

Business Report 2012-13

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1. Overview

This document reports on Council's performance as measured against Wyong Shire Council's Strategic Plan for 2012-2016 and covers the period for the full financial year ended 30 June 2013 (Q4).

At the time of preparing this Q4 report the financial results are still being finalised. As such all Full Year (FYR) Actual values within this document represent the unaudited interim financial figures and exclude:

- Final land revaluation adjustments
- Joint Water Scheme equalisations for operating and capital expenditure with Gosford City Council
- Final overhead allocations affecting inter fund allocations between the General, Water and Sewer Funds.

The 2012/13 financial year presented many challenges and opportunities as the organisation focused on its correction pathway towards achieving financial sustainability.

Operating Result

As at 9 August 2013, the interim financial result for 2012/13 (including capital grants and contributions) is a surplus of \$21.5m, favourable by \$17.2m compared to the adopted Q3 full year budget surplus of \$4.2m.

The interim financial result for 2012/13 (excluding capital grants and contributions) is also a surplus of \$6.4m, providing a favourable variation of \$13.8m when compared to the adopted Q3 full year budget deficit of (\$7.4m).

The 2012/13 result includes \$6.1m in additional operating income related to the partial early receipt of the Federal Assistance Grant that was planned to be received during 2013/14. It is significantly important that excluding this, Council has achieved a break-even operating result (before capital income) well before anticipated in 2014/15.

Having commenced the year with an original budget deficit of (\$10.0m) and following many years with operating shortfalls (before capital income), the 2012/13 result is an important milestone for Council

and represents successful achievement of a commitment towards financial sustainability.

Council's annual financial statements will be audited in September by Council's external auditor PricewaterhouseCoopers and the Wyong Water Supply Authority will be audited by the NSW Auditor General. The draft 2012/13 Financial Statements will be presented to Council on 9 October 2013 for adoption.

Capital Works

Full year expenditure on Council's capital works program totalled \$64.5m and represents 88% of the full year Q3 adopted budget of \$73.6m

Financial Snapshot

Financial Performance 2012-13	Full Year Actual \$'000	Full Year Budget \$'000
Income (excluding capital)	233,360	226,807
Expenses	226,963	234,233
Net Operating Result	6,397	(7,426)

Note: Budget above represents Q3 adopted budget figures

Financial Position as at 30 June 2013	Full Year Actual \$'000	Original Budget \$'000
Assets	2,629,095	2,194,923
Liabilities	343,952	318,255
Position	2,285,143	1,876,668

Council's interim equity as at 30 June 2013 is \$2.3b.

The improved balance sheet position above budget predominantly relates to an increase in infrastructure, property, plant and equipment as a result of the rolling revaluation program.

The impact of the revaluation of Water and Sewerage assets in June 2012 was greater than original budget estimates and also the Plant and Equipment and Buildings revaluation in 2012/13 has also been realised above original budget values.

2. Highlights

Youth Week 2013

Youth Week 2013 was held from 5-14 April, providing a unique showcase for young people in the community to perform their incredible skills and talents, show their organisational abilities and express their visions for the future.

The action packed week of events and activities were funded through a joint small grants initiative between the Council and NSW Youth Week.



Tidy Towns

Council added two new Tidy Town groups to the Shire bringing the total number of groups to five, and the total number of volunteers to 78, or around 4,000 hours per year.

Activities include garden maintenance, graffiti removal, water and habitat conservation and environmental education. The groups work closely with other community organisations such as Community Gardens, Lions Clubs, Precinct Committees and community halls.

Delta Electricity is a current sponsor of the Tidy Town Program. A Corporate Sponsorship Strategy is planned to be developed in 2013/14 to attract funding from other sources in the future.

Estuary Management Plan

Federal funding for the Tuggerah Lakes Estuary Management Plan came to an end on 30 June 2013 after five years and \$20 million in improvements.

The grant was delivered in two stages. Stage one was delivered between December 2008 and 30 June 2010 \$8.6M and achieved significant including:

- 1.7ha of active saltmarsh rehabilitation on the Tuggerah Lake and Lake Munmorah foreshores
- 7.8ha of passive saltmarsh rehabilitation on the Tuggerah Lake and Budgewoi Lake foreshores
- 2.2km of stream bank rehabilitation at Saltwater Creek (plus an additional 4.3km funded by Council).

Stage 2 commenced in June 2011 and was for the remaining \$11.4M to 30 June 2013. This stage involved a number of partner organisations assisting with the program delivery, including the Hunter-Central Rivers Catchment Management Authority, National Parks and Wildlife Services and the Office of Environment and Heritage.

A focus on the lakes now moves to 'core business' for council in the new Waterways and Asset Management Unit.

Road Construction Signage

The Roads and Drainage unit recently began installing signage around road construction sites and completed projects to better communicate to the public that the work is being carried out by Wyong Shire Council.

It is proposed that during any road construction project (other than contract work undertaken over a limited number of days) a sign would be displayed at both ends of the project stating: "This project is managed and constructed by Wyong Shire Council".

Upon completion of higher profile projects the construction signs would be replaced with similar blue signs that would be left in place for approximately 3 months stating: "This road project was managed and constructed by Wyong Shire Council".

Whilst they are only a small reminder of the construction work being undertaken, for local residents and road users around the Shire they will serve as a timely reminder to Council's commitment to road construction in the area.

Upgrade to Ruttleys Road

The NSW Roads & Maritime Service (RMS) has supported Council's \$2.2M proposal to upgrade Ruttleys Road, Mannering Park, under the NSW Government Road Toll Response Package.

The proposal includes:

- Road widening & resurfacing.
- Two Police enforcement bays.
- Traffic control facilities – e.g. pavement markings, signage, audio tactile edge lines.
- Road furnishings e.g. guide posts, vegetation clearing.
- Wire rope & "W-Beam" safety barriers (guardrails).

RMS will provide a total of \$2M over the financial years of 2013/14 and 2014/15, with Council funding the remaining \$200,000.

In view of the three fatalities that occurred on Ruttleys Road in late 2012, design staff from our Roads & Drainage team prepared an application to the RMS to increase road safety on this road, which traverses two Local Government Areas (LGA), both Wyong Shire and Lake Macquarie City.

There was an acknowledged level of support from Councillors, The Member for Swansea Gary Edwards, local Police and RMS officers and a collaborative approach at the officer level to achieve this highly desirable outcome.



Social and Community Enterprise Development Program

Social Enterprise is a means by which people come together and trade a product or service to achieve social, cultural and environmental outcomes. Through the use of an effective business model, social enterprises generate income and reinvest their profits for a public or community benefit.

Staff from the Community & Cultural Development Unit delivered a presentation on Social Enterprise and Social Procurement to students completing the Masters in Local Government Management degree at the University of Technology, Sydney (UTS). The module focused on 'Innovation & Excellence' and was delivered to students from Councils across NSW including senior managers.

Learning resources have also been designed to assist social enterprise and micro business development, including coordination of a series of workshops to demonstrate how good business practice can assist with sustainability when developing a venture.

Seven workshops have been held this attracting over 70 participants.

As part of Council's broader Social & Community Enterprise Program, a one off Enterprise Funding Workshop was held in June with approximately 60 participants receiving information on different finance options for social and community enterprise.

Central Coast Positive Ageing Strategy

Wyong and Gosford councils are developing a Positive Ageing Strategy to identify the opportunities and challenges of an ageing population on the Central Coast. The strategy will provide direction for planning and service provision, in order to better meet the needs and aspirations of our older people.

Council aims to support older residents lead healthy, active and independent lives, enhancing their participation in the community and quality of life.

Intersection of Pacific Highway and Wyong Roads

The upgrade of the intersection of the Pacific Highway and Wyong Road at Tuggerah is currently being planned by Roads and Maritime Services (RMS). Current proposals plan to replace the existing roundabout with traffic signals due to the history of crashes and heavily congested traffic during peak hours.

Key features of the refined design include:

- Three lanes in each direction on Wyong Road
- Dual right turn lanes from Wyong Road into Pacific Highway (to Wyong)
- Dual left turn lanes from Wyong Road into Pacific Highway (to Wyong).
- Building a new bridge beside the existing railway overbridge to accommodate eastbound traffic.
- Retaining and extending the existing pedestrian underpass.
- Dual left turn lanes from Pacific Highway into Wyong Road (to Shelly Beach)
- Three right turn lanes from Pacific Highway into Wyong Road (To Mardi).

Council Awarded Bronze

Council received a Bronze Award at the prestigious Australian Reporting awards in Melbourne, in recognition of excellence in reporting for the 2011/12 Annual Report 'Taking Shape'. The award recognised Council's path towards planning and reporting that is clear, concise and informative.

Multicultural Advisory Committee

Council's Multicultural Advisory Committee held its first meeting on 14 May 2013 at the Civic Centre.

The meeting was attended by Councillors Eaton and Vincent, Council officers and nine committee members, representing multicultural groups and organisations from across the Shire.

Community member Edna Wachter was elected Chairperson for the next 12 months, and two areas initial areas of action were nominated:

- The development of a calendar of events and activities to better coordinate and inform the local community; and
- Focus on educating the community (and community organisations) on Council's role, services and programs.

The Multicultural Advisory Committee will meet monthly for the next three months on the second Tuesday of the month. The next meeting will be held on Tuesday 11 June 2013 at 5.30pm at the Civic Centre. All interested Councillors are invited to attend this meeting.

Woodbury's Inn Park – Tree Planting

A variety of advanced native and exotic trees (approximately 40) were recently planted at Woodbury's Inn Park on the corner of Old Maitland and Yarramalong Roads, Wyong. The trees were planted as replacements for the Wyong Pioneer's grove of trees, the originals of which were removed during the construction of the Mardi to Mangrove pipeline. The plantings create a very scenic entrance to the Yarramalong Valley.



Facelift for Toukley Pool

Toukley Pool was closed for three weeks in April while the pool filter media was upgraded and all three pools and the grandstand painted.

The works have provided an enhanced swimming environment with improved water quality.

The pool re-opened in the first week of May.

Winter Promotions for Central Coast Holiday Parks

Central Coast Holiday Parks developed and promoted a range of tempting mid-year special offers to help increase visitation during the low and mid-season (May, June, July & August).

These special offers have been sent to previous visitors, all contacts on the Central Coast Holiday Parks' data base and inserted in various publications.



Graffiti Programs

Council partnered with Wadalba Community School to create an anti-graffiti mural at Wadalba Sporting Club, which was launched in June.

In addition to routine support such as free resident removal buckets and supporting community groups, this quarter saw the final mural completed at *Wadalba Sportsground*, funded by the Attorney General's Department.

This project was completed in partnership with the local school, residents and sporting groups and has resulted in a number of panels which were placed on the building to reduce levels of graffiti.

Since the murals installation in May, there has been a noticeable reduction in the amount of 'tagging' on the facilities.

Long Jetty Improvement Masterplan

An Improvement Masterplan for Long Jetty has been developed via survey and workshops involving key stakeholders and community representatives.

The draft version of the Masterplan is now available for public comment.

Truxor Trial

A contract harvester (truxor) commenced a trial of harvesting in May 2013 in Lake Munmorah and has since moved into Budgewoi Lake and the Canton Beach/Toukley area.

The new unit is smaller, faster, more manoeuvrable, and draws less water than Council's main harvester and staff have been trialling its use in the shallower near shore zones. In particular, trials are being undertaken in the near shore zones near stormwater outlets where there is a higher concentration of macro algae in the build-up of wrack due to the ready availability of nutrients.

As well as the additional harvester, we also commenced the trial of a low cost truck mounted conveyer. This machine allows for the harvester to direct the wrack from the harvester to the mobile conveyer located close on the shoreline from where the wrack is conveyed into a truck or directly to one of the designated wrack storage areas around the lake for dewatering. This method is successfully minimising transport and unloading times, significantly increasing use of the harvester.

Cricket Net Construction at Sohier Park

Ourimbah-Lisarow Cricket club has recently renewed the cricket nets at Sohier Park Ourimbah.

The project is funded as follows:

- Council's Local Project Grant Fund \$30,000
- NSW State Government Community Building Partnership Fund \$31,650
- Ourimbah-Lisarow Cricket Club funds \$5,000

The works include a new wicket laid over the existing concrete slabs to give the wicket area a slightly

raised position. This will keep water off the area by facilitating easy and minimal maintenance, potentially increasing the life span of the facility. The length of the wicket area will be increased on the southern end by 5m.

The cricket nets will be fully enclosed by fencing with a single gate entry to prevent vandalism and unauthorised use.

Central Coast Mariners - Community Celebration

Council formally congratulated the outstanding success of the Central Coast Mariners Football Club in winning the 2013 Hyundai A-League Grand Final.

To recognise the success of the club and players, each player and coach was awarded for excellence in the form of a medallion for their outstanding achievements and their positive contribution to the Central Coast. The community celebration for the Central coast Mariners was held at Westfield in May 2013.

Water Water Everywhere

The theme of this year's environmental education program was 'Water Water Everywhere.'

This year's program discussed water cycles, water supplies, complex water issues, aquatic ecosystems and the impacts on water. The coverage of a vast array of water related topics provided the students (and staff) with a wide variety of issues to focus on.

To celebrate the achievements of the participating schools and awards and presentation days will be held at council in November.



Wyong Shire Residents Expo – Strengthening Community Connections

Council, in partnership with a variety of community groups, hosted the first Wyong Shire Residents Expo for local residents, held in the Wyong Memorial Hall on 7 May 2013.

The Expo was themed *Creating Community Connections* and was designed to encourage active community participation.

Some stalls featured interactive displays where participants can obtain a 'hands on' feel for their area of interest. The event was organised by representatives from Council in partnerships with Uniting Care Burnside, Pacific Link Housing and Department of Human Services – Centrelink.

National Reconciliation Week 2013

Reconciliation Week was celebrated from 27 May to 3 June with these dates commemorating two significant milestones in our collective journey towards reconciliation: the anniversaries of the successful 1967 referendum and the Mabo Decision in the High Court.

Two Council events acknowledged the significance of Reconciliation Week.

On 27 May at 10am Council hosted a morning tea in the A J Taylor Function Room, which featured a special cultural performance from students at Wadalba Community School, an address from Council's Indigenous Community Development Worker Matt Sonter and a personalised Reconciliation story from a local community leader.

On 31 May the fourth Annual Reconciliation Cup Inter Schools Touch Football Competition was held at Morrie Breen Oval, Kanwal. The competition continued to expand with mixed teams from schools across the Central Coast attending on the day. The event was a great example of active reconciliation for our young people, and was particularly relevant given the rapid growth in our Indigenous population is dominated by this age group.

Central Coast Youth Skills and Employment Centre

The Federal Government has awarded \$2.7 million for the development of a youth skills and employment centre at Tuggerah.

The Central Coast Youth Skills and Employment Centre will be a major employment and training facility in Tuggerah Business Park, delivering employment pathways and career opportunities to the youth of the Central Coast via:

- A Skills Centre
- Direct youth employment pathways opportunities
- A registered training organisation.

Council partnered with well-established local organisation - Central Coast Group Training (CCGT) - which will oversee the construction of the facility by 30 June 2014 and operate the facility on a long term lease.

Wyong Lifeguard Award

The Australian Professional Ocean Lifeguard Association held their annual Lifeguard conference at Bondi on the 1 - 2 May 2013.

Permanent Lifeguard at Soldiers Beach, Stuart Sohier, was awarded the Australian Lifeguard of the Year award at this event. The selection is made from a pool of over 600 Council Lifeguards throughout Australia. Stuart was recognised for his long term dedication to providing a quality Lifeguard function at Soldiers Beach which can be particularly difficult to manage because of its popularity and heavy surf conditions.



The conference also included a number of races between Lifeguards from all over Australia and was held in heavy surf conditions. Scott Higgins, the Lifeguard who partners with Stuart Sohier at Soldiers Beach, entered the individual Lifeguard Mission event (run, swim, board) which is recognised as the premier race at this event. Scott placed first beating entrants from larger Councils including Waverley Council and Gold Coast City Council and is now

recognised as the Australian Champion for the Lifeguard Mission. Scott has won the Lifeguard Mission event in the Wyong / Gosford "Cook Cup" lifeguard challenge twice over the last three years.

Scott Higgins was also awarded "Waterman of the Day" due to his results.

National Sports Turf Graduate of the Year

Council apprentice, Andrew Spicer, has been awarded the honour of National Sports Turf Graduate of the Year.

Andrew was one of three apprentices in the country in the final running for the top award after being named the NSW Sports Turf Association (STA) Graduate of the Year in April.

As the winner of the national award, Andrew will have the chance to travel to Melbourne and the USA to check out the quality of some of the top sporting fields to further develop his skills and knowledge.

This opportunity came about because of the longstanding partnership between Wyong Shire Council and Central Coast Group Training (CCGT).

Australian Childcare Week

Australian Child Care Week was celebrated in June with the theme "*Connecting with Parents and Community*" focusing on the role families and the wider community have on our children's lives in early education.

Some of the activities held included:

- **Northlakes** – Pyjama Day, planting, recycling, visit from lifesavers, morning tea with Camp Breakaway, dress up day and a cooking activity with one of our parents who is a Chef.
- **Wyong** – visit from a lifeguard and a librarian, presentation on plants and noxious weeds, restocking their vegie patch and an afternoon tea for grandparents.
- **Berkeley Vale** – transition to school evening, worm farms, libraries, painting and creative arts, gardening, fire safety as well as fundraising for Give Me Five for Kids.

- **Killarney Vale** – police visit, health and safety audit by the children, family-themed news day, an art exhibition as well as a community morning tea to celebrate the opening of their bush tucker garden.
- **Toukley** - visits to a multicultural playgroup and library, family art project, sustainable living, visit from a hairdresser, healthy eating, fire safety and a visit from a girl who has Cerebral Palsey.

Water supply keeps going up

The Central Coast water supply benefitted from wet weather and the completion of the Mardi-Mangrove Link, with levels rising 10 per cent in the three months from end February to end May.

Storage levels for the Central Coast reached 60%, a level not seen since August 1994.

Council partners with Police to target speeding drivers

Council and the NSW Police worked together in May as part of a combined education and enforcement campaign, with increased police patrols and electronic message signs in Jilliby and Kiar.

Targeting Hue Hue Rd in a location identified as having high potential for crashes, the flashing road signs were placed in both directions advising drivers to "Check Your Speed" and "Extra Police Patrols".

Engineering Excellence Awards

Councils received three out of a possible ten awards at the NSW Institute of Public Works Engineering Australia (IPWEA) Awards in May.

- In partnership with Gosford City Council, we won the Innovation in Water Supply and Wastewater Award for the Mardi-Mangrove Link.
- Director Infrastructure and Operations, Greg McDonald, was awarded the NSW Public Works Leader of the Year.
- Council also won the Excellence in Road Safety Engineering Award for proactive work to makes our local roads safer.

Land reclassification

A total of 393 Council owned properties were reclassified from 'community' to 'operational' land, after Council endorsed the Wyong Local Environmental Plan (LEP) to be sent to the NSW Department of Planning and Infrastructure to be gazetted.

Extensive public consultation was carried out throughout the exhibition period including four public meetings.

E-panel numbers reach 1000

Council's Resident ePanel has continued to grow with the registration of its 1000th member.

The Resident ePanel was established in May 2012 so that interested community members, who wanted a more convenient way to have their say, were able to participate and give their thoughts about what's happening at Council in an online and adaptable way.

Mayor, Doug Eaton, awarded the 1000th member a Ken Duncan book of the Central Coast.

The Resident ePanel provides an opportunity to widen the way that people can have their say and allows Council to utilise information such as demographics, age, gender and suburb so that localised and specific issues can be commented on, as well as the broader items to ensure we get a good representative view from our community.

The Resident ePanel compliments Council's new Consultation Hub, which provides survey questions to gather the community's opinion, and the EngageMe site, which provides a forum for open discussions, as well as our other engagement activities.

3. Progress on Principal Activities

3.1. Council's Delivery Plan

Council's 2012-16 Strategic Plan details the main activities Council will deliver from 2012-13 through to 2015-16.

The Local Government (Planning and Reporting) Amendment Act 2009 requires Council to prepare a 4 Year Strategic Plan and report to Council on progress against it at least every six months.

Council's 2012-16 Strategic Plan contains the:

- **Annual Plan**

The Annual Plan is a subset of the 4 Year Delivery Plan and describes the activities to be undertaken by Council in the 2012/13 financial year. The Annual Plan includes the Capital and Operational Expenditure Budgets for the coming financial year.

- **4 Year Delivery Plan**

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

Council's Principal Activities

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

1. Community & Education
2. Community Recreation
3. Economic & Property Development
4. Council Enterprises
5. Regulatory
6. Environment & Land Use
7. Waste Management
8. Roads
9. Drainage
10. Sewerage Services
11. Water Supply
12. Administration

Assessing Council's Progress

In assessing Council's progress in implementing the 2012-16 4 Year Delivery Plan and the 2012-13 Annual Plan, a range of qualitative and quantitative performance measures are used.

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

Key performance indicators that measure financial sustainability are contained within section 4.5.

The table below is a summary of the overall progress; see Attachment 5.6 for a detailed report on progress as at the end of the March quarter.

Status	Number	%
On Track	72	20
Not On Track	43	12
Project Completed	204	57
Project Deferred	39	11

3.2. Major Projects

The Strategic Plan also identifies 17 Council projects as "Major Projects". These are high priority projects that are designated by the General Manager as being of critical importance to improving service delivery to the community.

Responsibility for completion of these critical projects in accordance with their approved work program

usually rests with Operational Units or Departments. A Major Projects Unit in the General Manager's Department supports and monitors progress as well as being directly responsible for delivery of the remainder of the Projects. The table below lists the overall status of each Major Project. Further details on progress of specific actions related to the Major Projects are also contained within the relevant Principal Activity in Attachment 5.8.

Designated Major Projects 2012-13			
Project Name	Responsible Unit	Progress	Comment
Shire wide Comprehensive LEP and DCP	6.02 Land Use Planning and Policy Development	On Track	
Warnervale Town Centre	3.02 General Manager Major Projects	Not On Track	
Water Corporation Establishment	10.01 & 11.01 Water and Sewerage	Not on Track	Progress with GCC has been put on hold pending the outcome of the May 2013 CCROC meeting
Disaster Management Plan	12.09 Plant, Fleet and Depots	On Track	
"Councils Online" Computer System	12.06 Information Management	On Track	
Community Facilities Review	1.01 Community and Cultural Development	On Track	
Soil Processing Sites	7.01 Waste	Completed	
Coastline Management Plan	6.01 Environment and Natural Resources	Deferred	Coastal Zone Management Plan to be reviewed as per Council resolution
Porters Creek Stormwater Harvesting Scheme	6.01 Environment and Natural Resources	Deferred	
Capital Works Program	All	Not on Track	The organisation achieved 72% completion against original budget (target of 80%) and will focus on enhanced monitoring and control of capital works into the future
Wyong Shire Art House	1.01 Community and Cultural Development	On Track	
Library (The Entrance and Bateau Bay)	1.04 Community Lifelong Learning	Deferred	The developer has withdrawn the development application
Iconic Sites Development	3.01 Place Management	On Track	
Property Portfolio Strategy	3.03 Economic and Property Development	Not On Track	Draft Property Strategy prepared, broader consultation required
Asset Management Strategy	12.01 Asset Management	On Track	
Plant Review	12.09 Plant, Fleet and Depots	Completed	
Wyong Shire Loyalty System	12.06 Information Management	On Track	

4. Quarterly Budget Review Statement

4.1. Responsible Accounting Officer's Statement

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Wyong Shire Council for the quarter ended 30 June 2013 indicates that Council's final audited financial position at 30 June 2013 will be satisfactory, having regard to full year results of income and expenditure and the original budgeted income and expenditure.

A handwritten signature in blue ink, appearing to read 'S. Naven'.

Stephen Naven
Responsible Accounting Officer

28 August 2013

4.2. Operating Result

Consolidated

The 2012/13 financial year presented many challenges and opportunities as the organisation focused on its correction pathway towards achieving financial sustainability.

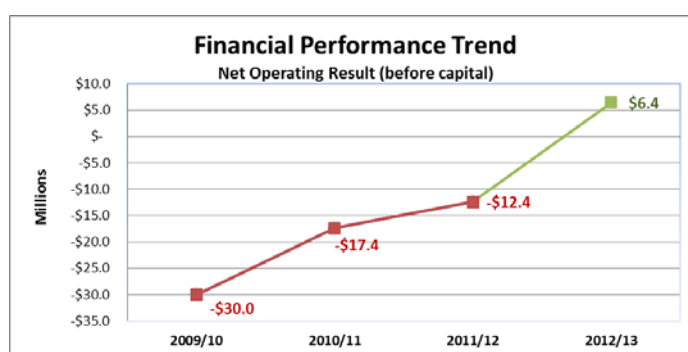
The significant improvement to Council's financial result has been achieved throughout the year by maintaining tight fiscal control over expenditure through monthly budget reviews; ensuring strict internal controls exist with labour costs; and increasing focus on delivery of service plans to ensure alignment with organisational objectives.

Financial Performance 2012-13	Last Year Actual 2011-12 \$'000's	Full Year Original Budget 2012-13 \$'000	Full Year Actual 2012-13 \$'000	Full Year Adopted Budget 2012-13 \$'000
Income (including capital)	238,702	239,907	248,430	238,467
Expenses	236,460	240,986	226,963	234,233
Net Operating Result	2,242	(1,079)	21,467	4,234
Income from Capital items	14,679	8,920	15,070	11,660
Net Operating Result before capital items	(12,437)	(9,999)	6,397	(7,426)

The interim full year operating result (including capital income) is favourable to budget by \$17.2m, with income above budget by \$10.0m, and expenditure under budget by \$7.3m. The full year surplus is \$13.8m favourable to budget excluding capital income.

Having commenced the year with an original budget deficit of (\$10.0m) and following many years with operating shortfalls (before capital grants and contributions income), the 2012/13 result is an important milestone for Council and represents successful achievement of a commitment towards financial sustainability.

The 2012/13 result includes \$6.1m in additional operating income related to the partial early receipt of the Federal Assistance Grant that was planned to be received during 2013/14. It is significantly important that excluding this, Council has achieved a break-even operating result (before capital income) well before anticipated in 2014/15. The graph below demonstrates the improvement journey since 2009/10.



It should be noted that the figures provided in this report are interim (as at 9 August 2013) and are subject to finalisation, external audit review, and potential adjustment.

The detailed financial reports can be found on pages 32 to 35 of this document, while the following pages provide an analysis of the interim Q4 results.

Income Analysis

Based on the interim result at 30 June 2013, income (including capital) is above budget by \$10.0m. Analysis of this variation is below.

Income from Continuing Operations	Last Year Actual 2011-12 \$'000	Full Year Actual 2012-13 \$'000	Full Year Budget 2012-13 \$'000
Rates & Annual Charges	127,394	135,678	135,517
User Charges & Fees	53,742	57,507	57,923
Interest and Investment Revenue	9,272	9,271	9,184
Other Revenue	3,893	3,996	4,097
Grants & Contributions Operating	29,062	25,953	19,465
Grants & Contributions Capital	14,679	15,070	11,660
Gain from the Disposal of Assets	660	955	621
Total Income from Continuing Operations	238,702	248,430	238,467

Note: Budget above represents Q3 adopted budget figures

Rates and Annual Charges

Rates & Annual Charges revenue is well balanced against budget expectations with actual full year income slightly above budget. Ordinary annual rates and charges account for 45% of income in this category with 21% attributed to waste management and 32% attributed to water, sewerage and drainage.

User Charges & Fees

User Charges & Fees income is in line with budget expectations with actual full year income slightly below budget. The majority of income in this category relates to residential water usage and accounts for 44%, as well as tipping fees making up 17%, and tourist park user charges attributing almost 16% to this category.

Interest & Investment Revenue

Interest & Investment Revenue is consistent with budget expectations with actual full year income slightly above budget. Please refer to section 4.4 Cash and Investments for further information on Council's cash management outcomes.

Other Revenue

Other Revenue is aligned to budget with 38% of income being generated through property leases.

Grants & Contributions Operating

Operating Grants & Contributions income is favourable to budget for the year by \$6.5m as a direct result of the early partial receipt of \$6.1m related to the Federal Assistance Grant. This income was planned to be received during 2013/14 and budget reviews have already occurred to offset this reduced revenue in the forthcoming financial year.

Grants & Contributions Capital

Capital Grants & Contributions income is \$3.4m favourable for the year based on actual income of \$15.1m compared to a full year budget of \$11.7m. This variation primarily relates to the \$1.7m grant received for the

future construction of the Central Coast Youth Skills and Employment Centre.

Gain from the Disposal of Assets

Gain from the Disposal of Assets is in line with budget expectations with full year actual income slightly above the full year budget by \$0.3m. These gains relate to disposals of heavy plant, light commercial and passenger vehicles as well as the sale of operational land at Palmdale.

Expenditure Analysis

As at 30 June 2013, operating expenditure is under budget by \$7.3m. Analysis of this variation is below.

Expenses from Continuing Operations	Last Year Actual 2011-12 \$'000	Full Year Actual 2012-13 \$'000	Full Year Budget 2012-13 \$'000
Employee Costs	73,443	75,223	78,725
Borrowing Costs	19,168	16,741	16,971
Materials and Contracts	44,975	49,314	49,832
Depreciation	55,629	52,632	54,632
Other Expenses	40,001	30,370	33,729
Loss from the Disposal of Assets	3,244	2,683	343
Total expenses from Continuing Operations	236,460	226,963	234,233

Note: Budget above represents Q3 adopted budget figures

Employee Costs

Employee Costs are favourable by \$3.5m with full year actual expenditure of \$75.2m well below the full year budget of \$78.7m. Employee costs are Council's largest expenditure type representing one third of operational costs. This large variation is predominantly attributed to full year actuarial adjustments, movements in employee leave entitlements and also vacant budgeted positions.

The actuarial adjustments (\$2.0m across Council's General, Water and Sewer funds) was a direct result of substantial legislative changes to the workers compensation system that include:

- A move away from fixed dollar rates of statutory weekly compensation for injured workers (after 26 weeks) to a percentage of average weekly earnings;
- Restriction of on-going claims to no more than five years (apart from seriously injured employees).

Movements in employee leave entitlements have also had a positive impact to the operating result with Council achieving a 15% reduction in overdue leave balances during the year.

Council will continue to maintain tight fiscal control over labour costs and has already prepared a budget with a reduced staff establishment for 2013/14 through eliminating unnecessary vacant positions consistent with strategic objectives.

Borrowing Costs

Borrowing Costs are well balanced against budget expectations with actual full year costs being slightly favourable to budget. This stability reflects the fact that 83% of the costs relate to medium to long term fixed rate loans.

Materials & Contracts

Materials and Contracts expenses are consistent with budget expectations with actual full year expenditure being slightly below budget by \$0.5m based on actual full year expenses of \$49.3m compared to a full year budget of \$49.8m. This slightly favourable variation is the result of under expenditure in Community and Recreation Services and General Manager Departments.

Depreciation

Depreciation expense for the full year is favourable to budget by \$2.0m exclusively impacted by the recognition of residual values and a review of the estimated useful lives for plant and equipment, namely passenger vehicles from 10 years to 3.5 years; light commercial vehicles from 10 years to 5 and trucks from 6 years to 8-10 years.

Other Expenses

Other Expenses are favourable for the year by \$3.3m based on actual full year expenditure of \$30.4m compared to full year budget of \$33.7m. This variation is predominantly within the Waste unit due to \$2.9m adjustments in discount/escalation rates and revised cost estimates associated with remediation of the closed landfill sites to more accurately reflect current market rates.

Loss from the disposal of assets

Loss from the disposal of assets is unfavourable by (\$2.3m) based on actual losses of \$2.6m against full year budgeted losses of \$0.3m. This variation is predominantly related to the decommissioning of water reticulation mains (\$1.4m), a sewer pump station (\$0.4m), and sewer gravity mains (\$0.2m).

By Fund

Net operating results before capital grants and contributions at a consolidated level resulted in a full year favourable variance to adopted budget of \$13.8m, with General Fund reporting a favourable variation to budget of \$14.1m, Water Fund reporting a favourable variation of \$1.5m and Sewer Fund reporting an unfavourable variation of (\$1.7m).

Net Operating Result	Last Year Actual	Original Budget	Full Year Actual	Full Year Adopted Budget
By Fund	2011-12 \$'000	2012-13 \$'000	2012-13 \$'000	2012-13 \$'000
General Fund	6,004	5,343	18,485	4,426
Water Fund	(15,365)	(10,069)	(9,002)	(10,516)
Sewer Fund	(3,076)	(5,274)	(3,085)	(1,336)
Net operating result before capital items	(12,437)	(10,000)	6,397	(7,426)
General Fund	16,779	12,859	28,921	11,337
Water Fund	(12,261)	(7,283)	(5,882)	(6,918)
Sewer Fund	(2,276)	(4,414)	(1,571)	(184)
Net operating result including capital items	2,242	1,162	21,467	4,235

General Fund

The full year net operating result before capital items for General Fund is \$18.5m compared to a full year budget result of \$4.4m producing a favourable full year variation of \$14.1m. The most significant variations relate to:

- Operating Grants and Contributions income favourable by \$6.6m attributed primarily to the partial early receipt of the Federal Assistance Grant of \$6.1m that was anticipated to be received during 2013/14.
- Employee Costs favourable by \$3.3m predominantly as a result of the full year actuarial adjustments, movements in employee leave entitlements and also due to vacant budgeted positions.
- Materials and Contracts expense (including internal items) unfavourable by \$1.4m predominantly within the Waterways and Asset Management service unit related to the delivery of the Estuary Management Plan and final Caring For our Country expenditure.
- Depreciation expense favourable by \$2.0m directly attributed to the impact of the recognition of residual values and a review of the estimated useful lives for plant and equipment.
- Other expenses favourable by \$3.9m predominantly within the Waste unit due to adjustments in discount rates and cost escalations associated with remediation of the closed landfill sites to more accurately reflect current market rates.

Water Fund

The full year net operating result before capital items for Water Fund is a deficit of (\$9.0m) compared to a full year budget deficit of (\$10.5m) producing a favourable full year variation of \$1.5m. The most significant variations relate to:

- User Charges and Fees income favourable by \$0.3m due to slightly higher than planned residential water usage.
- Employee Costs favourable by \$0.4m predominantly attributed to actuarial adjustments and movements in employee entitlements.
- Materials and Contracts expense (including internal items) favourable by \$1.9m due to the timing of the Joint Water Supply that is yet to be equalised with Gosford City Council as at the issue of this report .
- Loss from the Disposal of Assets unfavourable by (\$1.4m) due to write downs of water reticulation mains.

Sewer Fund

The full year net operating result before capital items for Sewer Fund is a deficit of (\$3.1m) compared to a full year budget deficit of (\$1.3m) producing an unfavourable variation of (\$1.7m). The most significant variation relates to:

- Loss from Disposal of Assets unfavourable by (\$0.6m) due to the decommissioning of a sewer pump station (\$0.4m) and sewer gravity mains (\$0.2m).
- Other expenses unfavourable by (\$0.6m) as a result of slightly higher than anticipated electricity costs.

By Function – Reportable Business Unit

Net operating results by reportable Business Unit are shown in the following table.

Net Operating Result By Function	Last Year Actual 2011-12 \$'000	Original Budget 2012-13 \$'000	Full Year Actual 2012-13 \$'000's	Full Year Adopted Budget 2012-13 \$'000
Waste Management	2,579	7,877	12,600	6,048
Holiday Parks	205	891	404	510
Care and Education	(741)	(654)	(643)	(714)

Note: Figures include Tax Equivalent Payments

Waste Management

The full year net operating result for Waste Management is a \$12.6m surplus compared to a budgeted surplus of \$6.0m producing a favourable variation of \$6.6m. Variations relate to the following:

- Materials and Contracts expense favourable by \$3.8m as a result of \$3.5m in favourable corporate overhead recharges due to budgeted savings across the corporate functions. Other favourable amounts can be attributed to lower than anticipated CPI increases on the garbage collection contract and various savings in materials.
- Other Operating Expenses favourable by \$3.0m due to adjustments in discount rates and cost escalations associated with remediation of the closed landfill sites to more accurately reflect current market rates.

Holiday Parks

The full year net operating result for Holiday Parks is a \$404k surplus compared to a budgeted surplus of \$510k producing an unfavourable variation of (\$106k). This variation relates predominantly to unfavourable depreciation expense across all tourist parks.

Children's Care and Education

The full year operating result for children's Care and Education is a deficit of (\$643k) compared to a budget deficit of (\$714k) producing a favourable variation of \$71k. Variations relate to the following:

- User Charges and Fees income is unfavourable by (\$721k) due to lower than anticipated utilisation at some centres offset by reduced operating expenditures such as labour and materials.
- Vacation Care only operated at two sites, Ourimbah and Blue Haven, for the fourth quarter of 2012/13. Investigations into alternate models are currently being undertaken to determine the optimal method of operation in the future.

4.3. Capital Expenditure

Capital expenditure to 30 June was \$64.5m and represents 88% of the full year adopted budget of \$73.6m. The fund analysis is summarised below.

Capital Expenditure By Fund	Last Year Actual 2011-12 \$'000	Original Budget 2012-13 \$'000	Full Year Actual 2012-13 \$'000	Full Year Adopted Budget 2012-13 \$'000
General Fund	36,046	51,336	38,971	46,994
Water Fund	22,770	23,322	13,323	15,228
Sewer Fund	5,071	14,730	12,223	11,344
Total capital expenditure	63,887	89,388	64,517	73,566

Council's capital expenditure program is constantly being reviewed to better understand and respond to delays, variation to estimates, phasing, changed priorities, weather, availability of support funding and related developments, or other factors.

A summary of capital expenditure by Council Service is detailed in Attachment 5.5 of this report and demonstrates that the majority of capital expenditure is dedicated to Roads consisting of 47% of total spend, followed by Water and Sewer attributing 28% to the total expenditure for the year.

Significant Capital Projects

The following table shows expenditure year to date on Council's significant 2012/13 capital projects, which are those projects with a budget over \$1.5m.

Project	Original Budget 2012-13 \$'000	FYR Actual 2012-13 \$'000	FYR Adopted Budget 2012-13 \$'000	FYR Actual / Adopted Budget 2012-13 %
Reseal Program 2012/13	3,000	4,769	4,237	112.5%
Minnesota Rd Drainage	2,443	1,317	2,443	53.9%
Construct Civil Mechanical Telemetry & Electrical Work at SPS TO 22	1,550	2,425	2,424	100.0%
Minnesota Rd	2,185	1,300	2,185	59.5%
Construct New Sewerage Pumping Station C16 At Blue Haven	1,300	1,720	1,714	100.3%
Plant, Mobile Equipment and Vehicles	6,362	6,518	6,285	103.7%

4.4. Cash and Investments

Cash Flow

Cash flows in June were managed through maturities and investments in new term deposits, with a net outflow of cash and term deposits of \$2.0m for the month and \$2.1m for the quarter predominantly used for seasonally high supplier payments in June 2013.

Closing cash and investments were \$161.2m consisting of transactional accounts of \$6.2m, cash at call of \$22.4m (higher than normal balance being held to meet possible land acquisition payments) and investment securities of \$132.6m.

Cash and Investments

Council's investments are made in accordance with the Local Government Act (1993), the Local Government (General) Regulation (2005), Council's Investment Policy, the Ministerial Investment Order issued February 2011 and Division of Local Government Investment Policy Guidelines published in May 2010.

Council's investments (comprised of deposit accounts, term deposits and managed funds) continue to be conservatively managed to ensure that value is added to the fixed interest portfolio. The value of investment securities and call deposit accounts excluding transactional accounts, at 30 June 2013 was \$155.0m. Returns year to date were 5.18%, which is above the BBSW benchmark of 3.38%, with Council investments mainly in term deposits.

Council's portfolio includes investments in managed funds now excluded but held under the "grandfather" provisions of the current Ministers Investment Order. The investment, Blackrock Care and Maintenance Fund currently valued at \$4.7m, continues to be wound up progressively and is expected to be liquidated by 2016.

Total net return for the quarter ending June 2013 was \$1.9m and consisted of \$1.8m of interest earnings and \$0.1m of unrealised capital gains on the Blackrock Care and Maintenance Fund. Full year earnings were \$8.3m and consisted of \$7.6m in interest earnings and \$0.7m in unrealised capital gains on the Blackrock Care and maintenance Fund. Investment returns for the year are unfavourable by \$0.1m compared to the year to date budget (adopted for Q3).

Although a conservative approach is taken when reinvesting term deposits, yields continue to fall in line with the decline in the official Reserve Bank of Australia (RBA) cash rate, which fell from 3.00% in March, to 2.75% in May 2013. Council has invested in smaller institutions such as Credit Union Australia, Members Equity Bank and Rural Bank, allowed within the guidelines, to improve its investment yield.

Council's cash and investment holdings at the end of Q4 are shown in the following table:

Cash and Investment Balances as at 30 June 2013	\$'000
Petty cash	15
Cash held by S355 Committees	589
Cash at bank less unrepresented cheques	5,644
Total Cash on Hand	6,248
Cash at call – Cash Management	22,419
Investments in term deposits and bonds	132,573
Total Investment Portfolio	154,992
Closing Cash and Investments	161,240

Breakdown by investment class as at 30 June 2013:

Investment Class	Balance 30 June 2013 \$'000	Return Full Year \$'000	Return Full Year %
Cash at Call	22,419	532	3.43%
Term Deposits	127,870	7,037	5.09%
Managed Funds	4,703	679	13.00%
Closing Cash and Investments	154,992	8,248	5.18%
Benchmark BBSW			2.81%

Loans

Borrowings decreased in Q4 due to normal repayment of loans.

As at 30 June 2013, Council's Weighted Average Cost of Debt is 7.03% with a Weighted Average Maturity of 10.22 years.

Borrowings	Budget 2012-13 \$'000	Full Year Actual \$'000
Current	11,176	11,183
Non-Current	186,400	186,392
Borrowing	7,130	7,130
Redemption	(11,176)	(12,818)
Closing Borrowings	193,530	191,887

4.5. Key Performance Indicators

Indicator	Measure	Actual 2011-12	Target 2012-13	Trend 2012-13
Unrestricted Current Ratio	<u>Current assets less external restrictions</u> Current liabilities less specific purpose liabilities	2.01	> 1.50	✓
Debt Service Ratio	<u>Net debt service cost</u> Operating revenue	0.13	< 0.15	✓
Rate Coverage Ratio	<u>Rates and annual charges</u> Total revenue	0.54	> 0.50	✓

4.6. Contracts and Other Expenses

Major Contracts

The following major contracts were entered into by Council during Q4:

Contract	Contractor	Contract Detail and Purpose	Contract Value \$	Commencement Date	Duration of Contract	Budgeted Yes/No
CPA/209092	Kerroc Constructions Pty Ltd	Upgrade of Ourimbah WPS17	782,304	10 April 2013	Not a term contract	Yes
CPA/209287	UEA Pty Ltd	Sewer Rising Main T19	604,531	29 April 2013	Not a term contract	Yes
CPA/203271	Jemena	Retaining Wall Design at EMP Wyong 82 Site, Alison Rd, Wyong	253,560	29 April 2013	Not a term contract	Yes
CPA/220296	Central Coast Group Training	Panel Contract - Group Training Organisation	\$1,378,642	1 June 2013	2 Years	Yes
CPA/220296	Novaskill	Panel Contract - Group Training Organisation	\$1,378,642	1 June 2013	2 Years	Yes
CPA/225141	Bothar Boring	Construction DN355mm Polyethylene Water Main, Warnervale Rd	\$496,931	31 May 2013	Not a term contract	Yes
CPA/220970	Kone Elevators	Replacement of Lift 1 & 2 WSC Civic Centre	\$290,400	18 June 2013	Not a term contract	Yes
CPA/225036	Global Valve Technology Ltd	Supply and Delivery of Domestic Water Meters	\$460,000	1 July 2013	2 Years	Yes
CPA/225036	Elster Metering Pty Ltd	Supply and Delivery of Domestic Water Meters	\$460,000	1 July 2013	2 Years	Yes

4.7. Material risks and liabilities

Risks

- 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.
- Final estimate of the remediation cost of Council's closed landfills is subject to final studies and design, and final construction estimates.
- Condition of Council's infrastructure and assets continues to have inherent future liabilities for renewal, upgrade and maintenance. In June 2013, the Independent Pricing and Regulatory Tribunal (IPART) approved a 6.9% increase to Ordinary Rates for a period of four years commencing in 2013/14. Although the submitted application requested an increase for a period of seven years, all revenue raised (above the 3.4% rate peg) will be spent on capital works to assist with reducing the current infrastructure backlog.
- The formation of the Central Coast Water Corporation and Joint Services Business will alter Council's resourcing strategy and the ability to absorb fixed corporate overheads.

Liabilities

Significant provisions exist for:

- Future remediation of closed landfills, which is a large future cost for Council and requires funding currently estimated to be \$52.9m (including Buttoderry Waste Management Facility).
- Section 94 Contributions:

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

- In respect to credits owed to developers, the current liability is \$17.0m being \$15.9m for s94 developer contributions and the balance of \$1.1m for s64 water and sewer contributions. A report was submitted to Council in December 2012 where Council approved a strategy for managing these liabilities.
- 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. There is a draft WWAHT (Wadalba, Woongarra and Hamlyn Terrace) plan on public exhibition which will replace the existing Warnervale plan.
- In addition, Council has a liability to the RMS for the upgrade of Craigie Avenue and the Pacific Highway to the value of \$0.75m. 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.

4.8. Legal Matters

During Q4 2013 Wyong Shire Council was party to the following proceedings:

- *Wyong Shire Council ats United Services Union.* There are four separate proceedings before Industrial Relations Commission. Two of those proceedings were first listed before the Commission on 17 June 2013 and the other two proceedings were first listed before the Commission on 21 June 2013.
- *Wyong Shire Council ats Strathavon Resort Pty Ltd.* These proceedings are an appeal before the Land and Environment Court against the deemed refusal of an Application for a Building Certificate in respect to certain building works at the premises at 31 Boyce Avenue, Wyong. The proceedings were first listed before the Court on 15 July 2013.
- *Wyong Shire Council ats Finianos.* These proceedings are an appeal before the Land and Environment Court against a refusal of a development application. The proceedings were resolved by the issue of consent orders on 22 May 2013.

4.9. Consultancy and Legal Expenses

The following tables show expenditure year to date for consultants and external legal fees.

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Consultants Expense by Department	Actual Full Year \$'000	Budgeted Yes/No
Community and Recreation Services	299	Yes
Development and Building	132	Yes
General Manager	879	Yes
Infrastructure and Operations	3,551	Yes
Land Management	1,030	Yes
Corporate	10	Yes*
Total	5,901	

Legal Fees Expense by Department	Actual Full Year \$'000	Budgeted Yes/No
Community and Recreation Services	180	Yes
Development and Building	12	Yes*
General Manager	84	Yes
Infrastructure and Operations	34	Yes
Land Management	1	Yes
Total	311	

*Note: All expenditures incurred in the tables above are covered by organisational budgets

4.10. Sponsorship and Funding arrangements

Details of activities undertaken by some of the organisations funded by Council in Q4 are as follows:

The Entrance Town Centre Management (TETCM)

Activities included:

- Finalised the arrangements for Summer City Rumble and the event proceeded in May.
- Finalised advertising, flyers, booked artists and coordinated the All American Muscle Car Show that was held in May.
- Finalised advertising, flyers, booked artists and coordinated the Heritage Day Car Show event in May.
- Attended three meetings with the founder of the Central Coast Ukulele Club for the 2013 Ukefest event.
- Secured Stalls, Ukulele Clubs and Artists for Ukefest.
- Attended a meeting with WSC Rangers, RSPCA and the Wyong Shire Animal Care Facility to go over arrangement for the annual Paws and Claws community event in August.
- Began sourcing Country Music artists for the CCCMF 2014.
- Attended a meeting with Senior Sargent Hasset, youth case worker PCYC, regarding negotiations over youth artists performing at some of the event.
- Contacted local dance schools offering them to perform at events and in the school holidays.
- Discussions with the organisers of Ride K4 Kids who will be riding into town with 200 bikes.
- Attended a meeting with the organisers of the NSW Sausage Championship who will be holding their event at The Entrance in November 2013.
- Coordinated the Variety Bash charity day with Todays Country to be held in Memorial Park July 2013.
- Continued coordination of the Waterfront markets.
- Continued to book performers for the Sails Stage for weekend entertainment.
- Distribution of The Entrance "What's On" brochures and events in The Entrance Town Centre and accommodation properties in The Entrance and surrounds.
- Sourcing Sponsorship for events.
- Preparing forms to enter the NSW Tourism Awards.
- Attended a meeting in preparation for the Chinese Cultural Festival.
- Finalised Development Application for the TETCM.
- Commenced grant application for Community Building Partnership Grants.
- Prepared Chromefest flyers and programs to be posted to various interstate Visitors Information Centres.
- Updated Chromefest Website and Phone App.
- Responded to growth in social media site by developing a Facebook page from each major event.
- Six farmers markets in this quarter.

- Prepared and finalised WHS management policies for Town Centre Management, Visitors Information Centre and Contractors.
- Booked headline act for New Year's Eve Celebrations.
- Organised and prepared for the Winter Blues & Jazz festival to be held in July 2013.
- Attended Central Coast Tourism's destination management workshop.
- Commenced discussions with Neil Cadigan in reference to a fundraising walk starting at The Entrance for "Caddo's Cause".
- Designed and had made a Chromefest and a Ukefest banner for the events.
- Continued souvenir sales with takings over \$2000 for the past three months.
- Hosted two students through Youth Connections for work experience in the Visitor Information Centre.
- Continued pelican feeding has many visitors (16,000) in attendance this quarter.
- 8690 visitors to the Visitors Information Centre plus 500 phone and email enquiries.

Greater Toukley Vision (GTV)

Events & Promotions:

- Conducted Wet, Wild and Rhythm event.
- Using social media and web page to promote town centre and events more effectively.
- Attended Northern District Chamber of business awards.

Town Improvements:

- Engaged Reddington Security as new provider for CCTV Cameras in Toukley and Norah Head.
- Repairs completed for walls and walkway damaged in substation fire.
- Town entry sign is now inter-changeable to enable promotion of special events.
- Liaised with police to provide more surveillance in the greens by providing additional patrols to address vandalism.
- New Town Centre Coordinator appointed and commenced in May 2013.

Wyong Regional Chamber of Commerce (WRCoC)

- Executive Board Meeting – 16 April 2013.
- Sponsorship Day Golf event Kooindah Waters – 100 guests.
- Executive Board Meeting – 28 May 2013. Topic - "Fitness in Workplace", Guest speaker Daniel Farmer, 80 members in attendance.
- Executive Board Meeting – 18 June 2013.

Central Coast Tourism (CCTI)

- Central Coast Tourism CEO, spoke in support of the Wyong regional airport at the Wyong community meeting held at the Wyong Civic Centre in April. This was reported in the Express Advocate newspaper the following week detailing the CEO's advocacy of the airport.
- CEO was the guest speaker at the Executive Women's Leadership Breakfast at the Wyong Civic Centre in April 2013.
- The Tourism Opportunity Plan (TOP) in conjunction with WSC, GCC, RDA Central Coast, EC3 Global and The Stafford Group was released in April. This report supports a number of potential investment projects and catalyst investment projects located in the Wyong Shire including the Pioneer Dairy Sporting Hub, the Motorsport Precinct and the Tourism Hub at the Entrance. This was reported in the Express Advocate the following week and featured Mayor Doug Eaton and other stakeholders.
- CEO discussed events funding and opportunities for collaboration and resources with Council.
- CEO met with representatives of Accor hotels at Quay West Magenta Shores to discuss further collaboration and working together more closely.
- CEO attended a meeting in May to discuss the proposed high speed rail network.
- CEO attended the Wyong Chamber of Commerce lunch in May at the Old Wyong Milk Factory.
- CEO attended the 'CC Big' meeting facilitated by RDACC and held at Wyong Race Club in May. Discussions during the meeting included the development and rollout of the National Broadband Network (NBN) on the Central Coast.
- Business Development Manager fielded an investment enquiry regarding the Motor Sports Precinct. Meeting was held with the co-founder of Casar Park with regards to the progress of this potential development.
- CEO attended the CEO Breakfast in May at Mingara Recreation Club.
- Business Development Manager was a judge at the Northern Lakes Business Awards held at Toukley in June.
- CEO and Business Development Manager attended the Innovations Summit at Mingara Recreation Club in June.
- CEO and Business Development Manager attended the Tourism Attraction Signposting Assessment Committee (TASAC) meeting in June to discuss signage on the Central Coast.
- CEO attended the Sports Committee meeting in June held at Council.
- Business Development Manager addressed Toukley Ladies Probus Club and spoke about tourism and accessible tourism for the visitor economy in June.

- CEO met with the media to discuss the new Flying Fox attraction at Treetops Adventure Park, Ourimbah. The event received media coverage from NBN news and featured in the Express Advocate and Daily Telegraph newspapers. The attraction was developed using TIRF grant funding.
- CEO attended the Norah Head Lighthouse Trust meeting in June.
- CEO and Business Development Manager met with TETCM representative in order to plan and develop improved online solutions and redevelopment of the booking system. The CEO also gave TETCM a display stand to promote the 'Deals of the Day' in order to further generate revenue.
- Finalising the draft version of the new Destination Management Plan 2013-2016. EC3 Global met with Michael Whittaker and WSC representatives to discuss the plan and obtain their input. The draft document advocates and supports the Wyong Regional Airport, the Warnervale Chinese Cultural Village, the Motorsports Precinct, the Pioneer Dairy Sporting Hub and the Central Coast Arts and Conference Centre.
- Marketing Manager coordinated and accompanied the shoot of 'Sydney Weekender' which promoted the Central Coast as the start of the Legendary Pacific Coast.
- Coordinated and organised the judging of the Hunter/Central Coast Tourism Awards. The Marketing Manager has provided advice to a number of tourism operators in Wyong Shire and Gosford.

Business Enterprise Centre

- First activity undertaken on 18 April at the Laycock Street Theatre with 67 attendees and 53 unique businesses being present at this event.
- Federal Government (SBAS) Report was lodged on 22 April and has been approved and accepted.
- Workshops presented:
 - Pricing Your Product and Services - 6 attendees equalling 18 hours
 - Improving Your Content for Websites and Marketing Material – 11 attendees equalling 33 hours
- Total hours spent with Small Business clients – 172 hours
 - Face to Face – 106 hours
 - Workshop time – 51 hours
 - Research – 10 hours
 - Other i.e. Emails, phone calls, etc – 5 hours

Details of sponsorship funding, contributions and donations made during Q4 are as follows:

Sponsorship Funding, Contributions and Donations	\$'000
Tipping Fees	62
Councillor Community Improvement Grants	41
Central Coast Tourism Inc	38
Central Coast Business Mentor Services Inc	28
Rural Fire Service	25
Bush Regeneration Activities	21
ARAFMI	19
St Vincent De Paul Society	14
Rent For Community Groups	13
Wyong Public School P & C Assn	13
Central Coast Woodturners Co Op Ltd	12
1st Tuggerah Lakes Scout Group	8
Impact 4 Life Church Inc	4
Central Coast Domestic Violence Committee	4
The Fathers Table	3
Ocean and Coastal Care Initiatives	3
Lioness Club of Gwandalan	3
Compass Housing	2
Country Women's Assn of NSW	2
Wyong Family History Group Inc	1
Wyong District Museum & Historical Society	1
Coastal a Cappella	1
Impact 4 Life Church Inc	1
Australian Seabird Rescue Inc	1
Total	320

4.11. Grants Received

The following grants were received during Q4:

Detail	Amount \$'000
Financial Assistance Grant - Equalisation Component	6,245
Central Coast Youth Skills Centre	1,700
Estuary Management Plan	1,484
Financial Assistance Grant - Local Road Component	1,313
Waste and Sustainability Improvement Grant	958
Climate Change Fund	547
The Entrance Coast to Lake Scenic Walk	457
NSW Rural Fire Service	355
Shared Pathways RMS	184
Natural Disaster funding Floods Feb 2013	171
Local Infrastructure Renewal Scheme-Interest Subsidy	118
Flood Risk Management Studies	115
Bushfire Management Program-Natural Areas	115
Childcare, Vacation Care & Special Needs Subsidy	89
Local Environment Plan Acceleration Fund	87
Sunshine Reserve Boat Ramp	83
Strengthening Communities	55
Waste Removal Darkinjung Land	48
Arts Facility Development Position	33
Electronic Housing Code	28
Road Safety Programs	25
Baker Park Netball Car park	22
Asset Protection Zones / Fire Trail works	22
Soldiers Beach Stairs and Cliff Top Fencing	18
Boat Ramp Vales Point Park Mannering Park	18
Immunisation Program	15
Saltwater Creek Pedestrian Bridge	10
HACC (Home and Community Care) Service Worker	8
Employment & Training	8
Noxious Weeds / Control	56
Anzac Ave / Hope St Black spot	5
Mannering Park Community Hall-Air Conditioner	5
Heritage Review	4
Total	14,350

5. Attachments

5.1. Income Statement by Fund

WYONG SHIRE COUNCIL	YTD % Elapsed: 100%											
	CONSOLIDATED			GENERAL FUND			WATER FUND			SEWER FUND		
	Last Year Actual	FYR Actual	FYR Adopted Budget	Last Year Actual	FYR Actual	FYR Adopted Budget	Last Year Actual	FYR Actual	FYR Adopted Budget	Last Year Actual	FYR Actual	FYR Adopted Budget
Income Statement	2011-12	2012-13	2012-13	2011-12	2012-13	2012-13	2011-12	2012-13	2012-13	2011-12	2012-13	2012-13
June 2013	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME from continuing operations:												
Rates & Annual Charges	127,394	135,678	135,517	86,618	92,008	92,121	14,113	16,042	15,899	26,663	27,629	27,497
User Charges & Fees	53,742	57,507	57,923	30,436	30,658	31,210	21,692	25,449	25,129	1,614	1,401	1,584
Interest and Investment Revenue	9,272	9,271	9,184	5,444	5,878	5,747	1,801	1,146	1,144	2,027	2,247	2,293
Other	3,893	3,996	4,097	3,592	3,658	3,525	215	208	386	86	130	185
Grants & Contributions Operating	29,062	25,953	19,465	27,658	24,356	17,772	742	931	984	663	666	709
Grants & Contributions Capital	14,679	15,070	11,660	10,775	10,436	6,910	3,104	3,120	3,598	800	1,514	1,151
Gain from the Disposal of Assets	660	955	621	660	955	621	(0)	1	(0)	(0)	(0)	(0)
Total income from continuing operations	238,702	248,430	238,467	165,183	167,947	157,907	41,667	46,897	47,141	31,852	33,586	33,419
EXPENSES from continuing operations:												
Employee Costs	73,443	75,223	78,725	59,426	61,280	64,600	6,679	6,774	7,180	7,338	7,170	6,945
Borrowing Costs	19,168	16,741	16,971	2,654	2,951	2,943	15,087	11,894	12,138	1,426	1,897	1,890
Materials and Contracts	44,975	49,314	49,832	20,806	25,616	24,231	13,797	13,151	15,014	10,373	10,547	10,587
Depreciation	55,629	52,632	54,632	27,412	23,562	25,598	14,872	16,628	16,826	13,346	12,442	12,209
Other	40,001	30,370	33,729	36,383	24,939	28,856	1,972	2,900	2,902	1,646	2,531	1,971
Loss from the Disposal of Assets	3,244	2,683	343	1,723	679	343	1,522	1,433	0	0	571	0
Total expenses from continuing operations	236,460	226,963	234,233	148,404	139,026	146,570	53,928	52,779	54,060	34,128	35,158	33,603
Total Profit & (Loss) from Operations	2,242	21,467	4,234	16,779	28,921	11,337	(12,261)	(5,882)	(6,919)	(2,276)	(1,571)	(184)
Total Profit & (Loss) before Capital Grants and Contributions	(12,437)	6,397	(7,426)	6,004	18,485	4,427	(15,365)	(9,002)	(10,517)	(3,076)	(3,085)	(1,335)
Less Tax Equivalent Payments (Notional)	951	1,172	1,242	654	537	554	217	380	416	80	255	272
Total Profit & (Loss) after Tax Equivalent Payments	(13,388)	5,225	(8,667)	5,350	17,948	3,872	(15,583)	(9,382)	(10,933)	(3,155)	(3,340)	(1,607)

5.2. Balance Sheet by Fund

WYONG SHIRE COUNCIL	YTD % Elapsed: 100%												
	CONSOLIDATED				GENERAL FUND			WATER FUND			SEWER FUND		
	Last Year Actual 2012 \$'000	FYR Actual 2013 \$'000	Movement \$'000	FYR Original Budget \$'000	Last Year Actual 2012 \$'000	FYR Actual 2013 \$'000	Movement \$'000	Last Year Actual 2012 \$'000	FYR Actual 2013 \$'000	Movement \$'000	Last Year Actual 2012 \$'000	FYR Actual 2013 \$'000	Movement \$'000
Balance Sheet													
June 2013													
CURRENT ASSETS													
Cash & cash equivalents	91,142	63,667	(27,475)	44,270	63,258	63,584	326	6,586	83	(6,502)	21,299	-	(21,299)
Investments	44,000	75,748	31,748	76,439	14,591	9,950	(4,641)	18,270	29,736	11,466	11,139	36,062	24,923
Receivables	32,785	31,157	(1,628)	41,947	13,856	13,128	(727)	16,125	14,791	(1,334)	2,843	3,238	395
Inventories	2,054	1,940	(114)	2,088	1,606	1,450	(156)	448	490	42	-	-	-
Other	607	537	(70)	366	562	537	(25)	45	0	(45)	-	-	-
TOTAL CURRENT ASSETS	170,588	173,049	2,461	165,110	93,872	88,649	(5,223)	41,474	45,100	3,626	35,281	39,299	4,018
NON-CURRENT ASSETS													
Investments	19,955	21,825	1,870	-	17,668	21,825	4,157	1,916	-	(1,916)	371	-	(371)
Receivables	1,409	20,928	19,519	-	865	20,464	19,599	517	451	(67)	26	13	(13)
Intangible Assets	1,614	711	(903)	2,515	1,172	516	(656)	278	122	(155)	165	73	(92)
Infrastructure, Property, Plant & Equipment	2,292,936	2,412,067	119,131	2,027,298	833,272	919,746	86,473	800,556	814,066	13,510	659,109	678,256	19,147
Investments under equity method	125	250	125	-	125	250	125	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	2,316,039	2,455,782	139,743	2,029,813	853,103	962,801	109,698	803,267	814,639	11,372	659,671	678,342	18,671
TOTAL ASSETS	2,486,627	2,628,830	142,203	2,194,923	946,975	1,051,451	104,476	844,741	859,739	14,999	694,952	717,641	22,689
CURRENT LIABILITIES													
Payables	46,857	50,456	3,599	54,840	32,945	40,995	8,050	19,414	7,155	(12,258)	(5,462)	2,305	7,768
Borrowings	11,183	11,132	(51)	11,183	731	819	88	9,093	9,359	267	1,359	954	(405)
Provisions	28,452	27,556	(896)	28,452	24,063	22,906	(1,157)	1,878	2,261	383	2,511	2,389	(122)
TOTAL CURRENT LIABILITIES	86,492	89,144	2,652	94,475	57,739	64,720	6,981	30,384	18,776	(11,609)	(1,592)	5,648	7,240
NON-CURRENT LIABILITIES													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	186,392	200,755	14,363	175,672	1,764	4,551	2,787	158,893	172,178	13,285	25,735	24,026	(1,709)
Provisions	55,897	54,053	(1,844)	48,108	54,824	53,681	(1,143)	427	197	(230)	647	176	(471)
TOTAL NON CURRENT LIABILITIES	242,289	254,808	12,519	223,780	56,588	58,231	1,644	159,321	172,376	13,055	26,382	24,201	(2,181)
TOTAL LIABILITIES	328,781	343,952	15,171	318,255	114,327	122,952	8,625	189,705	191,151	1,446	24,790	29,849	5,059
NET ASSETS	2,157,846	2,284,878	127,032	1,876,668	832,648	928,499	95,851	655,036	668,588	13,552	670,162	687,791	17,629

5.3. Statement of Cash Flows

WYONG SHIRE COUNCIL Cash Flow Statement June 2013	YTD % Elapsed: 100%		
	CONSOLIDATED		
	Last Year Actual 2011-12 \$'000	FYR Actual 2012-13 \$'000	FYR Adopted Budget 2012-13 \$'000
OPERATING ACTIVITIES			
Receipts			
Receipts from customers	182,979	175,333	227,886
Interest Revenue	8,479	9,271	7,761
Grants & Contributions	47,174	41,022	25,428
Other Revenue	18,306	4,066	2,351
Payments			
Employee costs	(74,549)	(75,223)	(81,500)
Materials & Contracts	(43,651)	(56,683)	(63,720)
Borrowing costs	(16,646)	(16,741)	(16,488)
Other Expenses	(52,517)	(20,454)	(58,550)
Net cash from Operating Activities	69,575	60,591	43,168
INVESTING ACTIVITIES			
Proceeds from sale of IPP&E	2,012	(1,727)	2,000
Net movement in Investments	22,196	(33,743)	40,000
Net Purchase of IPP&E	(61,753)	(66,908)	(84,738)
Net cash from Investing Activities	(37,545)	(102,378)	(42,738)
FINANCING ACTIVITIES			
Net movement in Borrowings	7,313	14,312	(11,176)
Net cash from Investing Activities	7,313	14,312	(11,176)
Net increase/(decrease) in cash held	39,343	(27,475)	(10,746)
Cash & Cash Equivalents at beginning of period	51,799	91,142	55,016
Cash & Cash Equivalents at end of period	91,142	63,667	44,270

5.4. Business Activities

YTD % Elapsed: 100%

WYONG SHIRE COUNCIL Income Statement June 2013	WASTE MANAGEMENT			HOLIDAY PARKS			CARE AND EDUCATION		
	Last Year Actual	FYR Actual	FYR Adopted Budget	Last Year Actual	FYR Actual	FYR Adopted Budget	Last Year Actual	FYR Actual	FYR Adopted Budget
	2011-12 \$'000	2012-13 \$'000	2012-13 \$'000	2011-12 \$'000	2012-13 \$'000	2012-13 \$'000	2011-12 \$'000	2012-13 \$'000	2012-13 \$'000
Income from Continuing Operations									
Rates & Annual Charges	26,037	29,064	29,089	-	-	-	-	-	-
User Charges & Fees	9,970	9,773	9,835	8,419	8,921	8,853	3,875	3,976	4,697
Interest and Investment Revenue	166	161	133	-	-	-	-	-	-
Other Revenues	247	341	392	-	-	-	2	6	2
Grants & Contributions Operating	789	793	723	-	3	-	521	457	454
Grants & Contributions Capital	-	-	-	-	-	-	-	-	-
Gain from the Disposal of Assets	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	37,208	40,132	40,172	8,419	8,923	8,853	4,398	4,440	5,153
Expenses from Continuing Operations									
Employee Costs	1,708	1,716	1,536	206	217	178	3,626	3,486	3,960
Borrowing Costs	2,299	2,590	2,491	90	66	80	-	-	-
Materials & Contracts	10,416	15,385	19,208	3,947	3,634	3,606	1,093	1,179	1,460
Depreciation	1,878	1,360	1,375	1,074	1,154	1,044	131	131	115
Other Operating Expenses	18,118	6,376	9,422	2,665	3,218	3,206	75	80	97
Loss from the Disposal of Assets	-	-	-	-	3	-	-	1	-
Total Expenses from Continuing Operations	34,420	27,428	34,033	7,982	8,291	8,114	4,926	4,877	5,632
Total Profit & (Loss) from Operations	2,788	12,704	6,139	437	632	739	(528)	(437)	(480)
Less Capital Grants & Contributions	-	-	-	-	-	-	-	-	-
Total Profit & (Loss) Before Capital Grants and Contributions	2,788	12,704	6,139	437	632	739	(528)	(437)	(480)
Less Tax Equivalent Payments	209	104	91	232	228	229	213	205	234
Total Profit & (Loss) after Taxation Equivalent Payments	2,579	12,600	6,048	205	404	510	(741)	(643)	(714)

5.5. Capital Expenditure Projects

Capital Expenditure Service Unit	Last Year Actual	Original Budget	FYR Actual	FYR Adopted Budget
	2011-12	2012-13	2012-13	2012-13
	\$'000	\$'000	\$'000	\$'000
B001 - Community and Cultural Development	814	1,665	545	665
B002 - Community and Customer Relations	40	-	54	60
B003 - Lifelong Learning	958	802	784	810
B004 - Sport Leisure and Recreation	6,404	5,161	2,791	3,569
B005 - Open Space	41	-	-	1
B007 - Roads and Drainage	21,994	29,177	30,073	32,060
B008 - Water and Sewer	22,794	28,620	18,077	20,478
B009 - Waste	508	4,746	847	1,200
B010 - Plant and Fleet	6,399	6,542	7,053	6,820
B011 - Contract and Project Management	1	-	-	-
B012 - Waterways and Asset Management	1,317	2,357	1,182	2,366
B016 - Corporate Governance	4	-	39	-
B018 - Finance	138	690	139	210
B019 - Information Management	46	823	800	946
B020 - Human Resources	40	-	-	-
B021 - General Manager Mgt	-	-	-	-
B022 - Place Management	348	3,810	631	1,894
B023 - Sustainability	592	1,140	464	880
B024 - Economic and Property Development	1,302	2,500	76	110
B025 - Community Buildings	108	1,325	906	1,468
B027 - Building Certification and Health	-	30	56	30
B028 - Community Safety and Compliance	49	-	-	-
B029 - Development Assessment	-	-	-	-
B030 - Development and Building Mgt	2	-	-	-
B032 - Corporate Income and Expense	-	-	-	-
Total	63,887	89,388	64,517	73,566

5.6. Progress on Principal Activities

	Performance Indicator/Action timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 1 - Community and Education			
1.01 - Community and Cultural Development			
The Community and Cultural Development service unit is to achieve 100% of the target revenue budget		Completed	Income greater than year to date budget
Increased usage of on-line population data by 10%		Completed	Achieved 10% increase
5% increase in participation by community committees		Completed	Achieved > 5% increase
Two event / grants community workshops undertaken		Completed	
20 Community education programs provided		Completed	10 Education programs occurred with over 400 participants
Increase attitudinal change by 25% based on pre and post analysis (following community education programs)		Completed	On average each education program has achieved 25% change in either attitude or behaviour, eg. Traffic Offenders Workshops - 50% increase in knowledge, 25% increase in attitude and 25% planned behaviour change
Increased utilisation by 10%		Completed	Overall facility utilisation for permanent users average at 10% however for casual usage it is below 5%
Commence Development of Positive Ageing Strategy to respond to the opportunities and challenges of an ageing population	1 Year	Completed	Research and engagement for a Central Coast Positive Ageing Strategy completed with over 2000 participants. The project is anticipated to be completed by April 2014
Completion of Quality of Life Survey Report with Gosford Council	1 Year	Completed	
Completion of The Art House and commencement of operation as per Business Plan (dependent on securing capital funding)	4 Year	On Track	Draft concept design and costings currently being developed for \$12 million option of The Art House. Business plan currently being reviewed and updated.
Continued development of The Art House including funding strategy, stakeholder engagement, marketing and business planning	1 Year	Completed	Draft concept design and costings being undertaken for \$12 million option of The Art House. Business plan being reviewed and updated.
Implement the public arts register and public arts program	1 Year	Completed	Two community murals at Colongra Bay Hall and Wadalba Sporting Amenities to combat graffiti
Preparation of concept design for Warnervale Community Hub	1 Year	Deferred	
Develop a range of Community and Cultural Development Programs that build community capacity	1 Year	Completed	Implementation of creative enterprise project at Lakeside plaza. Continuation of Social Enterprise 101 workshops. Continuation of the Brother yarn sista speak programs enhancing cultural awareness
Implement key actions from the Learning Communities Strategy	4 Year	On Track	Demonstrated via development of Positive Ageing strategy
Implement key recommendation of the Community Facilities Strategy	1 Year	Completed	Priority action completed including Colongra Bay Hall, Beryl Street and Berkeley Vale Community centre upgraded as part of Capital Expenditure program. Tables/chairs upgraded at 50% of facilities. CCTV upgraded at Gravity & Blue Haven centres. No smoking signage installed at all sites. Website updated to inform community on booking options and contact details
Implementation key actions from the Community Facility Strategy	4 Year	On Track	Capital Expenditure program commenced. Lease/licencing currently being reviewed. Audit undertaken on 355 committees
Improve accessibility to community facilities	4 Year	On Track	Access audit training completed. Community Buildings to develop a rolling works program to improve accessibility across portfolio
Implement Cemeteries Plan of Management	4 Year	On Track	Plan of management has been updated and costed

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 1 - Community and Education			
1.02 - Community Building Services			
Install a chemical wash down facility for Open Space weed sprayers.	1 Year	Completed	
Upgrade the bulk storage facility to improve its environmental performance.	1 Year	Completed	
85% of all service requests completed within agreed timeframes.		Completed	92% average monthly figure for the year
90% of all reported graffiti removed within 2 weeks		Completed	91% average monthly figure for the year
90% of all reported obscene graffiti removed within two working days.		Completed	91% average monthly figure for the year
Refurbish three toilet blocks each year	4 Year	Deferred	
Complete the realignment of the critical building asset registers within Council's corporate asset management systems	1 Year	Not On Track	Delays due to complexity of the revaluation data and integrating it with Council's corporate asset management systems
Develop a field based IT system to improve the annual asset inspection programme	4 Year	Completed	System working well, refinements in reporting and process fine tuning are underway
Implement the priority actions arising from the Community Facilities Strategic Plan	4 Year	On Track	Awaiting asset planner priorities to allow for the development of a realistic works programme. Accessibility audits completed for Libraries
Implement the priority actions from the adopted Playground Strategy	4 Year	Completed	All priority defects rectified

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 1 - Community and Education			
1.03 - Customer and Community Relations			
Conduct a community reputation survey by March 2015	4 Year	On Track	
Develop Brand and Reputation Strategy and implementation plan that identifies objectives, identity, culture, image, market segments by June 2013	1 Year	Deferred	Brand and Reputation Strategy developed. Final implementation plan to be developed in July 2013
Develop a Communications and Marketing Strategy by June 2013	1 Year	Deferred	Communications Strategy Completed. Marketing strategy to be developed.
Develop Website Phase 2 Strategy by December 2012	1 Year	Completed	Implementation plan completed
75% of news reports in the media are neutral to positive		Completed	81% achieved
75% of resident e-Panel members satisfaction with information provided		Completed	Target exceeded, 83% satisfaction rating achieved
75% customer satisfaction with the service provided by Council		Not on Track	Target not achieved, 72.5% satisfaction rating - survey conducted through Resident ePanel only
75% of calls responded at the first point of contact		Completed	Exceeded target achieving 76%
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	
Investigate opportunities for alternative formats for providing information including languages other than English, audio and electronic formats, Braille and large print by June 2013	1 Year	Completed	
Increase the range of self-help services available online to customers by June 2015	4 Year	On Track	Developed a Fix-o-Gram app and mobile version of the website
Conduct an End User Review to determine all customer interactions across all services by December 2012 (Amended in Q3 to extend the project to June 2013)	1 Year	Completed	Developed customer focus roadmap and completed review of CRM system and problem codes
Conduct annual Customer Surveys and analysis to identify needs and preferences by June 2017	4 Year	On Track	Completed customer satisfaction survey to benchmark for customer focus roadmap
Develop a Customer Relations Mapping system to capture customer views on Council's service by June 2014	4 Year	On Track	Developed base data from survey
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	
Promote awareness of Customer Service Charter and procedures to support Customer Feedback and Complaints Management Policy by December 2012 (Amended in Quarter 3 to extend the project to June 2013)	1 Year	Completed	Developed draft Customer Service Charter. Awareness program commencing August 2013

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 1 - Community and Education			
1.04 - Community Lifelong Learning			
Cultural Enrichment (2013/14) - Explore opportunities to bring music and art based experiences into the library through external collaboration and partnership	4 Year	On Track	Central Coast Conservatorium of Music Rhythm and Rhyme sessions implemented at Tuggerah Library
Finalise Library Service Strategic Plan in consultation with the State Library NSW by end of December 2012		Deferred	Draft plan undergoing final review
Implement priority actions from Library Strategic Plan	4 Year	On Track	Implementation planned for 2013/14
An increase in membership of 2% on 2011/12 membership		Not On Track	Overall membership is down -2.9%. New members have increased by 9.8%. Program attendance and access to technology within libraries increased
Undertake a National Poetry Slam Pilot site 2012/2013	1 Year	Completed	Completed 8 September 2012 - 7 contestants and 21 guests attended
5% in overall customer interaction (including: programs, website, Wi-Fi, PC usage, loans and door count)		Completed	3 out of 5 actions on track
Implement Learning Communities Strategy priority actions	1 Year	Deferred	Cultural awareness training for child care industry staff delivered; musical tool box resources developed by CC Conservatorium of Music; staff vacancies in 4th quarter led to some items being deferred until 2013/14

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 2 - Community Recreation			
2.01 - Open Space			
100% of the targeted revenue budget is achieved Open Space		Completed	Income greater than YTD budget
>1000 Trees planted annually		Completed	
>85% Of service request completed within allocated timeframe		Completed	
400 active Landcare volunteers		Completed	396 volunteers in Open Space at the end of the financial year. 49 volunteers transferred to Tidy Towns. Total 445
Undertake a large scale nursery improvement program subject to Federal biodiversity grant funding	1 Year	Deferred	
Purchase high efficiency broad acre mower to increase levels of service		Completed	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 2 - Community Recreation			
2.02 - Sport, Leisure and Recreation			
Projects meet time, quality and cost targets		Not On Track	92% completed. (48 of 52) Other 8% on track.
Aquatic Infrastructure strategy is adoption by June 2013	1 Year	Not On Track	Draft completed with the exception of the financials which will be completed by end July 2013
Feasibility study of the area between the freeway and Mardi landfill site future sports fields. This project will commence in 2013/14	4 Year	On Track	
Implement key actions out of the adopted Greening Wyong Strategy	1 Year	Completed	Finalised plans for streets in Priority Precinct A. Planting commenced on site. Commenced technical guidelines
Implement priority actions from the On-road Bicycle and Shared Pathway Strategy	4 Year	On Track	<ul style="list-style-type: none"> • Construction of Priority Shared Pathways continued as per agreed priorities at Tuggerah Parade and Wallarah Road • Bids were prepared and submitted for RMS funding for other priorities at The Entrance and Bateau Bay • Request for Quote was prepared and contract let to GHD for Concept Design for Magenta Shared Pathway • Meetings were held with Health Promotion Unit, Gosford City Council and RMS to fulfil Priority Actions • GIS mapping was updated for shared pathways and pdf's distributed
Masterplan for Boat Harbour recreational area is developed by June 2013	1 Year	Completed	
Masterplan for Tunkawallin sporting precinct is developed by December 2012	1 Year	Completed	
Trails in Natural Areas Strategy is commenced	1 Year	Completed	Commenced and work is scheduled to continue in 2013/14
No deaths at Council patrolled beaches during normal lifeguard hours		Completed	No Deaths during patrol period
Purchase high efficiency broad acre mower to increase levels of service	1 Year	Completed	
Continue to implement the key actions out of the Playground Strategy	4 Year	On Track	<p>New playgrounds:</p> <ul style="list-style-type: none"> • Sohler Park – district playground <p>Upgraded playgrounds:</p> <ul style="list-style-type: none"> • Myrtle Brush Park, Berkeley Vale • Sandy Beach Reserve, Summerland Point • Harrington Close, Wattanobbi
Implement key actions out of the Master Plan for Tunkawallin and Boat Harbour	4 Year	On Track	
Implement the priority actions of the Tennis Review	4 Year	On Track	<ul style="list-style-type: none"> • Identified tennis venues that are ready for immediate change to lease agreement. Commenced transition with Wyong Tennis Facility and Jubilee Tennis Facility • Identified sources of funds for tennis capital works, including grants and facility-specific sinking funds, and commenced the approved 4-year tennis Capital Expenditure program • Continue work with LGA neighbours and Tennis NSW Facilities Manager to develop a cohesive approach to tennis provision
Subsoil Drainage constructed at Ourimbah by June 2013	1 Year	Completed	
Subsoil Drainage constructed at The Entrance North by June 2013 (EDSACC North sub-soil drainage deferred until 2013/14)	1 Year	Deferred	EDSACC North sub-soil drainage deferred until 2013/14
Commence Stage 3 of the Norah Head Boat Ramp	1 Year	Deferred	Final design developed, tender documents drafted, grant application made
Implement priority actions from the Aquatic Infrastructure Strategy	4 Year	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 3 - Economic and Property Development			
3.01 - Place Management			
Complete the construction of Stage 1 of Frank Ballance Park.	4 Year	On Track	To follow completion of stormwater subject to funding
Continue the implementation of Stage 1 of the Toukley Masterplan	4 Year	On Track	
Continue the tile replacement program at The Entrance	4 Year	On Track	
The Entrance Town Centre Masterplan - Commence the program of replacing the tiles in The Entrance	1 Year	Completed	
Toukley Town Centre Masterplan - Commence the implementation of stage 1 of the Masterplan	1 Year	Completed	
Wyong Civic & Cultural Plan - Commence the construction of Stage 1 of Frank Ballance Park	1 Year	Not On Track	Stormwater drainage pipes for Frank Ballance Park were purchased in June 2013. Project delayed pending availability of funding
Wyong Civic & Cultural Plan - Complete the detail design and tender documentation for the development of Frank Ballance Park in Wyong.	1 Year	Not On Track	Final documentation to be received by end of July 2013
100% of the targeted revenue budget is achieved		Completed	No income was budgeted for the Unit in 2012/13
Commence the implementation of the streetscape improvement for the Central Coast Hwy through Long Jetty by December 2012	1 Year	Completed	Project now completed
Continue the implementation of the streetscape improvement for the Central Coast Hwy through Long Jetty	4 Year	Completed	Project now completed - other works will occur as the Long Jetty Masterplan is implemented
Develop Urban Design Guidelines/DCP for the remaining development areas for the Shire	4 Year	On Track	
Working on the development of seven Masterplans as per the following: Prepare draft (Pre-Public Exhibition Stage) Masterplans for five areas: - Long Jetty Masterplan. - Lake Haven Masterplan. - Budgewoi Masterplan. - Pacific Highway/Alison Road masterplan (subject to the endorsement of the Pacific Highway Upgrade through Wyong by the RTA). - Bateau Bay Masterplan.	4 Year	On Track	Draft (pre-exhibition) masterplans have been received for Long Jetty, Budgewoi, Lake Haven and Bateau Bay
Commence the biennial review of the list of properties designated as Key Iconic Development Sites	1 Year	Completed	
Continue to liaise with the owner of the 28 key iconic sites with the aim of achieving economic and sustainable development of sites	1 Year	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 3 - Economic and Property Development			
3.02 - Initiation and Project Management of Major Projects			
Complete concept plan for Hill Top Park	4 Year	Deferred	Deferred subject to developer contributions plan accumulating sufficient funds
Construction of access road for Warnervale Town Centre by July 2013	1 Year	Not On Track	Amendments to design and negotiations relating to funding deed have delayed project
Detailed concept plan developed for Hill Top Park by October 2012	1 Year	Deferred	Deferred subject to developer contributions plan accumulating sufficient funds
Detailed design documents for Warnervale, Hill Top Park by October 2012	1 Year	Deferred	Deferred subject to developer contributions plan accumulating sufficient funds
Implement Warnervale Community Centre project plan	4 Year	Deferred	Deferred subject to developer contributions plan accumulating sufficient funds
Implement Warnervale entry road and Sparks Road intersection network project plan	4 Year	On Track	Roads and Maritime Services responsibility
Prepare planning and cost studies to support preferred option for the community centre at Warnervale by October 2012	1 Year	Deferred	Deferred subject to developer contributions plan accumulating sufficient funds
Review Warnervale tip rehabilitation action plan against impact on design documents for Hill Top park by August 2012	1 Year	Not On Track	Delayed due to late amendments to the brief to optimise development outcomes on surrounding land
70% ROI achieved vs. projected/ forecast		Deferred	No projects to measure return on investment as yet
75-80% of projects delivered on time, and within scope and budget as reported against the approved project plan		Not On Track	General projects underway
Establish a register of sites appropriate for development of aged housing	1 Year	Not On Track	Have engaged with community housing provider based on preliminary list
Implement Phase 2 of the Ourimbah Master plan	4 Year	Deferred	To be readdressed in 2013/14
Review Town Centre development options for the Ourimbah Masterplan by August 2012	1 Year	Deferred	To be readdressed in 2013/14
Implementation of Warnervale Airport Masterplan	4 Year	Not On Track	Under review. Development option being considered
Make submissions & recommendations on development opportunities to leverage Councils financial position for Warnervale Airport by December 2012	1 Year	Not On Track	In progress
Make submissions & recommendations on development opportunities to leverage Councils financial position for Denning / Short Street car park by December 2012	1 Year	Not On Track	Pending economic analysis and review of measures

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 3 - Economic and Property Development			
3.03 - Economic and Property Development			
Review standard lease template to ensure compliance with contemporary commercial practice by December 2012	1 Year	Not On Track	Legal templates under review
New lease revenue of \$500K achieved by 30 June 2014		Not On Track	No new leases achieved
Develop a detailed project plans for 5 iconic sites	4 Year	Not On Track	In progress
Identify 3 new property investment ideas in accordance with the Development and Investment Strategy	1 Year	Completed	Identified Cinema, Office lease and residential development
Identify and develop a project plan 3 key property development opportunities	1 Year	Completed	Jack Grant Avenue, Regional Airport and Education Precinct
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
Develop a Property Development and Investment Strategy by 30 June 2013		Not On Track	Need to engage with wider audience and re-establish shared ownership.
Develop a Tourism Infrastructure Plan by June 2013		Not On Track	Delayed due to organisational change. Will need to re-establish this project.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 4 - Council Enterprises			
4.01- Care and Education			
Asset Upgrade Strategy for each child care site developed by April 2013	1 Year	Completed	Asset upgrade strategy completed. Implementation subject to annual Capital Expenditure allocations
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	4 Year	On Track	Upgrade plan for each centre completed. Implementation will commence in 2013/14
Introduce electronic portfolios for children	4 Year	On Track	All Centres have received equipment required to introduce electronic portfolios and have commenced implementation towards paperless programming
Undertake service changes in Care and Education that model sustainable business practice to the community and children/families	4 Year	On Track	The last quarter has seen all centres move to a paperless program and documentation process
100% of the target revenue budget		Not On track	Year to date revenue is down however this is offset by a decrease in expenditure. Preliminary net operating results show a positive variance of \$122K
Quality Improvement Plan for compliance with National Quality Standard is completed by December 2012	1 Year	Completed	Plan completed
4.02- Holiday Parks			
Develop a 5 year Marketing Strategy	1 Year	Completed	Strategy finalised and under review, 2013/14 Action Plan has been amended to reflect budget cuts
Implement the Marketing Strategy	4 Year	On Track	
Undertake the key work for 2012/13 as identified in the new Business Strategy	1 Year	Not on Track	Draft strategy endorsed by Crown following an extended consultation process. Consultation with Holiday Park Patrons will now commence.
Undertake the key work for the current year as identified in the rolling works program	4 Year	On Track	CCTV security installed at Canton and Budgewoi. Footpath completed at Canton Beach
100% of the target revenue budget		Completed	Income greater than year to date budget
29% occupancy rate of available tourist site nights for caravan and camping (powered and unpowered, camping, drive through, ensuite sites)		Not on Track	Achieved 24.5%. There has been a 9% increase in the number of nights available from 11/12 due to the vacation of long term caravans
56% occupancy rate of available tourist cabin site nights		Not on Track	Achieved 51%. This is due to an increase in the occupancy of site nights
Financial surplus of \$1.5M achieved by 2015/16	4 Year	On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 5 - Regulatory			
5.01 - Building Certification and Health			
Enhance the use of mobile technology to allow for greater utilisation across the Residential Development assessment process	4 Year	Completed	The Electronic Housing Code project is now complete and Council is 'live' on the Electronic Housing Code system. The Dept. of Planning is in the process of integrating the Electronic Housing Code system with Pathway. Upon completion of this, the Electronic Housing Code will be promoted to Council's customers
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	Completed	All devices have been delivered and allocated to staff. Currently waiting on development of software to enable in-field inspections
<20 working days net median processing times for residential development applications		Completed	Target exceeded. 16 days achieved
Develop a robust system which enables the negotiation of fees for Certification services for defined commercial clients in accordance with a strict governance framework.	1 Year	Completed	Currently developing a new application type in Pathway to enable quotes to be entered into the system as an application. Rigor to be built into this process including peer review, and management sign-off.
Maintain 35% of the total market share for Complying Development applications		Completed	Target exceeded
Maintain 70% of the total market share for Construction Certificate applications		Completed	Target exceeded
Enhance the use of mobile technology to allow for greater utilisation across the Complying Development Certificates assessment process	4 Year	On Track	Devices have been delivered to Council and are in the process of being allocated to staff
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	Completed	Council is now 'live' on the Electronic Housing Code system
Process improvements, utilising mobile technology to achieve <5 days median processing times for Complying Development Certificates	4 Year	On Track	The roll out of mobile devices has commenced. Median processing times for Complying Development is currently 5 days
Expand online building inspection booking to all of Council customers	4 Year	Completed	
225 food business inspections conducted each quarter		Completed	261 Food shop inspections completed this quarter. Annual program delivered.

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 5 - Regulatory			
5.02 - Compliance and Regulation			
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	Not On Track	Research still ongoing
No less than 90% of all animals in the Animal Care Facility (ACF) are rehomed		Completed	99% of saveable animals were rehomed, sold or returned to owners
The number and value of companion animal related penalty notices is reported		Completed	Reported monthly to Director and General Manager
The number and value of parking related penalty notices is reported		Completed	Reported monthly to Director and General Manager
No less than 400 companion animals are registered on average per month over the 12 month period	1 Year	Not On Track	4519 animals registered for twelve month period to end of June, which is 281 animals short of the target value of 4800. This is a small downturn possibly due to the current financial climate and the high cost of animal registration (set by the State Government)
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	Not On Track	A standard acknowledgement template is being drafted and the process will be improved during 2013/14
No less than 450 residential swimming pools are inspected within the 12 month period	1 Year	Completed	Target exceeded. 1,021 inspections carried out
05.03 - Development Assessment			
85% of service requests to be completed within the timeframe of the respective service level agreement		Completed	89% of service requests completed within service level agreement timeframe
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) <40 working days		Completed	Target exceeded. Net median processing times for priority development applications for 2012-13 is 22 days.
< 15 net median working days to process Subdivision Construction Certificates		Completed	Target achieved
< 25 net median working days processing times for Part 5 matters		Completed	Target achieved
< 25 net median working days processing times for Tree Applications		Completed	Target achieved
< 25 net median working days processing times for development applications (Class 1(a)(ii) and 2-9)		Completed	Target achieved
< 30 working days in accordance with statutory notification period for State Significant Development		Completed	Comments provided to DoPI for Warnervale TC (Woolworths Retail development), Chain Valley Colliery, Mandalong South Extension and Wallarah 2 within the specified timeframe
<40 net median working days processing times for priority development applications		Completed	22 days net median working days achieved for priority development applications
Implement mobile technological tools to streamline current practices and provide a more efficient, accessible service to the public	1 Year	Not On Track	In progress for 2013/14

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 6 - Environment & Land Use			
6.01 - Environment and Natural Resources			
Development of strategic plan for refurbishment/ replacement of beach assets	1 Year	Completed	
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 and pending release of stage 2 reforms
Commence baseline monitoring for Porters Creek Stormwater Harvesting Scheme and Precinct 7A by 30 June 2013		Deferred	
Complete 2012/13 stage of the Environmental Management Strategy (EMS) by 30 June 2013		Not On Track	
Complete the annual Environmental Assurance (auditing) program by June 2013		Completed	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 6 - Environment & Land Use			
6.02 - Land Use Planning and Policy Development			
100% of targeted revenue budget - Land Use and Policy Development		Completed	
2012-2013 projects are completed on time and in accordance with approved budget as identified within the approved project plan (unless adequate justification is provide to project PCG)		Not on Track	
Commence a review of the "Valleys Study"	4 Year	Deferred	
First draft completed of the Ourimbah Masterplan study	1 Year	Deferred	
Prepare, review and finalise Voluntary Planning Agreements (VPA's)	1 Year	Completed	
Commence implementation of actions identified in the adopted Wyong Shire Settlement Strategy	4 Year	Not On Track	Waiting Department of Planning endorsement of plan which is not expected until at least September
Finalise Ourimbah Masterplan	4 Year	Deferred	
Finalise draft Wyong Development Control Plan (WDCP) 2012	1 Year	Completed	
Finalise draft Wyong Local Environmental Plan (WLEP) 2012	1 Year	Completed	
Finalise rezoning, DCP, s94 Plan for Precinct 7A	1 Year	Not On Track	Draft plan before Council seeking endorsement to exhibit
Finalise rezonings submitted prior to and during draft of WLEP 2012	1 Year	Completed	
Review and finalisation of the existing draft Shire Wide s94 Contributions Plan	1 Year	Deferred	Scheduled for 2013/14
Review of the Central Coast Regional Strategy	4 Year	Not On Track	Review commenced late 2012/13. Project timing beyond Council control as it is being managed by Department of Planning
Finalise Amendment 1 to the Wyong Local Environmental Plan and Wyong Development Control Plan 2012	4 Year	Deferred	Waiting finalisation of Draft Wyong Local Environmental Plan 2012 and draft Wyong Development Control Plan 2012
Finalise Wyong Employment Zone (WEZ), DCP, and s94 Plan	1 Year	Completed	
Review a range of Council development related policies	4 Year	On Track	Policies being reviewed and updated as staff resources become available
Review and update the Wyong Local Approval Policy	1 Year	Completed	
Review current Landscape Policy	1 Year	Deferred	Project to commence 2013/14

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 6 - Environment & Land Use			
6.03 - Environment and Planning Services - Sustainability within Council			
Complete 2 Sustainability Advantage modules		Not On Track	One module completed, inadequate staff resources to complete second module
Develop 4 Climate Change Adaption Workshops		Completed	
Develop Sustainability Strategy by 30 June 2013	1 Year	Not On Track	Pending allocation of resources
Support in developing SUBP departmental and service unit level sustainability targets and KPI's (4 departments, 26 business units)	1 Year	Completed	
Conduct Sustainability awareness workshops	1 Year	Completed	
Facilitate S-Team	1 Year	Completed	
Complete the milestones in Sustainability Advantage Program	1 Year	Not On Track	
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		Completed	Target exceeded (199%)
Removal of Weeds of National Significance (WoNS) - 195.5 Ha delivered on time and budget for 2012/13 financial year		Completed	Target exceeded (135%)
Stream bank Rehabilitation Program - 13.2 km delivered on time and budget for 2012/13 financial year		Completed	Target exceeded (138%)
Sustainable Farming Program - 30 land managers engaged and 280 ha of improvement land management practices delivered on time and budget for 2012/13 financial year		Completed	Target exceeded
Vertebrate Pest Control Program - 80 Ha delivered on time and budget for 2012/13 financial year		Completed	Target exceeded (429%)
Natural Resource Management Program - Model of estuary processes delivered	1 Year	Completed	Work completed by Office Environment and Heritage
Delivery of stormwater improvement through revenue raised through the Stormwater Levy. Works will focus on projects where maintenance into the future is prime consideration in design	1 Year	Completed	Major projects completed include gross pollutant traps at Gorokan and Killarney Vale and grass swales at Colongra Bay

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 7 - Waste Management			
Identify, maximise and keep end use options open for future development	4 Year	Completed	
Percentage of domestic waste diverted from landfill- 50%		Completed	Current annual average of 49.3%. Fluctuating depending on seasonal conditions regarding volumes in green organics also ongoing population increase of new residence
100% of registered premises supplied with waste services as per contract		Completed	
100% of the scheduled services provided in accordance with contract.		Completed	
Integrated anti-Litter and Illegal Dumping Plan developed and implemented by June 13		Completed	Annual actions implemented. Ongoing collaboration with relevant units across Council
Continue to explore opportunities through the Regional Waste Strategy between Gosford and Wyong	4 Year	On Track	Regional collaboration and approach with Gosford is being actively followed up. Potentially beneficial activities have been identified and acted on. Future focus will be to continue collaborating where viable
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 between Gosford and Wyong	4 Year	On Track	Running current education strategy and Waste and Sustainability Improvement Program funded workshops to enhance and improve recycling rates. Any further activities to extend these programmes will require additional staff resources
Develop and implement a new technology and more sophisticated Database and access control system for BWMF	4 Year	Completed	
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 Buttonderry 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	Completed	
Focus on illegal dumping. Options for consideration are: Reviewing contribution to Compliance and regulation for dedicated additional rangers	1 Year	Completed	Options Investigated. Increased focus on illegal dumping hotspots and reporting on illegal dumping
Focus on illegal dumping. Options for consideration are: Waste to directly employ illegal dumping Rangers	1 Year	Completed	Options Investigated. Increased focus on illegal dumping hotspots and reporting on illegal dumping

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 8 and 9 Roads and Stormwater			
Drainage System - 10% of drainage system inspected and returned to original design capacity per annum		On Track	
1.0 Kilometres of shared pathway constructed per annum - This measures the annual growth in the Shire shared pathway system		Completed	Target exceeded- 1.388km for financial year 2012/13
Pavement Condition - Average pavement condition index target of 5.5 as a measure of the road quality		Completed	Target exceeded- estimated to achieve a Pavement Condition average of 6.3 for financial year 2012/13
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 equity, and improve service efficiency	1 Year	Deferred	New draft agreement completed with the main service partner Gosford, but secondment of their contact officer prevented finalisation. New agreement will provide model for other LGA's
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	Completed	A shift from heavy pavement patching by gravel replacement to in-situ stabilisation has significantly reduced waste generated and truck haulage. Where this cannot be avoided, recovered pavement material is now being reused in the restoration of gravel roads
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	Completed	Target exceeded. Capital Works program for 2012/13 has exceeded budget requirements due to Council approved budget increases
Undertake a review of pothole patching technology, techniques and resourcing and implement recommendations to deliver best value	1 Year	Completed	Review has resulted in two replacement road patching trucks being ordered, arrangements made for the regular washing down of patching vehicles with Gosford City Council and the trialling of alternative road patching materials
Complete 90% of approved asset inspection program		Completed	Target exceeded. 100% completed
Deliver at least 80% of the Capital Works budget as a measure of time and cost		Completed	Target exceeded. Following budget increases approved by Council, the Capital Works expenditure is expected to be 130% of budget
Manage OPEX budget within + / - 5% variation		Completed	Actual expenditure is 10% under original budget, largely the result of the accelerated capital works program in financial year 2012/13 reducing maintenance demand and resource availability
Meet the Asset Sustainability Ratio Target		Completed	The Capital Works renewal program has been exceeded for this financial year
Pursue funding opportunities for increased shared pathway construction.	1 Year	Completed	Gained additional funding from Roads and Maritime Services (\$500,000) and NSW Coastline Grants Program (\$120,000)
Act as a key stakeholder in the implementation of the Central Coast Water Corporation and implement service level agreements	4 Year	Deferred	As the result of the Central Coast Water Corporation being "on hold"
Implement strategic capital works programming using asset management systems	4 Year	On Track	Focus on drainage assets in 2013/14

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 10 and 11 - Water and Sewerage			
38,000,000kWh Direct energy consumption by primary energy source		Completed	For the 2012/13 FY a total of 24,114,150kWh have been consumed within W&S infrastructure. This comprises 14,309,640 kWh for water and 9,804,510 kwh for sewerage pumping
Drinking Water - 100% Compliance with Australian drinking water guidelines		Completed	100% compliance
Effluent Discharge - 100% Compliance with Department of Environment Climate Change & Water licence for effluent discharge to the ocean		Completed	100% compliance
Sewage Service Satisfaction - 95% Customer satisfaction with sewerage service		Completed	100% satisfaction based on Quarter 3 survey
The estimated quantity of tertiary treated recycled water produced and distributed for non potable purposes .		Completed	For the 2012/13 FY 721 ML of RCW was produced and distributed
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		Completed	11,882 ML of secondary treated effluent has been discharged to the ocean in the 2012/13 FY. This is 15% less than the annual target
Total water withdrawal by source - The estimated quantity of water that will be taken from local water source (Wyang River / Ourimbah Creek) in 2012/13 and transferred to Mardi Water Treatment Plant. 17000 mega litres		Completed	25,600ML have been extracted from the local water sources representing a 50% increase over the annual target
Water Supply Satisfaction - 95% Customer satisfaction with water supply service		Completed	100% satisfaction based on Quarter 3 survey
Capital Expenditure is at least 80% of the agreed annual budget		Completed	Current W&S Capital Expenditure expenditure of \$17,946M represents 62.7% of the adopted budget of \$28.62M. The final actual expenditure figure for 2012/13 has yet to be determined. The reduction in W&S Capital Expenditure expenditure was associated with; An unexpended \$6.2M M2M land matters estimate; Delays with W&S Warnervale Township infrastructure resulting in \$3.5M 2012/13 under expenditure; Delays associated with W&S contracts (WPS17, T6 SRM) resulting in an 2012/13 under expenditure of \$2M. Approximately \$1M of the unexpended funds were re- directed to other W&S Capital Expenditure projects.
OPEX does not exceed the agreed annual operating budget		Completed	Current W&S operational expenditure of \$68.153M represents 94% of the adopted budget of \$72.69M. The final actual expenditure figure for 2012/13 has yet to be determined

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 10 and 11 - Water and Sewerage			
Develop and implement Central Coast Water Corporation Business Processes with Gosford City Council	4 Year	Deferred	Deferred due to the Central Coast Water Corporation being put on hold
Improve asset delivery and pursue opportunities with Gosford City Council	4 Year	On Track	The asset delivery and pursuance of alignment opportunities is continuing between Gosford City Council/Wyong Shire Council as part of TAG given the withdrawal of the Central Coast Water Corporation agenda
Review operating structure to provide improved approach to 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 Wyong Shire Council Operating structure is currently being reviewed by the new W&S Operations Engineer and Commercial Manager. The asset management and customer service processes are continuing with alignment in principle with an aligned Gosford City Council/Wyong Shire Council "business as usual" approach given the withdrawal of the Central Coast Water Corporation agenda
Align Level of Service with proposed Central Coast Water Corporation customer charter and adopted IPart Operating licence	4 Year	Deferred	
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	On Track	With the commencement of the new OPs Engineer W&S it has been possible to direct resources into the task. The Operating strategy has in part been affected by the IPART determination that has restricted Opex funding. A strategy is to be developed to maintain water quality in the reticulation (see below for consultancy work) and also service levels in light of the budget reductions
Manage treatment and distribution system and implement changes to meet regulatory changes (residual chlorine and e.coli)	1 Year	Completed	Process improvements have been developed and implemented at Mardi WTP in 2012/13 resulting in water that exceeds ADWG requirements. Work is continuing with the consolidation of these process improvements. A further consultancy to be let in 2013/14FY to investigate identified problems within the reticulation system

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.01 - Asset Management			
External review and audit in 2013/14	4 Year	On Track	
Implement Climate Change risk assessment process to develop adaptation	4 Year	On Track	Management of risks to Council infrastructure is being managed by individual asset planners at
Implement improved risk based management processes for critical assets	4 Year	On Track	
To improve Wyong Shire Council 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	4 Year	On Track	Requires review and agreement on what represents an appropriate level
100% completion of relevant corporate tasks in the approved AMIP, with 25% completion at each Quarter.		Completed	
The number of new reportable environmental incidents that result in a warning notification or prosecution from OEHL are no more than 1 per year		Not On Track	Council received one penalty notice relating to its contractors transportation of batteries and two 'show cause' letters in relation to minor breaches of licence conditions at sewage treatment plants.
Wyong Shire Council Asset Management Strategy adopted by 1 July 2013		Completed	Adopted as part of Strategic Plan
Administer and manage the Wyong Local Traffic Committee.	1 Year	Completed	
Lobby State and Federal Governments for improved transport for Wyong Shire residents.	1 Year	Completed	
Provide traffic and transport advice to Land Use Planners, Policy Development Unit, Place Management Unit and other internal and external stakeholders.	1 Year	Completed	
Stage 2 of the Ourimbah Creek Catchment FRMS is completed by June 2014.		Completed	
Stage 2 of the Wallarah Creek FRMS Stage 2 is completed by June 2014		Deferred	Council was unsuccessful in the grant application for a Flood Study which is the precursor to FRMS. This was reported to the TLEC&FM committee on 6/12/12. A further application was made for 13/14.
Stage 2 of the Wyong River Catchment FRMS is completed by December 2013.		Completed	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.01 - Asset Management			
Bathymetric study of Tuggerah Lakes	4 Year	On Track	Studies commissioned in June 2013 for the major creek entrances
Studies delivered for Bangalow Creek FRMP	4 Year	Completed	Further action is to review flood study as part of larger Ourimbah Ck flood study in progress
Studies delivered for Berkeley/Killarney Vale FRMP	4 Year	On Track	Scope of works is for Killarney Vale but increased to include Long Jetty and The Entrance. Funding was never granted for Berkeley Vale
Studies delivered for Northern Catchments FRMP and Lake Macquarie FRMP with LMCC	4 Year	On Track	Lake Macquarie City Council has adopted Flood Risk Management Plan for Lake Macquarie, recommended Wyong Shire Council adopt flood planning levels from the Lake Macquarie study minus Sea Level Rise as per Councils interim sea level policy. To be reported to TLEC&FM committee in August 2013
Studies delivered for Ourimbah Creek FRMP	4 Year	Completed	Flood study complete
Studies delivered for Tuggerah Lake Foreshore FRMP	4 Year	On Track	Mapping requires update to integrate Councils interim sea level policy
Studies delivered for Wallarah and Spring Creek FRMP	4 Year	On Track	Works pending grant funding. Council was not successful in 12/13, resubmitted for consideration in 2013/14
Studies delivered for Wyong River FRMP	4 Year	On Track	Flood study 80% complete
Studies undertaken for Ourimbah Creek Catchment Floodplain Risk Management Strategy (FRMS), Wyong River Catchment FRMS, Wallarah Creek FRMS	1 Year	Not On Track	Flood studies in progress for Ourimbah Ck and Wyong River, Wallarah deferred
The Entrance Channel Flooding Impact Study	4 Year	On Track	Awaiting state government release
Advice, training and cultural change management in environmental protection practices involved in delivery across Wyong Shire Council's works programs.	4 Year	Completed	
Respond appropriately to environmental issues and initiatives as referred.	1 Year	Completed	Environmental coordinator took an active role in Infrastructure Operations project delivery as required

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.02 - Contract and Project Management			
Education of client group in relation to Wyong Shire Council procurement policy/procedure	1 Year	Completed	
Review of Project Management System and implementation of a Gateway System	1 Year	Completed	
Review resourcing requirements in light of the Central Coast Water Corporation formation, with particular focus on the risk in potentially losing resources to Central Coast Water Corporation or being over-resourced in the event that are no longer require our services	4 Year	Deferred	Central Coast Water Corporation on hold
80% of all projects completed on time and on budget		Completed	Target achieved
80% of contracts completed within original budget		Completed	Target achieved
No litigation on any new contracts		Completed	
Review further centralisation of procurement within Council	1 Year	Completed	
95% compliance with goods and services requested are processed within 48 hours of receipt		Completed	Target exceeded - 95.83%
12.03 - Corporate Governance			
Business papers are produced on time and meet statutory requirements		Completed	
20 Councillors Community Improvement Grants (CCIG) processed per month and meet policy requirements		Completed	
Implement new Councillors Local Projects scheme	1 Year	Completed	
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	Completed	

	Performance Indicator/Action timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.04 - Finance			
100 % of the targeted revenue budget is achieved for the organisation		Not On Track	Income from continuing operations is \$248.4m compared to original budget of \$248.7m based on the interim unaudited result including capital income. This was predominantly influenced by reduced actual income from tipping fees that was offset by reduced expenditure.
Asset Renewal ratio >1.0		N/A	KPI not available at time of report as financial statements still being finalised
Broad Liabilities ratio 1.75		N/A	KPI not available at time of report as financial statements still being finalised
Building and infrastructure renewals ratio >1.0		N/A	KPI not available at time of report as financial statements still being finalised
Debt service ratio <15%		Completed	12.19% with majority of fixed rate loans in Water Supply Authority
Operating balance ratio -4%		N/A	KPI not available at time of report as financial statements still being finalised
Rate coverage ratio 0.5		Completed	54.81%
Rates and Annual Charges Ratio 0.48		N/A	KPI not available at time of report as financial statements still being finalised
Rates outstanding percentage <5.00		Not On Track	6.15% - Substantial improvement expected in 2013/14 as the first batch of rates outstanding delivered to recovery agent in July 2013
Unrestricted current ratio >1.5		N/A	KPI not available at time of report as financial statements still being finalised
Develop standard reporting suite for management including labour, opex and Capital Expenditure	1 Year	Completed	
Develop/improve long term financial plan model	1 Year	Completed	
Development of Financial Management Framework	4 Year	On Track	
Integrate Asset Information systems	1 Year	Completed	
Procurement card review and implementation of Expense Management System	1 Year	Completed	
Revenue Services - Implement 2 processing efficiencies within financial operations functions by April 2013		Completed	
Tax and Treasury - Implementation of 1 banking solution to gain operational and system efficiency by December 2012		Completed	
Revenue modelling aligned with appropriate delivery of services	1 Year	Completed	
Procurement card review and implementation of Expense Management System	1 Year	Completed	
Implement hardship policy by September 2012		Completed	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.05 - Human Resources			
% of Permanent staff turnover <10%		Completed	5.5%
Proactive analysis of workforce data to identify business trends, people performance and productivity issues.	1 Year	Completed	Continuing to improve with a dedicated HR Analyst role
Promotion and communication of HR initiatives and HR corporate and compliance requirements.	4 Year	On Track	HR Initiatives and Corporate Compliance continue to be published through various communications methods
Quality controls of HR Management System to improve data quality.	1 Year	Completed	Regular review occurring by HR Operations Manager
HR system and report enhancements managed within 2012/13 approved budget.		Completed	
Streamline process after new Performance Management system and Salary Grading system are in place	4 Year	Deferred	Deferred to 2013/14
Conduct required Central Coast Water Corporation activities within a timely manner	1 Year	Deferred	As per corporate direction
Deliver and manage 11 Leadership programs within timeframes	1 Year	Completed	LDP1 and LDP2 are progressing on track with 17 graduates from LDP 1 and 10 from LDP 2. A new class of LDP 2 commenced in June and LDP 1 will commence in July
Investigate and develop evaluation tools, online /paper based to report on return on investment.	1 Year	Completed	HR Monthly report continues with progressive improvements in quality of reporting. Class evaluation tools continue to be implemented and follow up of any feedback is occurring where required. A supervisor training evaluation tool is in development phase. This is an ongoing program of continuous improvement.
Delivery of 9 modules of learning to both LDP1 and 2 participants along with the completion of 252 assessments within program timelines.		Completed	
Align all workforce development programs and recruitment activity with Gosford City Council to support the establishment of the Central Coast Water Corporation	1 Year	Deferred	As per corporate direction
All recruitment and selection processes completed within 3 months of request being received		Completed	Throughout the 12/13 year 204 positions were recruited, with a further 27 being in the recruitment phase at the end of the year. The monthly averages in terms of time from approval to appoint in each month were - July- 58 Aug -63 Sept - 56 Oct -72 Nov - 63 Dec - 85 Jan - 90 Feb - 58 Mar -98 April - 86 May - 52 June-56. Only one month was this exceeded. All achieved for Q4 (KPI for the next year will focus on 90 days from previous incumbent leaving seat to offer of appointment)
Implement on line recruitment for accepting applications, simplifying the recruitment process and building talent pools	1 Year	Completed	completed with 2700 current registered users

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.05 - Human Resources			
The IR Strategy aims to increase productivity by removing barriers that affect service delivery.	1 Year	Completed	
Industrial Relations Strategy productivity improvements		Completed	
Continue to monitor effectiveness of SafeTsmart and seek customer feedback	4 Year	Completed	Figtree Safety Monitoring system purchased to replace SafeTsmart
Improved Workers Compensation case management		Completed	Lost Time Injury Frequency Rate reduced vs. previous year. Number of Lost Time Injuries reduced vs. previous year
Review procedures for supervisors/managers that will support injured workers while on workers compensation & return to work & based on this review determine next steps.	4 Year	On Track	
12.06 - Information Management			
"Council on Line" computer system		On Track	
% Of service requests completed within the allocated timeframe 85%		Not on Track	Wyong Shire Council Organisation achieved 79% of SRs Completed on time
Continued focus on the Central Coast Water Corporation formation	1 Year	Deferred	Deferred
Focus on both the short term and longer term objectives of the Central Coast Water Corporation formation	1 Year	Deferred	Deferred
Management Projects on time and on budget in 2012/13	1 Year	Completed	Projects were completed on time and within budget
Support for Solution development and implementation of 16 projects	1 Year	Completed	25 projects were completed within Solution Development during 12-13
Wyong Shire Loyalty System		On Track	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.07 - Integrated Planning			
Benchmark Wyong Shire Council Statutory Plan against comparable publications in both public and private sectors		Completed	Benchmarking will be ongoing as Council continuously improves the quality of information contained within its reports
Deliver on time all quarterly reports and other obligations under the Integrated and Reporting Framework		Completed	All quarterly reports produced on time
End of Term Report produced for Council		Completed	Outcomes report produced (it is noted that as a Group 3 Council, Wyong Shire Council had no legislative requirement to produce an End of Term Report in 2012)
Produce Annual Plan on time and meets statutory requirements		Completed	Annual Report adopted by Council in November 2012
Review of the Community Strategic Plan via community engagement by 30 July 2013		Completed	Community Strategic Plan endorsed by Council in April 2013
Service Unit Business Plans are produced on time and meet the statutory requirements		Completed	Service Unit Business Plans completed
Wyong Shire Council Strategic Plan Produced on time and meets statutory requirements		Completed	Council's Strategic Plan 2013-2017 adopted by Council in April 2013
Refine the integrated planning process by benchmarking the Wyong Shire Council SP against comparable publications in both public and private sectors	4 Year	On Track	Continuous environmental scanning being undertaken to ensure quality documentation is being produced. Council received a bronze award for its 2011/12 annual report.
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 Wyong Shire Council SP.	4 Year	Completed	Future focus will be on quality and quantity of final product
Assist Managers to improve integration of Business Plans through Corporate business strategies	1 Year	Completed	
Assist Managers to improve integration of Business Plans through improved costing of Products	1 Year	Completed	
Assist Managers to improve integration of Business Plans through the changing Services based on benchmarking	1 Year	Completed	
Assist Managers to improve integration of Business Plans through the refinement of Products	1 Year	Completed	
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	Progress includes: redesign of service unit business plan, development of framework for capture of targets in Power Planner program, implementation of management information system and service standards review
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	Completed	Councillor strategic input captured through developed engagement schedule; community input system provided through Consultation Hub
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	Completed	Service level review undertaken and areas of potential savings identified for further review and implementation by service units

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.08 - Legal and Risk			
Achieve all timelines and outcomes set out in the adopted Audit Plan	1 Year	Completed	
Provide ongoing training to staff undertaking high risk actions within Council via the Enterprise Risk Management Strategy project	1 Year	Completed	
Provide reports to the Project Control Group for the Enterprise Risk Management Strategy project on progress of that project	4 Year	Completed	
Reduction of 5% in the number of complaints received via the Internal Ombudsman	1 Year	Completed	
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	Completed	
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	Not on Track	Awaiting release of software package from supplier
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 intranet and internet to assist in the orderly dealing with complaints across Council	4 Year	On Track	
Reduction in expenditure with external legal service providers	1 Year	Completed	

	Performance Indicator/Action Timeframe 1 Year or 4 Year	Status Q4	Comments Q4
Principal Activity 12 - Administration			
12.09 - Plant, Fleet and Depots			
Develop 10 year plan for maintaining Charmhaven depot and all sub depots	1 Year	On Track	Project completion estimate 30 December 2013.
Completion of Stage 1 of Emergency Services review project.	1 Year	Completed	GM endorsed recommendation - 15 April 2013
Develop 10 year plan for maintaining Rural Fire Service (RFS) buildings in place	1 Year	Not on Track	It was determined to hold this project until completion of the Depot's Asset Management Plan as the structure and template will be incorporated for this plan
Adoption of a new Disaster Management Strategy and Plan by 30 June 2014	1 Year	On Track	A reshuffle of timing and resources has this project back on track
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	4 Year	Deferred	On hold pending Central Coast Water Corporation
Planning and preparation for changes associated with the move to the Central Coast Water Corporation operation	1 Year	Deferred	On hold pending Central Coast Water Corporation
Support project leader in transition to alignment with Gosford City Council Fleet operations	1 Year	Deferred	On hold pending Central Coast Water Corporation
100% of the targeted revenue budget		Completed	As per the Operational budget
Adoption of amended Council Vehicle Policy by June 2013		Completed	Endorsed by the General Manager
Identify and implement options to generate profitable income from external sources (servicing of other fleet-provider's plant & equipment)	4 Year	On Track	Currently servicing RFS and SES fleet vehicles. Fabrication of Gosford City Council truck bodies
Sustainable Fleet Management - Ensure fully absorbed internal cost of delivery of services are lower than comparable externally-supplied options		Completed	Consultant (Morrison and Low) engaged. All recommendations completed
Sustainable Fleet Management lowest WOL costs to Council relative to other service provisions		Completed	Consultant (Morrison and Low) engaged. All recommendations completed
Benchmarking performance compared to alternative supply arrangements within the Fleet Sections of the Unit		Completed	Consultant (Morrison and Low) engaged. All recommendations completed