			
Improve Councils Asset Management practices beyond "core" level (achieved in December 2008) to integrate with other key components for the organisation by June 2011 and then complete the work in the Asset Management Improvement Strategy to achieve an appropriate "advanced" level by June, 2012.	3 Years	On Track	Progress targets re-assessed to align with Long Term Financial Strategy and Central Coast Water Corporation project. Asset Strategy and enablers have been reviewed. Advanced level is expected to be reached 2014/15.
Undertake a rationalisation process to determine whether current assets held provide an appropriate investment both economically and in service delivery to the community and whether their use is maximised by June 2012.	4 Years	On Track	The project is on track for its original scope document. It has been rescope and rescheduled in order to align with other related projects, but still achieve the original objectives. A Community Consultation Program is being developed.
<b>12.1.2 Floodplain Management (W&amp;S Funded)</b>			
Flood Plain Management Plans developed in accordance with agreed priorities	11/12	On Track	Porters Creek Floodplain Risk Management Study and Plan - Public exhibition closed 3 February 2012, Final Plan being developed taking exhibition feedback into consideration. To Council for adoption in late May 2012. Tumbi Umbi Creek Floodplain Risk Management Study and Plan - Currently under review by technical sub-committee, proposed public exhibition in June 2012. Tuggerah Lakes Floodplain Risk Management Study and Plan- Preparation of Final Study and draft Plan is underway prior to public exhibition. Wyong River Catchment Floodplain Risk Management (Stage 2) Flood Study - Engagement of consultant is in process, further report to Council in April. Curimbah Creek Catchment Floodplain Risk Management (Stage 2) Flood Study - Council staff are preparing flood study brief in consultation with OEH, prior to seeking quotes/tenders.
<b>12.1.3 Transport Planning</b>			
Road Side Marker Project is in place with training provided to all relevant staff by 1 January 2012	11/12	Not on Track	Still waiting on advice from WASIP on funding application.
<b>12.2 Contract and Project Management</b>			
<b>12.2.1 Procurement</b>			
Explore any opportunities for savings or revenue creation from the creation of the new Central Coast Water Corporation and resulting closer cooperation/amalgamation with Gosford City Council	4 years	On Track	The final report was received from Price Waterhouse Coopers on 2/4/12. A presentation will be provided to Councillors with a detailed Council report to follow.
Procurement Review	11/12	On Track	Council is participating in the NSW Local Government Procurement Roadmap Program which provides an end to end review of Council's procurement system. Wyong is one of 19 Councils participating in the program. A presentation outlining an improvement plan for the next two years will be provided to the Executive Team in April 2012.
<b>12.3 Corporate Governance</b>			
<b>12.3.1 Councillor Support</b>			
New Council Transition/Induction Plan developed by 30 June 2012	11/12	On Track	Initial Draft Project Plan completed. Final Draft to be distributed in June 2012.
<b>12.3.3 Policy Management</b>			
75% of Councils corporate policies are reviewed by 30 June 2012	11/12	Not on Track	5% achieved