

Business Reporting 2011-12

Q4

1. Overview

This paper reports on Council's performance as measured against the organisation's Strategic Plan for 2011-2015. The report covers the period for the twelve months ended 30 June 2012 (Q4).

At the time of preparing this Q4 report the financial results are still being finalised and are subject to audit, therefore results included in this report are interim.

The 2011/12 financial year presented many challenges and opportunities as the organisation has focused on achieving the foundations for Council's long term financial future, with a target of break even operational performance in 2014/15.

Operating Result

As at 8 August 2012, the interim financial result for 2011/12 (including capital grants and contributions) is a surplus of \$2.3m compared to the adopted Q3 budget of \$5.5m, an unfavourable result of (\$3.2m).

While the interim financial result for 2011/12 (before capital grants and contributions) is a deficit of (\$12.1m) compared to the adopted Q3 budget of (\$14.7m), a favourable result of \$2.6m.

Financial Performance Full Year

	Full Year Actuals \$'000	Adopted Full Year Budget \$'000
Income	238,480	247,909
Expenses	236,132	242,357
Net Operating Result	2,348	5,551
Net Operating Result before capital grants & contributions	(12,108)	(14,698)

After six years of operating shortfalls (before capital grants and contributions income), the 2011/12 result represents a significant improvement – reduced from 2009/10 (\$30.0m), 2011/12 deficit (\$17.4m) to (\$12.1m) in 2011/12. This result is the first step in a staged improvement journey to breakeven by the end of 2014/15. Overall, WSC has achieved a sound financial result in 2011/12 and responded to ensuring a turn-around of past unfavourable trends.

This favourable year end result is due to tight management controls and rigorous business planning, that has resulted in a positive move towards financial sustainability while still delivering on acceptable levels of service to our community.

In the May Federal budget the Government announced that it would bring forward to June 2012 the first quarter payment of the 2012/13 FAG to provide local governments' additional flexibility and assist them in

responding to widespread cost pressures. While this advance payment has a positive impact on the 2011/12 result there will be a negative impact on the 2012/13 result.

Council's year end accounts will be audited in September by Council's external auditor PricewaterhouseCoopers and the Wyong Council Water Authority will be audited by the NSW Auditor General. The draft 2011/12 Financial Statements will be presented to Council on the 10 October 2012 for adoption and referral to audit, and for final adoption with the audit report on 24 October 2012.

Capital Works

Full year expenditure on Council's capital works program totalled \$64.5m, compared to the adopted Q3 budget of \$76.2m, which represents 85% of the full year budget.

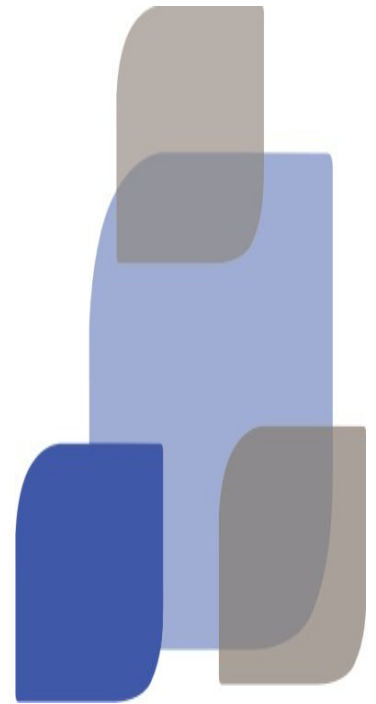
Equity

Council's financial position shows \$2.1b net equity.

The most significant movement on the balance sheet in 2011/12 is an increase in fixed assets of \$224.0m due largely to the revaluation of water and sewer assets undertaken in 2011/12 and the new assets that have recently been constructed.

Financial Position as at 30 June 2012

	<i>Full Year Actuals \$'000</i>	<i>Adopted Full Year Budget \$'000</i>
Assets	2,465,047	2,148,443
Liabilities	338,781	308,532
Position	2,126,266	1,839,911



2. Highlights

Youth Week

In April Council supported activities and events for Youth Week 2012 across the Shire with the theme "IMAGINE, CREATE, INSPIRE".

Youth Week is a celebration of the positive contributions that young people make in our community, and provides a unique showcase for their considerable skills and talents, their organisational abilities and their visions for our future.

Many events and activities received funding through a joint initiative from Wyong Shire Council and NSW Youth Week. Some highlights included:

- Wet Wild & Rhythm, The Toukley Neighbourhood Centre Precinct came alive with multiple activities, including: a skate/scooter/BMX demonstration and competition, - hip hop, Zumba, drumming and DJ workshops, free sausage sizzle, DIY Film Festival, free access to Toukley pool for all participants.
- "ELEV8", a creative writing workshop for young seasoned writers and would-be writers. Local author Keith Whelan had Tuggerah Library abuzz with creative energy.
- GOATS Family Festival, An annual festival of music and activities held at San Remo, which continues to grow and is one of the largest events of its type in the country. GOATS is designed by, and intended for, young people and their families to enjoy a free day in a safe, fun, drug free environment. There were three stages for band performances and other entertainment, and numerous rides, sporting demonstrations, community and food market stalls.
- "Xpress Ur Self" Art Exhibition, Gravity Youth Centre at Lake Haven was transformed into an Art Gallery where young people showcased their skills and artistic abilities to their families, peers and the broader community.
- "Literary Lock Down", Participants learnt how to write creatively under pressure, and put together a

book in an hour at Tuggerah Library.

- PCYC "Time for Kids", Doing time to stop crime. Community leaders, celebrities and media personalities came together and 'did time' for a day; their 'bail' providing funds to assist with program development for young people at risk. A day that was packed full of activities at Bay Village Shopping Centre, Bateau Bay.

In total there were 15 localised events and activities held during Youth Week 2012.

Council honours Mariners on outstanding season

Council held a Civic Reception for the Central Coast Mariners in April, congratulating the Central Coast's only national sporting team on another remarkable season in which they were crowned premiers for finishing first after the home and away season.

Hosted by Mayor Bob Graham, the evening was held in the Function Room of Council's Civic Centre and attended by the entire Mariners squad and coaching staff, Federal Member for Dobell Craig Thomson and State Member for Wyong Darren Webber, Wyong Councillors and representatives from local junior soccer clubs.

Mariners Chairman Peter Turnbull thanked Wyong Shire Council for its ongoing support. The Council has been a great supporter of the Mariners for the past seven years of the A League.



Coastal Zone Management Plan "commended" in 2012 National Awards for Local Government

In April Council was commended for its Coastal Zone Management Plan (CZMP) within the Land-Use Planning - Addressing Disaster Risk and Enhancing Resilience category of the National Awards for Local Government which recognises projects that use the land-use planning framework to strengthen the disaster resilience of their communities.

The CZMP sets out the broad strategies for managing coastal risks while maintaining the lifestyle and natural values that are important to local residents and visitors.

This commendation recognises the efforts of Council, the community and consultants who have contributed to the development of the Coastal Zone Management Plan over the past 10 years. The awards were announced by Federal Minister for Local Government Simon Crean.

Opening of Hamlyn Terrace Community Centre and Sportsfield

The official opening of the \$8.5m Hamlyn Terrace Community Centre and Sportsfield was held on 26 May 2012.

Besides the community centre and sports fields, the facility also includes a playground and picnic facilities, a shared pathway for walking and cycling, multi purpose courts for netball and basketball and petanque pitches. The ovals are equipped with competition standard lighting, a cricket pitch and practice nets. The sporting facility also contains a number of sustainable development features including 500 kilolitres of underground water storage, recycled water used for irrigation and flushing and external lights programmed to conserve energy.

Public art is also a feature of the new facility. There are a number of stunning art sculptures made from hardwood, ceramics and laser cut stainless steel integrated with the site that encompass sporting, social, ecological and rural themes. The public art sculptures have been developed by local artists through workshops with the community sporting groups and students from the nearby Warnervale Public School.

The Community Centre is multi-purpose in design and provides a range of office, meeting and activity spaces. It also uses a solar-powered hot water system.

Activities on the day included all day soccer games, a visit from the Central Coast Mariners, jumping castles, drumming workshops and face painting. An official ceremony was held followed by a morning tea in the community centre.



Spreading the news - a social media snapshot

Council's social media continues to grow steadily and has gained a considerable profile.

Twitter is proving ideal for quickly distributing information such as beach and road closures, urgent road works, flooding and other emergency details, information about events, unexpected changes to office hours, events, activities, times, dates, water main cleaning, sewerage system checks etc. Information can be spread over the system far quicker than traditional communication means – and the reach can be much wider.

It is also used to further distribute Council media releases and to promote and drive additional traffic to Council's website and online services.

While Twitter is proving effective for communicating information almost as it happens, Council's Facebook page is engaging on a more personal level – and this is increasingly becoming a two-way conversation.

The Entrance Coast to Lake Scenic Walk

Construction continues on The Entrance Coast to Lake Scenic Walk with pathways constructed from Swadling Reserve to the pedestrian refuge at Bay Road, from Eloora Road to Archbold Road and from Archbold Road to Jubilee Oval.



EDSACC South fields

Subsoil drainage works at EDSACC South fields were completed in April, with the rehabilitation of the turf happening quicker than expected allowing reopening of the fields earlier than expected.

This project in partnership with The Entrance Leagues Club improves the fields capacity to deal with wet weather which allows more people to use it.

Technology in the Libraries

WiFi was recently installed across the Library Service branch network. The result of a proactive approach from Library Services and a State Library of New South Wales initiative, the project has been fully funded by the State Library initially, allowing our community to enjoy the benefits of WiFi access in every library branch.

RFID installed at libraries

In June all libraries went 'live' with the new RFID system, which offers users a fast and efficient method of borrowing library resources. New self-loan stations can process up to five items simultaneously in one single action, saving library customers time, and enabling library staff more opportunity to provide one-on-one service.

In preparation for the installation of RFID technology across the library service, 163,000 library items were 'tagged' with a label containing a microchip and antenna, allowing communication with the RFID reader and 'AMLIB', the library management system.

The library service processes approximately 880,000 loans per year. RFID will reduce the amount of time required to perform basic circulation transactions and will also increase the security of our resources.

Wrack removal helps maintain lake foreshore

More than 4,000 cubic metres of wrack has been harvested in the past 12 months from Tuggerah Lakes, as part of Wyong Shire Council's annual investment to reduce the impact of the dead seagrass on our estuaries.

Council's aquatic wrack harvester has removed wrack from numerous prominent public lake foreshores in the Tuggerah Lakes estuary over the past few months.

Council removes the wrack under a license granted by NSW Department of Primary Industries. Council is committed to the removal of the wrack to ensure the lake foreshores are accessible and attractive to residents and visitors. The harvested wrack is used in saltmarsh and dune restoration programs across the Shire. Reducing the wrack in our lakes is an objective of the Tuggerah Lakes Estuary Management Plan.



Pacific islanders visit

In May local officials from the Pacific countries of Vanuatu and Kiribati visited the Central Coast for talks with Wyong and Gosford Councils.

The three-member delegation is on the tail end of a six week study tour organised by Local Government Managers Australia, to help the island nations develop expertise for coping with climate change.

Subjects discussed during the tour included economic development, job strategies, disaster management, energy and water efficiency, community health and coastal and urban planning.

Environmental Education Programs

A series of environmental education programs were held in April with many linked to the Estuary Management Plan these have included:-

- Landowner workshops
- Catchment crawls
- Fishing clinics
- Wetland workshops

Staff have also supported the Project Aware Program which is a successful marine environmental awareness program provided by Ocean & Coastal Care Initiatives (OCCI).

All education programs have been fully booked with waiting lists for future education programs.

Other education programs have included our Pre-school's Water Education Program and Blue Planet our high schools based website focusing on the Science and Geography Curriculum and linked to the NSW Department of Education and Training Curriculum.

AFL great impressed with local facilities

In May AFL legend Tom Harley visited Wyong Shire, and met Mayor Bob Graham at one of the Shire's newest sporting facilities catering for Aussie Rules.

And the former Geelong premiership winning captain, who is now the AFL's NSW/ACT General Manager, was impressed with what he saw as he looked over the Bateau Bay Sporting Complex.

The facility will help AFL attract and retain more participants, supporters and volunteers thanks to the quality playing environment. It will also provide an opportunity to showcase events and night fixtures at this venue.

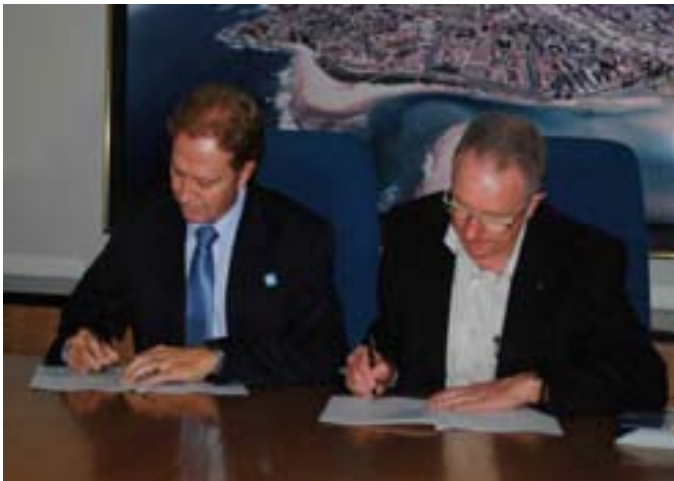
The Central Coast has 4,198 registered participants in club, community and school based AFL programs.

Council chooses community housing partner

In May Council entered into an agreement with local affordable housing provider, Pacific Link, to co-operate in the planning and delivery of housing choice in Wyong Shire.

Pacific Link was one of the first community and social housing groups to be licensed by the New South Wales Government more than 25 years ago, and has since become the leading provider in the region.

Under a Memorandum of Understanding, Council and Pacific Link will co-operate on projects designed to include low levels of affordable housing within a cohesive framework to address housing choice issues affecting the Shire population.



Sporting grounds hit a home run with innovative water saving systems

Two innovative stormwater harvesting systems were installed in May 2012 at local sporting fields that will save 12.1 million litres of town water a year and ensure the fields are in peak playing condition all year round.

The stormwater projects were located at Watanobbi Oval, home to the Wyong Wildcats Baseball Club, and Blue Haven Oval which is used by both Wyong Cricket Club and Blue Haven Junior Rugby League Club.

Construction of the new stormwater harvesting systems was a joint project between Wyong Shire Council and the respective sporting clubs, and is the result of two separate grants of \$76,500 and \$55,000 from the Central Coast Water Savings Fund, through the NSW Office of Environment and Heritage.

The system will allow stormwater to be harvested and stored in underground tanks, which can then be used to irrigate the ovals. Each system includes a pump station to harvest water from nearby detention ponds, a 160,000 litre under ground storage tank and a pump station to supply water to the sprinklers.

Councils and design partner GHD win engineering award for Mardi-Mangrove Link

In May Gosford City and Wyong Shire Councils, in collaboration with engineering partner GHD, received industry recognition for the design of the Mardi-Mangrove Link (MML) infrastructure initiative in the Engineers Australia Excellence Awards, Newcastle Division for 2012.

The Councils and GHD were awarded the Roads & Maritime Services Awards for Infrastructure Excellence in Regional Communities. This award recognises superior design of major infrastructure projects that deliver an excellent quality of life to people in regional communities. The Engineer Excellence Awards reflect the best of our industry and are aimed at recognising those projects that deliver sound engineering practices, ingenuity and creativity, and that will leave a legacy for future generations.

Goodbye water restrictions, hello Water Wise

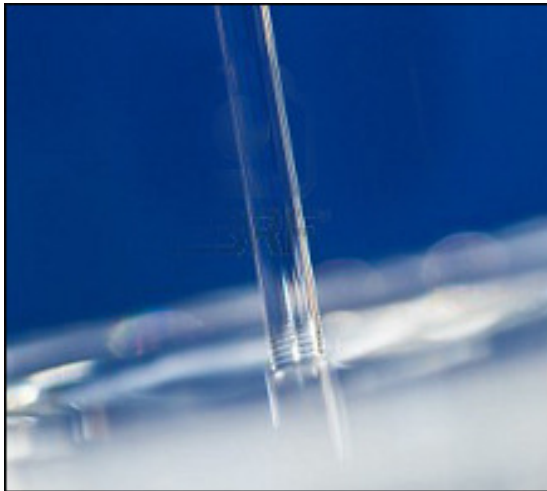
After more than a decade Central Coast Water Restrictions were lifted in May and the region is now guided by permanent Water Wise Rules.

The community has been outstanding in its commitment to reducing water use and consistently meeting water use targets while water restrictions applied.

The Water Wise Rules are a constant reminder that we all have an important part to play in creating a better water future for our region.

With rain in April and the Mardi-Mangrove Link operating at full capacity Mangrove Creek Dam storage increased to its highest level in over 10 years.

Our water supply system has had a number of major improvements and with rising dam levels and the community's water smart behaviour the region is in a much stronger position for the future.



Water decision flows to other Central Coast services

In one of the most significant commitments to regional co-operation ever seen on the Central Coast, on 31 May 2012 Gosford and Wyong Councillors agreed to move ahead with the new Central Coast Water Corporation and to deliver even more services together.

At a special combined meeting, the Councils agreed to set up a new joint service arm to bring together their 'back office' functions like information technology, human resources, finance and plant and fleet as a way of bringing about efficiency savings and better practices.

Last November, the Councils employed expert consultants, PricewaterhouseCoopers, to conduct a cost benefit analysis of potential business models for the newly created Central Coast Water Corporation.

One of the main objectives was to find a way to transfer the functions of water and wastewater management to the Corporation without any negative impact on the rest of the Councils' business.

The Councils have decided to:

- transfer Council water and wastewater staff to the Central Coast Water Corporation in phases over five years
- retain water and wastewater assets in Council ownership and lease them to the Water Corporation on a long term (40 year) lease
- set up a new joint services business to meet the needs of all three organisations in areas like HR, IT, Finance and Plant & Fleet.

The proposal provides a best value outcome for the Central Coast community while ensuring guaranteed delivery of essential services of water and sewerage. See attached newsletters to staff, at the rear of this document.

Reconciliation Week 2012

National Reconciliation Week is celebrated across Australia each year between 27 May and 3 June. These two dates commemorate significant milestones in the reconciliation journey.

Council, in partnership with Central Coast Health, staged an event to celebrate Reconciliation Week. The family-focused day promoted intergenerational reconciliation. It featured an inter-school mixed touch football tournament along with entertainment, various activities, arts and crafts, and information for all the community. The festivities were held at Morrie Breen Oval, Kanwal.

Graffiti Education in Schools

In May Council hosted the Warners Education Program in ten high schools across the Shire. As part of Council's Graffiti Management Strategy the program involved over 2,500 students and included acting and role play to engage and creatively demonstrate to the students how someone's life can be impacted by the choices they make.

The Program aims to instill a sense of social responsibility. It hopes to reduce crime and anti-social behaviour in schools and the wider community over the long term. Following the core workshop, teachers delivered a reinforcement lesson with student materials with an aim to further involve the students and reinforce the anti-graffiti message. The Program has a proven track record of reducing acts of graffiti in many other communities.

Works for the Estuary Management Plan receive a boost

In May, June and July, college students from the USA and Europe visited Wyong Shire during their summer vacation to assist with the works undertaken for the Estuary Management Plan.

The participants were recruited by International Student Volunteers, a non-profit public benefit corporation in the USA which supports "sustainable development initiatives around the world through life-changing volunteer and responsible adventure travel programs that educate, inspire and result in more active global citizens."

The volunteers assisted with the Catchment Maintenance Team planting, weeding, mulching, controlling erosion and removing rubbish at various streambank, saltmarsh and constructed wetland sites throughout the Shire as part of the Estuary Management Plan works program.

Two groups of 10 students volunteered their time from 26 May to 8 June and from 23 June to 6 July and were accommodated at Norah Head Holiday Park for the duration of their stay.



Intersection funding will kick start Warnervale Town Centre development

Council has welcomed news that funding has been allocated in the State Budget for the construction of the all important Warnervale Town Centre intersection with Sparks Road.

The State Government has allocated money for the intersection's \$11.5 million construction, with a completion date of 2014-2015.

The Government also announced planning and initial construction work will take place this year at a cost of \$1.5 million. This will involve detailed design works and commencement of construction.

Council has been working in conjunction with the Roads and Maritime Services (RMS) over the last six months on the initial design works for this intersection. Last December, Council cleared its land to make way for the impending intersection construction and the access road to the Town Centre.

The Department of Planning and Infrastructure finalising the Warnervale Town Centre DCP is more the action on the critical path to allow this state significant initiative to continue progressing.

Money for Tuggerah Lakes

In June the Australian Government approved the release of the final \$2 million progress payment to Council for this financial year's funding of the Estuary Management Program.

The payment has been achieved as a result of an extremely busy and successful year's work implementing the Tuggerah Lakes Estuary Management Plan.

The project involves a partnership with other organisations including National Parks and Wildlife Service (NPWS), the Hunter-Central Rivers Catchment Management Authority (CMA) and the Office of Environment and Heritage (OEH).

In spite of continued poor weather throughout the period, an accelerated works program has enabled significant streambank and wetland rehabilitation, saltmarsh restoration and weed removal programs

providing improvements within the catchments of the Tuggerah Lakes.

The payment is part of the \$20m Australian Government's Caring for our Country funding grant to Council.



Pococks Bridge Replacement

The 2011/12 capital works program incorporated the replacement of a number of aged timber bridges to reduce the risk of failure of these critical assets.

Staff from Councils Roads and Stormwater Unit subsequently developed an innovative alternative low whole of life cost solution for the replacement with due regard to a number of site constraints. This involved the construction and installation of a modular steel 'Baileys Bridge' at the site. A Bailey bridge is a type of portable, pre-fabricated, truss bridge.

On 28 June the bridge was installed and residents have provided staff with positive feedback over the timely installation and final product.

Placement of the modular steel bridge free spanning on top of the existing bridge has resulted in a low whole of life cost long term solution. There is anticipated to be minimal maintenance costs and a design life of in excess of 30 years. The solution also meets a Shire heritage objective of retaining a representative example of an early timber bridge construction in Wyong Shire.



3. Progress on Principal Activities

Council's Delivery Plan

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

The Local Government (Planning and Reporting) Amendment Act 2009 has replaced the Management Plan and Social Plan requirements that previously guided Council's corporate planning processes. As a result of these changes, Council now prepares a 4 Year Strategic Plan and reports quarterly on progress against it.

Council's Strategic Plan contains the:

- **4 Year Delivery Plan**

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

- **Annual Plan**

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

Council's Principal Activities

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

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

Assessing Council's Progress

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

The table below is a summary of the overall progress. As at 30 June 2012, 80% of targets were completed, achieved or on track (if multi year target). Refer to attachment 6 for a detailed report on the status of targets at the end of 2011/12.

Status	Number	%
On Track	40	25
Not On Track	23	14
KPI Achieved	56	36
Project Completed	30	19
Project Deferred	10	6

Major Projects

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

Responsibility for completion of these critical projects in accordance with their approved work program usually rests with Operational Units or Departments. A Major Projects Unit in the General Manager's Department supports and monitors progress as well as being directly responsible for delivery of the remainder of the Projects. The table below lists the overall status of each Major Project. Further details on progress of specific actions related to the Major Projects are also contained within the relevant Principal Activity in Attachment 6.

Wyong Shire Council Designated Major Projects			
Project Name	Responsible Unit	YTD Progress	Service Number
Shire-wide Comprehensive LEP and DCP	Land Use Planning & Policy Development	Project Completed	6.3.1
*Estuary Management Program	Environment & Planning Services Directorate	Project On Track	6.4.1
Sustainability within Council	Environment & Planning Services Directorate	Project On Track	6.5.1
Warnervale Town Centre	Major Projects Unit	Project On Track	3.2.1
Aged Care Centre of Excellence	Major Projects Unit	Project On Track	3.2.1
Water Corporation Establishment	Water & Sewerage Services	Project On Track	11.1.3
Procurement Review	Contract & Project Management Unit	Project Completed	12.2.1
Review of Emergency Services	Plant, Fleet & Depots Unit	Project On Track	12.9.6
"Councils on Line" Computer System	Information Management Unit	Project Completed	12.6.3
Community Facilities Review	Community & Cultural Development Unit	Project Completed	1.1.4

*The EMP is on track for works being carried out under Caring for our Country Funding. This program however delivers on part of the EMP only. Until funding is expended other activities are not receiving priority.

4. Financial Report

FINANCIAL PERFORMANCE

Operating Result

The 2011/12 financial year presented many challenges and opportunities as the organisation focused on achieving the foundations for Council's long term financial future.

The significant change in WSC's organisational activity to long term sustainability has been achieved by a focus on maintaining tight fiscal control over expenditure through monthly budget reviews, strict internal controls over labour costs and the implementation of a Project Assessment Team to review alignment and project scopes prior to commencement. WSC has continued to focus on identifying and implementing cost savings and productivity improvements to operations resulting in identified programs to improve the business and service delivery.

The fourth quarter of 2011/12 saw Council's financial position continue to be monitored and rigorously reviewed. The year end result (including capital grants and contributions) is unfavourable to budget, with income under budget by (\$9.4m) and expenditure under budget by \$6.2m, net (\$3.2m) unfavourable result for the full year.

While the year end result (before capital grants and contributions) is favourable to budget, with income under budget by (\$3.6m) and expenditure under budget by \$6.2m, net \$2.6m favourable result for the full year.

Financial Performance Full Year		
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After six years of operating shortfalls (before capital grants and contributions income), the 2011/12 result represents a significant improvement – reduced from 2009/10 (\$30.0m), 2011/12 deficit (\$17.4m) to (\$12.1m) in 2011/12. This result is the first step in a staged improvement journey to breakeven by the end of 2014/15. Overall, WSC has achieved a sound financial result in 2011/12 and responded to ensuring a turn-around of past unfavourable trends.

It should be noted that the figures provided in this report are interim (as at 8 August 2012) and are subject to finalisation and external audit review and possible adjustment.

The following pages provide an analysis of interim operating income and expenditure as at 30 June 2012.

Income Analysis

As at 30 June 2012, income was \$9.4m under budget.

CONSOLIDATED			
	Last Year Actual	Full Year Actual	Full Year Adopted Budget
	2010-11 \$'000	2011-12 \$'000	2011-12 \$'000
INCOME from continuing operations:			
Rates & Annual Charges	119,622	127,354	129,238
User Charges & Fees	53,712	55,179	60,163
Interest and Investment Revenue	8,906	9,272	8,953
Other	2,680	2,496	2,680
Grants & Contributions Operating	23,547	29,062	26,215
Grants & Contributions Capital	43,405	14,457	20,249
Gain from the Disposal of Assets	495	660	410
Total income from continuing operations	252,366	238,480	247,909

Analysis of this variation is as follows:

Rates and Annual Charges

Rates & Annual Charges \$127.4m against a budget of \$129.2m, unfavourable variation (\$1.9m) or (1.5%). This impact relates to the Water & Sewer business, namely water, sewer and drainage availability charges (unfavourable \$1.9m).

User Charges and Fees

User Charges and Fees \$55.2m against a budget of \$60.2m, unfavourable variation of (\$5.0m) or (8.3%). The notable variances include:

- Waste Management fees below budget by (\$3.1m).
- Water Usage fees under budget by (\$2.0m) due to lower consumption levels.
- Care and Education fees under budget by (\$0.4m).
- Holiday Park fees under budget by (\$0.3m).

Each of the above shortfalls were offset by reduced operating expenses.

- Improved revenue generation from Community Facilities above budget by \$0.2m.

Interest and Investment Revenue

Interest revenue of \$9.3m against a budget of \$9.0m, favourable variation of \$0.3m or 3.6% and relates to Interest on Overdue Rates and Annual Charges, which was \$0.3m over budget expectations.

Other

Other Revenue \$2.5m against a budget of \$2.7m, unfavourable variation of (\$0.2m) or (6.9%). There were no significant variations in this revenue category, rather a number of immaterial variations across a large number of small revenue items.

Grants & Contributions Operating

Operating Grants and Contributions \$29.1m against a budget of \$26.2m, a favourable variation of \$2.8m or 10.9%.

This result is primarily due to an advance payment of \$3.6m, representing the first quarter 2012/13 Financial Assistance Grant (FAG), by the Commonwealth Government.

In the May budget the Commonwealth Government announced that it would bring forward the first quarter payment of the 2012/13 FAG to provide local government with additional flexibility and assist them in responding to the widespread natural disasters and other cost pressures. This advance payment was paid in June. While this has a positive impact on the 2011/12 result there will be a negative budget impact in 2012/13.

Grants and Contributions Capital

Capital Grants and Contributions \$14.5m against a budget of \$20.3m, an unfavourable variation of (\$5.8m) or (10.9%).

- The level of capital grants each year is dependent on the nature of the capital works program. Capital Grants were (\$2.9m) under budget expectations, which relates to Water Supply Capital Projects.
- S94 contributions including drainage were \$0.8m favourable to budget, as a result of increased activity in Q4. S64 contributions for water and sewer were unfavourable to budget by (\$1.2m).
- The level of contributed assets is dependent on the level of development in the Shire. Assets contributed to Council in 2011/12 were (\$3.5m) under budget in the Water and Sewer areas.

Gain from the Disposal of Assets

Gain from the Disposal of Assets \$0.7m against a budget of \$0.4m, a favourable variation of \$0.3m or 61.0%. The \$0.3m variation is made up of \$0.2m from gain on disposal of land (several small parcels) and \$0.1m from gain on disposal of roads, bridges and footpaths (Glovers Lane, The Entrance).

Expenditure Analysis

As at 30 June 2012, expenditure was \$6.2m under budget.

CONSOLIDATED			
	Last Year Actual	Full Year Actual	Full Year Adopted Budget
	2010-11	2011-12	2011-12
	\$'000	\$'000	\$'000
EXPENSES from continuing operations:			
Employee Costs	74,876	73,443	79,320
Borrowing Costs	12,259	19,168	15,196
Materials and Contracts	43,830	45,570	56,235
Depreciation	53,594	55,295	57,301
Other	39,778	39,406	33,886
Loss from the Disposal of Assets	1,988	3,250	420
Total expenses from continuing operations	226,326	236,132	242,357

Analysis of this variation is as follows:

Employee Costs

Employee costs \$73.4m against a budget of \$79.3m, favourable variation of \$5.9m or 7.4%. Employee costs account for Council's largest expenditure type and are closely monitored on a regular basis. Council has continued to maintain strict internal controls over labour expenditure which represents 33% of budgeted operating expenses. Controls include an internal approvals process to ensure budget is achieved and targeted leave reduction programs. The favourable position is consistent with the tight controls on labour during the year.

Borrowing Costs

Borrowing costs \$19.2m against a budget of \$15.2m, unfavourable variation of (\$4.0m) or (26.1%). \$3.0m of this variation relates to a correction of prior year errors in relation to Joint Water Equalisation of borrowing costs with Gosford City Council.

The Joint Water Supply Authority agreement includes a section on the equalisation of loan repayments, on loans taken out to fund joint capital works. Where a Council has funded joint capital works from revenue or reserves, the agreement allows for the inclusion of a notional loan.

Recently Gosford Council realised that interest only loans they had raised, had not been included in the equalisation in 2009/10 (\$1.6m) and 2010/11 (\$1.4m). This omission resulted in Gosford paying (in error) Wyong in those two years. Gosford requested reimbursement of the loan equalisation and as such borrowing costs in 2011/12 include this \$3.0m correction.

The remaining \$1.0m variation relates to interest paid on deposits, bonds and other debts (\$0.3m) and borrowing costs on the \$18.1m loan that was drawn down in March 2012 (\$0.7m).

Materials and Contract

Materials and Contracts \$45.5m against a budget of \$56.2m, favourable variation of \$10.7m or 19.0%. A wide range of expenses are captured in this category, the most significant variations occurred in the following areas:

- The general purchase of materials organisation wide was under budget by \$4.1m.
- Materials & Contracts related to Waste Management were under budget by \$4.5m, which is an offset to reduced revenue in this business activity.
- Material and Contract costs related to Estuary Management were under budget by \$1.4m.

Depreciation

Depreciation \$55.3m against a budget of \$57.3m, favourable variation of \$2.0m or 3.5%.

As part of the Division of Local Government's rolling revaluation requirements the revaluation of Council's Water and Sewer assets was completed in Q4. The impact of the revaluation has resulted in a favourable variation to the full year budget of \$2.5m in the Water and Sewer area.

Following the review of Council's full year depreciations budgets in Q3, depreciation actuals in other asset categories were consistent with the revised budget expectations, with the exception of Roads, where due to asset capitalisations processed in June resulted in additional \$0.3m depreciation in 2011/12.

Other Expenses

Other Expenses \$39.4m against a budget of \$33.9m, unfavourable variation of (\$5.5m) or (16.3%). There are two significant items that contributed to this variance, namely:

- \$3.8m due to re-measurement of the provision for landfill sites remediation from \$47.9m in 2010/11 to \$53.3m in 2011/12, partly due to the timing of estimated remediation works and revised cost estimates for the works. (Movement in provision of \$6.1m is made up of \$3.8m remeasurement plus \$2.3m amortisation of discount).
- \$0.9m movement in provision for doubtful debts, including \$0.8m WYCRA loan.
- Other variations in this expense category are of a minor nature.

Loss from the Disposal of Assets

Loss from the Disposal of Assets \$3.2m against a budget of \$0.4m, unfavourable variation of (\$2.8m) or (673.7%). The \$2.8m variation is made up of \$0.1m from loss on disposal of plant and equipment, \$0.2m from loss on disposal of land, \$1.0m from loss on disposal of roads, bridges and footpaths (Yarramalong Road, as part of Mardi to Mangrove project) and \$1.5m from loss on disposal of water supply network assets (pump station).

Operating Results - by Fund

Net operating results by fund are detailed below and show contrasting performances.

Operating results and forecast by fund

	Full Year 2011 Actuals \$000	Full Year 2012 Actuals \$000	Full Year 2012 Budget \$000
Net operating result before capital grants and contributions:			
General Fund	(1,957)	6,071	512
Water	(9,569)	(14,919)	(9,382)
Sewer	(5,838)	(3,260)	(5,827)
Consolidated	(17,364)	(12,108)	(14,698)
Including capital grants and contributions:			
General Fund	10,117	16,846	8,649
Water	20,956	(12,037)	(705)
Sewer	(5,032)	(2,460)	(2,392)
Net operating result	26,041	2,348	5,552

Net operating Result before Capital Grants and Contributions

- General Fund \$6.1m against a budget of \$0.5m, favourable variation of \$5.6m. The most significant variations are in :
 - Materials & Contracts \$9.6m favourable, most significantly Waste Management, Estuary Management and Community & Cultural Development.
 - Employee Costs \$5.2m favourable.
 - Other Operating Expenses (\$7.5m) unfavourable, most significantly movement in tip remediation provision and doubtful debts.
 - Prepayment of FAG 2012/13 \$3.6m favourable.
- Water Fund (\$14.9m) against a budget of (\$9.4m), unfavourable variation of (\$5.5m). The most significant variations are in:
 - Borrowing costs (\$4.0m) unfavourable, with \$3.0m in relation to the correction of prior year error in equalisation of borrowing costs with Gosford City Council.
 - User Charges and Fees (\$2.0m) unfavourable which relates water usage.
 - Rates and Annual Charges (\$1.5m) unfavourable being water availability charges.
 - Loss from the disposal of assets (\$1.5m) unfavourable from write off of water supply network assets.
 - Depreciation \$1.1m favourable due to revaluation of water supply assets.

- Sewer Fund (\$3.3m) against a budget of (\$5.8m), favourable variation of \$2.5m. The most significant variation in the sewer fund is depreciation expense, which was \$1.3m under budget expectations due to the revaluation of sewer assets undertaken in 2011/12. Otherwise expenses for Sewer were close to budget.

Operating Results - by Reportable Business Unit

Net operating results by reportable business unit are as follows:

Operating results by Reportable Business Unit

	<i>Full Year 2011 Actuals \$000</i>	<i>Full Year 2012 Actuals \$000</i>	<i>Full Year 2012 Budget \$000</i>
Waste Management	7,553	2,788	8,910
Holiday Parks	1,079	437	(533)
Children's Care & Education	(659)	(514)	(543)

Waste Management

- Waste Management \$2.8m against a budget of \$8.9m, unfavourable variation of (\$6.1m). The most significant variations are in:
 - User Charges and fees (\$3.0m) unfavourable.
 - Materials and Contracts \$4.5m favourable.
 - Other Operating Expenses (\$7.1m) unfavourable, which relates to the movement in the tip remediation provision.

Holiday Parks

- Holiday Parks \$0.4m against a budget of (\$0.5m), favourable variation of \$0.9m.
- User charges and fees were under budget by (\$0.3m) due to an unusually wetter year. The Central Coast recorded 173 wet days according to NSW Tourist Information. 57% occupancy rate was achieved for all Holiday Parks, which exceeded the target of 56%. Finalisation of a business strategy is currently underway which will support increasing utilisation.
- Expenses were under budget by \$1.2m. This variation is primarily due to Cluster Plan contributions. Contributions from Holiday Parks for works undertaken in the Shire on Crown lands were only \$0.6m, compared to the budget of \$1.5m, a favourable variation of \$0.9m.

Children's Care and Education

- The 2011/12 result represents a favourable turnaround of \$145k when compared to 2010/11 result.
- The full year net operating result for Care and Education is slightly better than budget (\$29k). Income was under budget by \$0.5m and expenditure was also under budget by \$0.5m. Budgeted utilisation levels have not been met at each individual centre. A reduction in utilisation also reduces expenditure due to reduced staffing requirements. A marketing strategy has been developed and commenced at the end of June to assist in increasing utilisation.
- A number of budget savings have been introduced in 2011/12, including reductions in labour costs, reduced expenditure on materials including food and nappies, a three stage fee increase methodology and the introduction of several new fees to reduce the funding shortfall in this Business Unit. Close monitoring and management of the staff to child ratios has ensured that expenditure for staffing was kept to minimum legislative requirements.
- During 2011/12 a communication strategy has been in place that focuses on positive media releases, emphasising the high quality of our centres and staff, proactive adjustment to the new National Quality Standards (NQS), effective implementation of the Early Years Learning Framework (EYLF) as well as highlighting our unique features such as Speech Pathology and the not-for-profit approach of Wyong Shire Council's Care and Education.

CENTRAL COAST WATER CORPORATION

Gosford City and Wyong Shire Councils are working together to create the Central Coast Water Corporation (CCWC) and Joint Services Business (JSB).

In May the Councils agreed on an operating model of the new Corporation and the establishment of a Joint Services Business to bring together joint service functions information technology, human resources, finance and plant and fleet operations, as a way of bringing about efficiency savings and better practices.

A transitional action plan to map out implementation of the Corporation and JSB was adopted by the Council's in June. It is expected that better planning and decision making and economies of scale and scope will be achieved by CCWC and the JSB. The change process will incorporate better practices across all operations and the savings will be reinvested in services to meet the expected growth in population and demand for services.

A project team and associated budgets have been adopted by the Councils to manage the establishment of the CCWC and JSB in 2012/13.

The following table provides a high level summary of expenditure to date. It is split between expenditure incurred by the Councils and expenditure incurred by the Board of CCWC. Expenditures are on track against budget over the total project timeframe.

	Total Project				2011-2012	
	Total Budget (to 30 June 2013)	Current Estimated Final Cost (To 30 June 2013)	Total Expended and Committed	Total Expenditure to date	2011-2012 Budget	2011-2012 Expenditure to date
CCWC - Councils' Expenditure						
External Resources						
Consultants	1,988	1,988	864	864	900	487
Internal Resources						
Project Management Team	1,613	1,613	638	638	750	486
Accommodation	300	175	143	98	150	98
Delivery Team	810	810	0	0	0	0
Subtotal	4,711	4,586	1,645	1,600	1,800	1,071
CCWC - Corporation Expenditure						
Board Expenses	500	500	157	117	250	117
Subtotal	500	500	157	117	250	117
Total	5,211	5,086	1,802	1,717	2,050	1,188

CAPITAL EXPENDITURE

Capital expenditure to 30 June 2012 amounts to \$64.5m representing 85% of the full year adopted budget.

Council's capital expenditure program is always subject to changes caused by reviews of priorities, weather, availability of support funding and the speed of many development projects. This year the program has been affected substantially by wet weather.

By their very nature, large capital projects can involve substantial lead times to finalise detailed designs and obtain all necessary approvals and permits before work can commence. There can also be changes (increases or decreases) in the final costs of the work, compared with original preliminary cost estimates, as detailed design proceeds.

The following table shows capital works by department as at 30 June 2012.

	FULL YEAR		
	Actuals \$'000	Adopted Budget \$'000	Variance \$'000
A100.General Manager	-	-	-
A200.Corporate Services	1,624	2,598	974
A300.Environment and Planning	1,868	4,733	2,865
A401.Infrastructure Management Department	52,745	56,052	3,307
A402.Community and Recreation Services Department	8,264	12,863	4,600
Total	64,500	76,246	11,747

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

Details of major capital projects (greater than adopted budget of \$1.0m) to 30 June 2012 are as follows.

Significant Capital Projects

	<i>Full Year 2012 Actuals \$'000</i>	<i>Full Year 2012 Budget \$'000</i>	<i>Variance \$'000</i>	<i>% Spent</i>
Shelly Beach SLSC Construction	881	1,030	149	85.5%
Quinalup St Stage 2A and 2B	1,125	1,100	(25)	102.3%
Yarramalong Road Renewal	901	1,150	249	78.3%
Delia/Woodlawn Stage 4 Budgewoi	1,179	1,190	11	99.1%
Minnesota Road	2,192	2,070	(122)	105.9%
Hamlyn Terrace Playing Fields	2,342	2,278	(64)	102.8%
Extension of Rising Main B9-B1 Meet STD and Eliminate Existing Problem with Gravity Sewer	2,453	2,802	349	87.5%
Bitumen Resurfacing 2011/12	3,027	3,972	945	76.2%
Purchase Plant & Fleet	4,762	5,579	817	85.4%
Mardi to Mangrove Pipeline Link project *	11,467	6,700	(4,767)	171.1%

* The total project spend on the Mardi to Mangrove Pipeline project to 30 June 2012 was \$112.9m. The total spend forecast for the project was \$114m. All work is now complete including commissioning and only \$1.1m of residual expenditure is forecast. An adjustment was included in Q3 that reduced the 2011/12 budget for Mardi to Mangrove, as it was not expected that the project would be finalised by 30 June 2012. However the final payment to the contractor was actually made on 30 June 2012.

INVESTMENT AND DEBT MANAGEMENT

Cash Flow Analysis

Cash levels decreased in the fourth quarter by \$8.4m predominantly due to seasonally high supplier payments in June 201 of \$23.6m (an increase of approximately \$10m above the average monthly spend).

Closing cash and investments as at 30 June 2012 were \$155.1m.

Cash flow analysis

Cash and Investments:	Original Budget \$'000s	Year to Date \$'000
Outgoings		
Employees	(80,304)	(74,549)
Materials and contracts	(56,581)	(33,647)
Borrowing	(24,312)	(27,458)
Other	(38,375)	(52,270)
Incomings		
Rates & User charges	190,543	183,500
Interest	7,751	8,482
Grants and contributions	45,183	47,204
Other (incl land sales)	2,445	4,445
Capital		
Borrowings	18,575	18,125
Purchases of Assets	(73,007)	(56,972)
Other		-
Net Cash/Investment Movement	(8,082)	16,860
Opening Balance	114,000	138,237
<i>Closing Balance:</i>		
General	45,529	94,526
Water	36,450	29,581
Sewerage	23,939	30,990
Closing Balance	105,918	155,097

Cash and Investments

The value of investment securities and deposit accounts at 30 June 2012 was \$153.8m. Returns for the year were 5.68%, above the benchmark of 4.52%, with Council investments mainly on term deposits. Investments are being conservatively managed to ensure that value is added to the fixed interest portfolio.

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

The YTD return excluding the unrealised losses on Blackrock Care and maintenance fund was 5.73% comparing favourably to the benchmark. Yields on re-investing maturing Term deposits continue to fall with the cash rate falling by 125 basis points in the year to June 2012 (4.75% in June 2011 to 3.5% in June 2012).

Council has endeavoured to source longer term investment opportunities and has invested in two term deposits with Westpac Banking Corporation and Heritage Bank to the value of \$10.0m and \$4.0m respectively, maturing in March 2014 and June 2017 earning 5.77% and 7.25% per annum to mitigate these falls in yields.

Investment performance

Full Year Return - interest only	5.73%
Full Year Return - interest and investments	5.68%
Benchmark BBSW FYTD 30 days	4.52%

Cash and Investment balances

	\$000
Petty cash, unrepresented cheques	15
Closing Cash (physical)	1,273
Closing Investments + cash at call	153,809
Closing Cash and Investments per cash flow	155,097

Loans

Loans decreased in the June quarter due to repayment of instalments. In 2011/12 borrowings increased overall by \$7.3m (\$190.3m June 2011 to \$197.6m June 2012) including the new loan of \$18.1m drawn down in March 2012 to meet the capital works cash flow requirements for the Water & Sewer funds into the future.

Council's Weighted Average Cost of Debt is 7.1% with a Weighted Average Maturity of 11.1 years.

Loans

	Original Budget '\$000	Full Year Actual '\$000
Brought forward:		
Current	10,818	10,812
Non current	179,444	179,451
Borrowing	18,600	18,125
Redemption	(10,000)	(10,812)
Carried forward:	198,862	197,576

5. Other Activities

Material risks and liabilities

Risks

- The formation of the Central Coast Water Corporation and Joint Services Business will alter Council's resourcing strategy and our ability to absorb fixed corporate overheads.
- 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.

Liabilities

Significant provisions exist for:

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

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

- In respect to credits owed to developers, the current liability is \$16.6m. All but \$1.1m of these credits have been generated under Contributions Plan No. 7A – Warnervale District (CP7A), which covers the release areas of Woongarra, Hamlyn Terrace and Wadalba. It should be noted, however, that this liability does not all fall due today, and relates to future development over a number of years
- \$4.2m of the credits are 'Above Market Value Land Credits'. While originally intended to predict market values CP7A actually proved to be significantly above market values. The redemption of these above market value land credits are currently quarantined pending further negotiations with the parties.
- In respect to capital works, all future identified works are covered by the monies to be collected under the relevant Section 94 Contributions Plan other than for Warnervale. In respect to Warnervale, there is a gap of over \$24m.
- In addition, Council has a liability to the RMS for the upgrade of Craigie Avenue and the Pacific Highway to the value of \$0.7m. This liability is being paid off on an annual basis.
- A new Section 94 Financial Model is being developed that will include scenario analysis, both of contributions to be received and infrastructure works to be provided. The Model will enhance Council's current capability in this area.

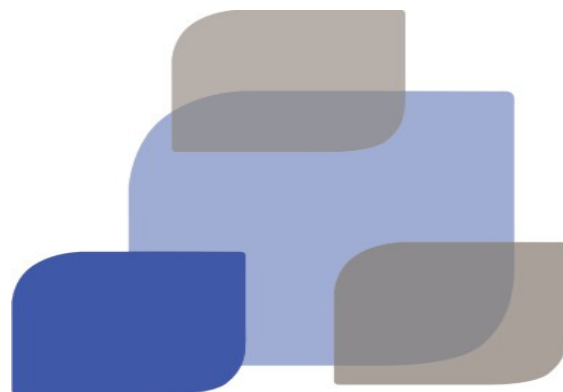
Legal Matters and Expenditure

As at 30 June 2012 Wyong Shire Council was party to proceedings in a number of Courts. Those proceedings included the following:

1. *Wyong Shire Council & Neumann Contractors Pty Ltd*. These two proceedings before the Supreme Court of NSW are complex and arise from the contract between Council and Neumann's for construction works at Council's former landfill site at Bateau Bay. The parties entered in to a confidential Deed of Settlement in June 2012, and both proceedings will be finalised in accordance with the terms of that Deed.
2. *Wyong Shire Council v Environmental Land Clearing Contracting Pty Ltd*. These proceedings are before the District Court of NSW and concern a contractual dispute with Environmental Land Clearing Contracting Pty Ltd concerning works at Gwandalan. The proceedings were listed for a three day hearing commencing on 28 May 2012, but that hearing was vacated on the motion of Environmental Land Clearing Contracting. The proceedings are now listed for a three day hearing commencing on 3 September 2012.
3. Council was also the prosecutor in various criminal proceedings in the Local Court.

A number of Court proceedings were concluded in the quarter ended 30 June 2012 – those proceedings include the following:

- a. *Kevin Gregory v Wyong Shire Council*. The proceedings were an appeal to the Land and Environment Court of NSW against Council's refusal of an application to modify a development consent. The proceedings were discontinued, by consent, on 20 June 2012.
- b. *Investa Resort Housing Pty Ltd v Wyong Shire Council*. The proceedings were an appeal to the Land and Environment Court of NSW against a condition that Council imposed on a consent to subdivide land. The proceedings were discontinued, by consent, on 19 June 2012.
- c. Various proceedings in the Local Court, which include successful prosecutions under the Companion Animals Act.



Sponsorship and Funding arrangements

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

The Entrance Town Centre Management

- Submitted applications for Regional Achievement Awards in the Regional Events and Tourism Excellence Section for the 2012 Country Music Festival and ChromeFest.
- Commissioned building of a dedicated website for ChromeFest - www.chromefest.org
- Requested to plan and host the inaugural Coast to Lake Fun Day in mid October 2012.
- Planned and hosted the following events:
 - 150th Anniversary of Policing in the Brisbane Waters, Tuggerah Lakes and Lake Macquarie Area Commands in Memorial Park on 4 April 2012.
 - Field of Remembrance Service held on 22 April 2012.
 - ANZAC Day Festivities, Dawn and Main Service on 25 April 2012.
 - Battle of Coral Sea Ceremony on 6 May 2012.
 - Classic American Car Display on 12 May 2012.
 - Heritage Car and Historic Motorcycle Day on 20th May 2012.
 - Inaugural Central Coast Ukulele Festival on 26th May 2012.
 - All American Muscle Car Show on 27th May 2012.
 - Chinese Cultural Festival on 30th June 2012.

Hosted work experience students from Ourimbah TAFE in both the Visitor Information Centre and in event co-ordination through The Entrance Town Centre Management

- Secured Flagship Funding (\$10,000) for ChromeFest from Destination NSW

Greater Toukley Vision

- Wet, Wild & Rhythm – Youth event. Designed to positively engage young local people in their community. Skate comp, various activities and workshop including hip hop demos, drum clinics, free pool entry & DIY Film Festival. 200 local young people registered at the event.
- Hosted First Retail Sales Day on 21 April 2012 – Designed to encourage shoppers to buy locally. Advertising partnership with Star 104.5 FM and Greater Toukley Vision to subsidise advertising to make more affordable for local business to participate. 15 local businesses took up the opportunity to advertise.
- Hosted Second Retail Sales Day on 9 June 2012 - Designed to encourage shoppers to buy locally.

Wyong Regional Chamber of Commerce

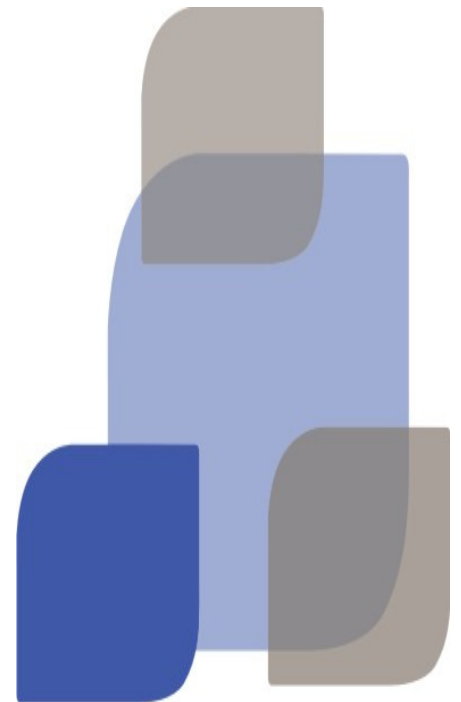
- Held Chamber Breakfast meeting / Networking Event on 17 April 2012.
- Showcase at the Buy Local Festival 2012 on 18 & 19 April 2012.
- Co-hosted Australia's Biggest Morning Tea Fundraising Event, Wyong Town Park 24 May 2012.
- Held Chamber Dinner meeting / Networking Event on 29 May 2012.
- Held Business After Dark Event hosted at Event Cinemas Tuggerah on 25 June 2012.
- Held Community Engagement for the NSW State Netball Age Championships on 30 June 2012.

Central Coast Tourism (CCTI)

- Tourism Product Development Grants for Wyong including Norah Head Lighthouse Signage, Central Coast Wetlands and Pioneer Dairy Rebrand and Signage, Lakes Beach Disability Beach Wheelchairs and Central Coast Ecotours (Forest of Tranquility) Tipi Tents all progressing well.
- New major events secured for the Central Coast including World Youth Baseball 2012, NSW Regional Senior Rugby Union Championships, SEGRA Conference 2012, NSW Surf Lifesaving Championships 2013/2014 and 2012 Emirates Melbourne Cup Tour 2012.
- The Entrance Tourism and Economic Development Plan finalised. Meetings held with Federal Minister for Tourism, Minister for Regional Development, Accor Hotel Group, Tourism Australia and NSW Tourism Investment Attraction Unit with Trade and Investment to progress the plan. The Entrance soon to be listed on Tourism Australia investment opportunity guide.
- Continued development of pilot mobile concierge program with Optus, Ad IQ and Wyong Council for Central Coast Holiday Parks. Ad IQ have now tendered for the Central Coast Tourism version.
- Central Coast Tourism membership continues to grow, now standing at 265 members, the largest membership contingent in Central Coast Tourism's history and largest Regional Tourism Organisation membership in NSW.
- 52 Local Secrets of the Central Coast Campaign Launched with 20 + Central Coast Tourism members and Star FM Central Coast.
- Central Coast Conference and Events Planner 2012 launched.
- Central Coast Tourism hosted Accessible Tourism Professor Simon Darcy to recent Northern Lakes Disability Tourism meeting. Three beach wheelchairs purchased and available for the community at Lakes Beach Kiosk.

Business Enterprise Centre

- Commenced WorkCover Small Business Education already delivering awareness to 161 participants exceeding contract deliverables with still a further two workshops to conduct.
- Successfully awarded State Government funding leveraging off Council funding two times for a further four years.
- Invited to tender in the next round of the Federal business advisory service program.
- Exceeded agreed outcomes for the quarter delivering servicing 114 businesses through 11 workshops and 226 hours of mentoring/guidance sessions.



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

Sponsorship funding and donations

<i>Details</i>	<i>Amount \$ 000</i>
Central Coast Mariners	25,000
Central Coast Tourism Inc	75,000
Central Coast Business Enterprise Centre	28,000
Classic American Car Show	2,000
Chinese Cultural Festival	1,000
Greater Toukley Vision (Event Funding)	10,545
Regional Economic Development and Employment Strategy (REDES)	25,000
Central Coast Business Review	5,000
Mingara Orchid Club	2,000
Toukley & District Senior Citizens Club	44,000
Tuggerah Lakes Reserve Trust	47,173
ADSSI Ltd (Eco & Access Garden Project)	38,676
Regional Youth Support Services Inc	22,500
Warnervale Rugby Union Club	20,000
Mingara Athletics Club	18,250
St Vincent De Paul Society	16,500
Wyong Drama Group Inc	23,142
China Australia Friendship Ass	4,550
Northlakes Toukley Rotary Club	3,635
CC Community Radio Ass Inc	3,660
Wyong Neighbourhood Centre Inc	5,175
Regional Youth Support Services Inc	6,000
Community Environment Network Inc	10,000
Volunteer Rescue Association	20,000
Tuggerah Lakes Reserve Trust (Estuary Management Works)	12,060
Community Financial Support (including Community Benefit Grants)	75,157
Donations to Surf Life Saving	57,941
Community Tipping Subsidies	37,507
Councillor Community Improvement Grants	38,154
Wyong TCM	16,500
The Entrance TCM	235,584
Toukley TCM	36,750
Sport & Cultural Sponsorships	27,625
Community Group Rental Subsidies	9,954
Other	3,385
TOTAL	1,007,423

Material contracts

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

<i>Contract #</i>	<i>Contractor</i>	<i>Details</i>	<i>Amount</i>
CPA/185863	Gongues Constructions Pty Ltd	Design documentation and construction of Bateau Bay Sewage Treatment Works	\$ 800,000
CPA/182056	McNamee Constructions Pty Ltd	Construction of Proposed C16 and associated works- Blue Haven Rising Main	\$ 1,455,680
CPA/209087	Poles and Underground Pty Ltd	Construction of new power supply for WPS 17 and associated works	\$ 263,280
CPA/200746	Downer Australia Pty Ltd	Asphaltic Concrete Works Category Two - Supply and Lay Asphaltic Concrete works	\$ 3,717,743
CPA/207013	Interflow	Sewer Main Rehabilitation various areas	\$ 1,102,936
CPA/158914	YMCA of Sydney	Contract extension Management of Toukley Aquatic Centre, Wyong Olympic Pool, The Entrance Ocean Baths and Lake Haven Recreational Centre, for a further period of two years	\$ 1,000,000

Grants Received

As previously mentioned, in June the Commonwealth Government made an advance payment of the first quarter 2012/13 FAG. While this has a positive impact of \$3.6m on the 2011/12 result there will be a negative impact on the results 2012/13.

The following grants were received during the fourth quarter:

<i>Details</i>	<i>Amount \$'000</i>
Financial Assistance Grant - Equalisation Component	6,610
Estuary Management	2,000
Financial Assistance Grant - Local Road Component	1,445
Shared Pathways RMS	499
NSW Rural Fire Service	339
Childcare, Vacation Care & Special Needs Subsidy	169
Coast to Lake Scenic Walk	153
Fire Trail Maintenance/Upgrades	140
Natural Disaster Funding June 2011	91
Warnervale Rd Intersection	70
Blackspot - Anzac Ave / Hope St (RMS)	57
Waste and Litter Grants	55
Better Futures Music Event	44
Noxious Plants	43
Strengthening Communities	37
RMS Grants (Road Safety)	34
Employment & Training	34
Floodplain Management Studies	26
Road Toll Program Yarramalong Road (RMS)	26
PaCE Indigenous Education	19
Immunisation subsidy	16
Speech Therapist	14
Affordable Housing Study	11
Blue Haven Stormwater Harvesting	10
HACC Service Worker	8
Blue Haven Crime Prevention	5
Sunshine Reserve Boat ramp/Trailer parking	5
Youth Week	3
Little Tern Management	2
Settlement Strategy Exhibition	1
Home Power Savings Programme	1
Total	11,965

Attachment 1 financial statements by fund



PROFIT & LOSS - BY FUND JUNE 2011-12

YTD % Ela 100%

	CONSOLIDATED			GENERAL FUND			WATER FUND			SEWER FUND		
	Last Year	Full Year	Full Year	Last Year	Full Year	Full Year	Last Year	Full Year	Full Year	Last Year	Full Year	Full Year
	Actual	Actual	Adopted	Actual	Actual	Adopted	Actual	Actual	Adopted	Actual	Actual	Adopted
	2010-11	2011-12	2011-12	2010-11	2011-12	2011-12	2010-11	2011-12	2011-12	2010-11	2011-12	2011-12
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME from continuing operations:												
Rates & Annual Charges	119,622	127,354	129,238	80,214	86,579	87,114	13,605	14,113	15,620	25,803	26,663	26,504
User Charges & Fees	53,712	55,179	60,163	32,052	31,873	34,999	20,374	21,692	23,674	1,286	1,614	1,490
Interest and Investment Revenue	8,906	9,272	8,953	4,228	5,443	5,403	2,190	1,791	1,707	2,488	2,038	1,843
Other	2,680	2,496	2,680	2,175	2,195	2,127	331	215	374	174	86	179
Grants & Contributions Operating	23,547	29,062	26,215	21,923	27,658	24,185	961	742	1,330	663	663	699
Grants & Contributions Capital	43,405	14,457	20,249	12,074	10,775	8,137	30,525	2,882	8,677	806	800	3,435
Gain from the Disposal of Assets	495	660	410	492	660	410	3	(0)	(0)			
Total income from continuing operations	252,366	238,480	247,909	153,158	165,182	162,376	67,989	41,435	51,382	31,219	31,862	34,150
EXPENSES from continuing operations:												
Employee Costs	74,876	73,443	79,320	60,852	59,426	64,591	6,979	6,679	7,114	7,045	7,338	7,614
Borrowing Costs	12,259	19,168	15,196	1,745	2,654	2,582	9,161	15,087	11,107	1,354	1,426	1,507
Materials and Contracts	43,830	45,570	56,235	19,031	21,390	30,946	13,312	13,803	14,849	11,487	10,378	10,440
Depreciation	53,594	55,295	57,301	25,480	27,345	26,886	14,072	14,410	15,557	14,043	13,540	14,858
Other	39,778	39,406	33,886	35,587	35,799	28,303	1,869	1,966	3,460	2,322	1,641	2,124
Loss from the Disposal of Assets	1,988	3,250	420	347	1,723	420	1,641	1,527	0	0	0	0
Total expenses from continuing operations	226,326	236,132	242,357	143,041	148,337	153,727	47,034	53,473	52,087	36,251	34,322	36,543
Total Profit & (Loss) from Operations	26,041	2,348	5,551	10,117	16,846	8,649	20,956	(12,037)	(705)	(5,032)	(2,460)	(2,393)
Total Profit & (Loss) before Capital Grants and Contributions	(17,364)	(12,108)	(14,698)	(1,957)	6,071	512	(9,569)	(14,919)	(9,382)	(5,838)	(3,260)	(5,828)
Less Tax Equivalent Payments (Notional)				0	0	0	384	217	401	250	80	262
Total Result after Tax Equivalent Payments	(17,364)	(12,108)	(14,698)	(1,957)	6,071	512	(9,953)	(15,137)	(9,783)	(6,088)	(3,340)	(6,090)
Less Dividend Payments				(366)	(369)	(369)	185	187	185	181	182	184
Total Profit & (Loss) from Operations after Dividend Payments	26,041	2,348	5,551	10,483	17,215	9,018	20,771	(12,224)	(890)	(5,213)	(2,642)	(2,577)

Attachment 2 balance sheet by fund

Wyong Shire Council Balance sheet by fund June 2012

YTD % Elapsed: 100.00%

	CONSOLIDATED				GENERAL			WATER			SEWER		
	Actual	Actual	Movement	FYR	Actual	Actual	Movement	Actual	Actual	Movement	Actual	Actual	Movement
	2011	2012		Original	2011	2012		2011	2012		2011	2012	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS													
Cash & cash equivalents	51,798	91,142	39,344	44,210	51,798	91,143	39,345	-	-	-	-	-	-
Investment Securities	69,448	44,000	(25,448)	61,707	3,387	(16,571)	(19,958)	39,152	29,581	(9,571)	26,909	30,990	4,081
Receivables	35,979	42,784	6,805	31,588	14,104	14,931	827	19,038	14,981	(4,057)	2,843	12,872	10,029
Inventories	2,087	2,054	(33)	2,169	1,695	1,606	(89)	392	448	56	-	-	-
Other	366	607	241	414	365	562	197	1	45	44	-	-	-
TOTAL CURRENT ASSETS	159,678	180,587	20,909	140,088	71,349	91,671	20,322	58,583	45,055	(13,528)	29,752	43,862	14,110
NON-CURRENT ASSETS													
Investment Securities	16,992	20,080	3,088	-	16,992	19,955	2,963	-	125	125	-	-	-
Receivables	1,422	1,409	(13)	-	827	865	38	553	517	(36)	41	26	(15)
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	2,516	1,615	(901)	3,266	1,826	1,172	(654)	433	278	(155)	257	165	(92)
Infrastructure, Property, Plant & Equipment	2,037,332	2,261,356	224,024	2,005,089	837,935	842,929	4,994	789,906	785,916	(3,990)	409,491	632,512	223,021
TOTAL NON-CURRENT ASSETS	2,058,262	2,284,460	226,198	2,008,355	857,580	864,921	7,341	790,892	786,836	(4,056)	409,789	632,703	222,914
TOTAL ASSETS	2,217,940	2,465,047	247,107	2,148,443	928,929	956,592	27,663	849,475	831,891	(17,584)	439,541	676,565	237,024
CURRENT LIABILITIES													
Payables	(46,989)	(56,803)	(9,814)	(42,655)	(26,717)	(32,852)	(6,135)	(17,406)	(21,214)	(3,808)	(2,874)	(2,738)	136
Borrowings	(10,818)	(11,183)	(365)		(854)	(731)	123	(8,725)	(9,093)	(368)	(1,239)	(1,359)	(120)
Provisions	(28,742)	(28,452)	290	(34,452)	(24,081)	(24,063)	18	(2,070)	(1,878)	192	(2,590)	(2,511)	79
TOTAL CURRENT LIABILITIES	(86,549)	(96,438)	(9,889)	(77,107)	(51,652)	(57,646)	(5,994)	(28,201)	(32,185)	(3,984)	(6,703)	(6,608)	95
NON-CURRENT LIABILITIES													
Payables	(52)	(53)	(1)		(52)	(53)	(1)	-	-	-	-	-	-
Borrowings	(179,444)	(186,392)	(6,948)	(200,439)	(2,495)	(1,764)	731	(159,854)	(158,893)	961	(17,094)	(25,735)	(8,641)
Provisions	(50,528)	(55,898)	(5,370)	(30,986)	(49,640)	(54,824)	(5,184)	(441)	(427)	14	(446)	(647)	(201)
TOTAL NON-CURRENT LIABILITIES	(230,024)	(242,343)	(12,319)	(231,425)	(52,187)	(56,641)	(4,454)	(160,295)	(159,320)	975	(17,540)	(26,382)	(8,842)
TOTAL LIABILITIES	(316,573)	(338,781)	(22,208)	(308,532)	(103,839)	(114,287)	(10,448)	(188,496)	(191,505)	(3,009)	(24,243)	(32,990)	(8,747)
NET ASSETS	1,901,367	2,126,266	224,899	1,839,911	825,090	842,305	17,215	660,979	640,386	(20,593)	415,298	643,575	228,277

Attachment 3 cash flow statement

Wyong Shire Council Cash flow statement by fund

June 2012

YTD % Elapsed: **100.00%**

	CONSOLIDATED		
	Actual	Actual	FYR Adopted
	2011 \$'000	2012 \$'000	Budget 2012 \$'000
OPERATING ACTIVITIES			
Receipts			
Receipts from customers	169,766	183,500	190,543
Interest Revenue	8,737	8,482	7,751
Grants & Contributions	51,699	47,204	45,183
Other Revenue	16,754	2,433	2,445
Payments			
Employee costs	(75,724)	(74,549)	(80,304)
Materials & Contracts	(34,848)	(33,647)	(56,581)
Borrowings (net)	5,093	(9,333)	(5,737)
Other Expense	(42,819)	(52,270)	(38,375)
Net cash from Operating Activities	98,658	71,820	64,925
INVESTING ACTIVITIES			
Receipts			
Sale of IPP&E	1,392	2,012	-
Payments			
Purchase of IPP&E	(89,155)	(56,972)	(73,007)
Net cash from Investing Activities	(87,763)	(54,960)	(73,007)
Net increase/(decrease) in cash/investments held	10,895	16,860	(8,082)
Cash & Investments at beginning of period	127,342	138,237	114,000
Cash & Investments at end of period	138,237	155,097	105,918



PROFIT & LOSS - REPORTABLE BUSINESS ACTIVITIES

JUNE 2011-12

100%

	WASTE MANAGEMENT			HOLIDAY PARKS			CARE AND EDUCATION		
	2011 Actuals	2012 Actuals	Full Year Adopted Budget	2011 Actuals	2012 Actuals	Full Year Adopted Budget	2011 Actuals	2012 Actuals	Full Year Adopted Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations									
Rates & Annual Charges	21,649	26,037	26,401						
User Charges & Fees	10,269	9,970	13,014	8,448	8,419	8,680	3,946	3,875	4,301
Interest and Investment Revenue	123	166	115	-	-	-	-	-	-
Other Revenues	260	247	285	-	-	-	1	2	30
Grants & Contributions Operating	652	789	667	-	-	-	492	521	543
Grants & Contributions Capital	-	-	150	1	-	-	-	-	-
Gain from the Disposal of Assets	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	32,953	37,208	40,631	8,449	8,419	8,680	4,439	4,398	4,874
Expenses from Continuing Operations									
Employee Costs	1,357	1,708	1,512	226	206	190	3,734	3,626	3,958
Borrowing Costs	1,649	2,299	2,384	111	90	194	-	-	-
Materials & Contracts	11,866	10,417	14,921	3,426	3,958	4,834	1,101	1,103	1,250
Depreciation	1,955	1,877	1,874	930	1,074	1,084	164	118	114
Other Operating Expenses	20,110	18,118	11,031	2,677	2,654	2,911	99	66	94
Loss from the Disposal of Assets	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	36,937	34,420	31,721	7,370	7,982	9,214	5,098	4,912	5,417
Total Profit & (Loss) from Operations	(3,983)	2,788	8,910	1,079	437	(533)	(659)	(514)	(543)
Less Capital Grants & Contributions	-	-	150	1	-	-	-	-	-
Total Profit & (Loss) Before Capital Grants and Contributions	(3,983)	2,788	8,760	1,077	437	(533)	(659)	(514)	(543)
Less Tax Equivalent Payments	63	209	65	321	232	323	218	213	236
Total Profit & (Loss) after Taxation Equivalent Payments	(4,046)	2,579	8,695	756	205	(856)	(877)	(727)	(779)

Attachment 5 Capital Expenditure Projects



CAPITAL EXPENDITURE SUMMARY

JUNE 2011-12

	YEAR TO DATE		
	Actuals	Adopted Budget	Variance
	\$'000	\$'000	\$'000
A100.General Manager			
Total A100.General Manager	-	-	-
A200.Corporate Services			
C232.Governance	(4)	-	4
C234.Civic Centre	102	490	388
C240.Information Management-Mgt	(7)	-	7
C241.Information Management	53	-	(53)
C254.Staff Learning and Development	40	60	20
C274.Property	1,302	1,898	596
C282.Continuous Improvement Program	138	150	12
Total A200.Corporate Services	1,624	2,598	974
A300.Environment and Planning			
C301.Place Management	(15)	-	15
C302.Master Plans and Implementation	252	1,040	788
C303.Town Centre Management	96	236	140
C307.EPS Major Project Mgt	928	2,671	1,743
C308.Assessing and Maintaining the Natural Environment	560	686	126
C315.Environment and Planning-Mgt	(2)	-	2
C340.Ranger Services	49	100	51
Total A300.Environment and Planning	1,868	4,733	2,865
A401.Infrastructure Management Department			
C400.Roads	15,851	19,124	3,273
C401.Footpaths and Shared Pathways	775	783	8
C405.Roadside Inventory	2	35	33
C407.Off-Street Carparks	351	385	34
C420.Stormwater (Water and General Fund)	5,015	5,236	221
C432.Floodplain Management	32	33	1
C465.Depots and Sites	143	200	57
C475.Plant/Mobile Equipment and Vehicles	6,256	6,500	244
C573.Emergency Services	404	582	178
C587.Procurement	1	-	(1)
C700.Closed Landfill Remediation	613	4,843	4,230
C705.Waste Management Facility	508	1,147	639
C800.Water	17,723	11,085	(6,638)
C900.Sewerage Services	5,071	6,099	1,028
Total A401.Infrastructure Management Department	52,745	56,052	3,307
A402.Community and Recreation Services Department			
C221.Communications	10	11	-
C410.Community Lifelong Learning-Mgt	4	17	13
C413.Community Engagement	29	75	46
C501.Community and Cultural Planning	-	200	200
C502.Community and Cultural Development Programs	55	-	(55)
C504.Community Infrastructure	759	2,117	1,358
C521.Developed Open Space Operations	9	11	2
C522.Nursery	35	100	65
C532.Open Space and Recreation Planning, Design and Development	2,802	3,399	597
C538.Leisure and Tourist Facilities	3,599	5,880	2,281
C540.Public Toilets	7	-	(7)
C550.Care and Education	69	59	(10)
C555.Library Services	885	943	57
C589.Customer Service	-	52	52
Total A402.Community and Recreation Services Department	8,264	12,863	4,600
SUB-TOTAL	64,500	76,246	11,747
GOSFORD CONTRIBUTION	(6,081)	(3,705)	2,375
GRAND TOTAL	58,419	72,541	14,122

Attachment 6 Progress on Principal Activities

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 1- Community & Education				
1.1 Community and Cultural Development	1.1.1 Community Facilities Management			
	Community facilities are clean and safe with a 10% increase in utilisation over 2010/11	11/12	KPI Achieved	Community facilities remain clean and safe. Collection of accurate data has commenced with the recent adoption of the Community Facilities review and an average of indicative figures over the past six months identify a more than 10% increase average across all facilities.
	1.1.2 Cultural Centre			
	Preparation of Art House design, documentation, and stakeholder development	1 Year	Not on Track	No further work on the documentation for the Art House. Awaiting funding.
	1.1.3 Cemeteries			
	Adoption of Cemeteries Plan by December 2011	11/12	Not on Track	Plan of management updated and costed for approval by the Department of Catchment and Lands.
	Expand provision of cemetery services	4 years	On Track	Draft cemeteries review undertaken.
	Feasibility study for the formation of a Wyong Shire crematorium facility	4 years	On Track	Draft cemeteries review undertaken.
	1.1.4 Community and Cultural Planning			
	Adoption of Community Facilities Strategy by June 2012	11/12	Project Completed	Community Facilities strategy adopted by Council.
	Adoption of Learning Community Strategy by February 2012	11/12	Project Completed	Learning Communities Strategy adopted by Council.
	Increase revenue via community facilities review which may include: reduction of existing buildings, increased fees & charges, improved maintenance planning, increased grant funding opportunities	4 years	On Track	Overall there was an increase of over 75% in revenue for community facilities due to grant funding, improved management practice leading to increased utilisation. As part of the adopted Community facilities strategies revised fees and charges have been adopted and maintenance programs. In the past quarter funding has been obtained for perimeter lighting, murals and security at two hot spot locations.
	1.1.5 Community Programs			
	20 community and cultural programs conducted each year	11/12	KPI Achieved	26 programs have been undertaken. These include Youth Weeks celebrations, Reconciliation week, Harmony Day and Warners Education program.
	6 new asset based local community development programs/projects commenced	11/12	Project Completed	6 programs were completed this year. One new asset based community development program was held during the June quarter. Key community development programs have included the ongoing support and development of the Creative and Social Enterprise projects and development of a community leadership program.
	1.1.6 Community Committee			
	5% increase in participation by Precinct Committees	11/12	On Track	Measure for 2012/13 has been developed. Currently there is no baseline data for comparison.
1.1.7 Events				
Two event / grants community workshops undertaken	11/12	Project Completed		
1.1.8 Community Education				
Attitudinal and behaviour change of 25% (pre and post survey) via community education programs	11/12	KPI Achieved	On average each education program is achieving a minimum of 25% behaviour change.	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 1- Community & Education				
1.2 Community Buildings	1.2.1 Depot - Long Jetty			
	Apply for Office of Environment & Heritage, Local Council Waste and Sustainability Improvement Payments funding to address the environmental issues surrounding the bulk material storage compound at Long Jetty Depot. Scope and design currently being prepared.	4 years	On Track	Scope and design finalised, capital project funded and programmed to commence February 2013.
	1.2.2 Community Buildings Asset Supplier Services			
	85% of service requests being assessed within timeframes	11/12	Not on Track	75% were completed. 861 of 3,391 requests were completed after due date primarily due to the higher than average wet weather.
	Condition of all community buildings / infrastructure meets statutory requirements	11/12	KPI Achieved	Fire audit inspections completed. No significant issues identified.
	Proactive maintenance and inspection schedule developed by June 2012	11/12	KPI Achieved	Proactive maintenance and inspection schedule developed for all classes of assets.
	1.2.3 Public Toilets			
Review toilet block operations (planning, standards, cleaning & operating times)	1 Year	Project Deferred	Standards, cleaning and operations review completed, strategic direction in draft form. Final document to be completed by early October 2012.	
1.3 Community Engagement	1.3.1 Communications			
	Communications and Branding Strategy completed by June 2012	11/12	Project Completed	Scope was changed in third quarter to Reputation Management Framework with Communications and Branding strategies to be completed in 2012/13. 70% of short term actions in Reputation Management Framework completed.
	Investigate advertising potential for website and other council facilities	4 years	On Track	1 Year actions completed. Preliminary planning underway on Website Stage 2 Strategy. Further work on advertising for Council facilities will be incorporated in Marketing Strategy development in 2012/13.
	1.3.2 Community Engagement			
	80% level of satisfaction with engagement advice and guidance provided	11/12	KPI Achieved	80% satisfaction rating with guidance, advice and support and a 90% satisfaction rate with relationship building, time management and doing what they say they will. Survey undertaken with Service Unit Managers.
	Develop enhanced engagement activity and reporting, with an e-consultation strategy	4 years	On Track	1 year actions completed. Consultation Hub and Resident ePanel implemented. Developed priority actions for 2012/13 these include social media strategy.
	1.3.4 Customer Contact			
75% of residents satisfied with information on Council services and activities	11/12	Project Completed	Action completed through Service Standards review project.	
Implement priority actions of the Customer Service Charter by the due dates	11/12	Project Completed	Customer Relations Strategy developed for inclusion in Service Standards review project.	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 1- Community & Education				
1.4 Community Lifelong Learning	1.4.1 Library Services			
	Average of 7.2 library loans per annum for each Shire resident	11/12	Not on Track	Average of 5.83 achieved. Council's circulation impacted by the implementation of major projects such as RFID and a new service model. While our program attendance has increased this has not translated into the increase in loans which has prompted efforts to be focused on marketing and the ease of use of self service technology. These projects were concentrated in the fourth quarter and reflect the lower circulation experienced across the financial year.
	Explore partnership opportunities with developers to enhance library services	4 years	KPI Achieved	A DA and VPA has been lodged by a developer that would deliver an enhanced library to the community. Partnership with TAFE Outreach, Open Universities Australia and Conservatorium of Music established. Discussions with University of Newcastle have also continued.
	Library usage statistics show a 10% increase from 2010/11	11/12	KPI Achieved	Overall usage of the Library including program attendance, circulation and PC usage has increased to 15% for the fourth quarter. For the full financial year a total increase of just over 10% has been achieved.
	1.4.2 Vacation Care			
	Utilisation targets for each vacation care program met	11/12	Not on Track	The utilisation target for each vacation care location was below target for the last period, resulting in less than budgeted income. The annual average target for vacation care was 75.8%. A review of the vacation care program has been conducted with a trial to operate 3 of the 5 services for the upcoming holiday period being undertaken.
	1.4.3 Partnered Learning Provision			
Raise the profile of Wyong Shire as a learning community through effective collaboration and partnership with peak bodies for learning provision, including the University of Newcastle, public and private schools, TAFE, associations and State and Federal levels of government.	4 years	On Track	Ongoing discussions with peak bodies and local stakeholders has introduced the Learning Communities Strategy and the Learning Partnership Officer, created a raised profile of Wyong Shire Council as a learning community.	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 2- Community Recreation				
2.1 Open Space	2.1.4 Open Space - Asset Supplier Services			
	85% of service requests being assessed within timeframes	11/12	Not on Track	Not achieved due to higher than anticipated number of tree service requests. 75.1% of non tree requests completed on time.
	Community satisfaction for parks, reserves and sports fields is 7.5	11/12	KPI Achieved	An external survey undertaken rates the community satisfaction as 7.7 out of 10 for areas managed by Open Space this has improved by 5.5% since last year.
	Greater than 35 million square metres of grass mowed annually	11/12	KPI Achieved	36,462,000m2 of grass mowed.
	High profile sport fields, parks and reserves mowed every 3 weeks in summer and 5 weeks in winter	11/12	KPI Achieved	Met objective.
	Low profile sports fields, parks and reserves mowed every 5 weeks in summer and 8 weeks in winter	11/12	KPI Achieved	Met objective.
	2.1.5 Public Tree Management			
1,000 trees planted in streets and parks	11/12	KPI Achieved	1,134 trees planted, objective met.	
2.2 Sport, Leisure and Recreation	2.2.1 Sport, Leisure and Recreation Planning			
	Achievement of Councils high priority projects in the 2011/12 Bicycle and Shared Pathway Strategy Action Plan (dependant on funding)	11/12	KPI Achieved	Works this quarter were: <ul style="list-style-type: none"> • Tenth Ave Budgewoi Scenic Drive to Marina Street - 520m; • Tuggerah Parade Long Jetty Archibold Road to Willow Street - 340m; • Denison Street Noraville Wilfred Barrett Drive to Bungary Road - 480m Total works achieved for the year - 3,390m
	Complete the review of sports grants and implement January 2012	11/12	Project Completed	The sports grant review has been incorporated into the Council wide grants review.
	Complete the sports study by December 2011	11/12	Not on Track	Draft Completed. This study will provide valuable information to inform future strategies for venues, facilities and opportunities.
	Lobby State and Federal government to ensure that all building programs on private and public school sites incorporate requirements, where appropriate, for the school to support the use of the facility by community groups (possibly through the Central Coast Principals' Group)	1 Year	Project Completed	Discussions took place with Principals and/or representatives of local schools during the course of the year. Schools have advised that where appropriate they are happy to share facilities as they have done in the past. A representative of the local schools is now on the Sports Committee.
	Undertake 2 workshops with sporting groups by April 2012	11/12	KPI Achieved	Met objective.

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 2- Community Recreation				
2.2 Sport, Leisure and Recreation	2.2.2 Sport and Recreation Facilities			
	2% growth in the number of participants in the sports that are the main hirers of Council facilities.	11/12	KPI Achieved	Figures gathered from the associations demonstrate a 12% increase. In 2010/11 the total figures were 16,596 and grew to 18,540 in 2011/12. The increase is mainly from the winter sports.
	5% increase in community participation across all sports and recreation facilities	11/12	KPI Achieved	All sports and recreation facilities have improved their participation rates by 14%.
	2.2.4 Beach Services			
	Develop water safety education program by October 2011	11/12	Project Completed	
	Implement water safety program to 1600 participants	11/12	Project Completed	
	2.2.7 Parks and Reserves			
	Rationalise parks and recreation areas to ensure they meet the community needs. Where there has been amalgamation identify commercial opportunities (e.g. partnering with developers on Council land)	4 years	Project Completed	Strategy is endorsed by Council. Community consultation has commenced. EDSACC playground has commenced and purchasing for replacement of equipment has commenced.

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 3- Economic and Property Development				
3.1 Place Management	3.1.1 Place Management - Toukley			
	Commence the preparation of a comprehensive draft Greater Toukley Area Development Control Plan chapter informed by the Planning Strategy and Masterplan by June 2012	11/12	Not on Track	Draft chapter commenced although further progress will rely on the completion of the Toukley Town Centre Masterplan which is now well underway.
	3.1.2 Place Management - Other Areas/Iconic Sites			
	Develop the Iconic Development Sites Generic Development Control Plan	1 Year	Project Completed	
	Investigate the establishment of the Iconic Development Site Design Review Panel	1 Year	Project Completed	
	Work with individual property owners to develop site specific Development Control Plans for the nominated Iconic Development Sites	1 Year	On Track	Place Management Staff are continuing to work with individual property owners of Iconic Development Sites.
	3.1.4 Place Management - The Entrance			
Completion and adoption of the Masterplan for The Entrance Town Centre by February 2012	11/12	Project Completed		
3.2 General Manager - Major Projects	3.2.1 General Manager - Major Projects			
	Complete investigations for the release of land at Warnervale Town Centre and quantify potential yield	4 years	On Track	Project progressing in line with approved business plan.
	Investigate the establishment of a Wyong Skills Centre	1 Year	Project Deferred	Council has resolved not to proceed with the funding application.
	Review the potential of Wyong Shire being an aged centre of excellence	1 Year	On Track	Project progressing in line with approved business plan.
3.3 Economic and Property Development	3.3.2 Economic Development			
	The Property Development and Investment Strategy adopted by Council by 30 June 2012	11/12	Not on Track	On track on the basis a draft will be finalised by the end of December 2012.
	3.3.3 Business Development			
	Economic Development Plan adopted by Council by 30 June 2012	11/12	Project Deferred	This plan will become a focus for the Unit in financial year 2012/13.
	3.3.4 Commercial			
	The Revenue Opportunity Plan developed by 30 June 2012	11/12	Project Deferred	This work will now be encapsulated in the Economic Development Plan.
3.3.5 Property Development				
Investigate the establishment of a Wyong Shire Loyalty System	4 years	On Track	Project still not yet commenced will now be completed as part of the Economic Development Plan.	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 4- Council Enterprises				
4.1 Care and Education	4.1.1 Child Care			
	75% child / family satisfaction at each service point	11/12	KPI Achieved	Satisfaction rates at each location are 94%.
	Each care and education centre meets all its regulatory requirements and remains accredited	11/12	KPI Achieved	All centres have remained accredited and met regulatory requirements throughout the financial year.
	Each care and education centre meets its targeted utilisation rate	11/12	Not on Track	Each centre has not met its targeted quarterly utilisation, however the net financial position of childcare has been delivered on budget. The average annual utilisation target was met or exceeded by four centres; Karinya, Northlakes, Tom Stone and Treelands.
4.2 Holiday Parks	4.2.1 Holiday Parks			
	56% occupancy rate for all Holiday Parks	11/12	KPI Achieved	57.1% This is due to the unusually wet year. In the 2011/12 financial year, the Central Coast recorded 173 wet days according to NSW Tourist Information.
	Build a new Holiday Park	4 years	On Track	Sites investigated to date have not been successful. Investigations will continue through Economic Development with input from Sport Leisure and Recreation.
Further develop the Holiday Parks to improve the revenue and funding for reserves throughout the Shire	4 years	On Track	Works continued this quarter with the camp kitchen at Canton Beach and the two BBQ's, one at Toowoan Bay and the other at Canton Beach.	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 5- Regulatory				
5.1 Building Certification and Health	5.1.1 Development Assessment and Other Applications			
	35% of the total market share for Complying Development Applications (CDCs)	11/12	KPI Achieved	The market share for CDCs is currently 43.92%.
	Council maintains 70% of the total market share for Construction Certificate applications (CCs)	11/12	KPI Achieved	The market share for CCs is currently 78.01%.
	Less than 20 working days net median processing times for small scale residential development applications	11/12	KPI Achieved	The net median processing time for DAs is 14 working days.
	Less than 7 median calendar days to process Complying Development Certificates (CDCs)	11/12	KPI Achieved	The net median processing times for CDCs is 5 days.
	5.1.3 Public Health and Safety			
	Complete 400 on-site sewage management system audits per calendar year	11/12	KPI Achieved	407 on-site sewage management system audits were carried out.
5.2 Compliance and Regulation	5.2.1 Animal Care Facility			
	Number of animals saved, expressed as a % of the total number of animals arriving at the Animal Care Facility (ACF) is not less than 93%	11/12	KPI Achieved	The total number of animals saved, expressed as a % of total animals at the ACF was 86% (1,581). Of the 262 animals euthanised, 69 were dogs of restricted breed or that that had displayed vicious or unacceptable aggressive behaviour, 76 cats and dogs were destroyed on the recommendation of Council's contracted vet due to illness, disease or injury, 18 were feral cats and 97 cats and dogs deemed by staff and volunteer temperament assessors as unsuitable for re-homing. Excluding vicious, ill and diseased cats and dogs the euthanasia rate of healthy animals was 5%.
	5.2.2 Auditing			
	No less than 450 residential pools have been inspected annually	11/12	KPI Achieved	578 residential pools were passed as meeting safety requirements. This is 28% (128) above the annual program target of 450 residential pools.
	5.2.3 Noxious Weeds			
	Minimum 12 inspections of high risk noxious weeds premises	11/12	KPI Achieved	127 High Risk Properties have been inspected. Note; the minimum number of inspections has been set as a target for Council's operating under the Regional Weeds Management Plan. Funding is tied in to those targets.
	5.2.4 Ranger Services			
90% of Ranger service requests are substantially responded to within 0 - 5 working days	11/12	KPI Achieved	This report has been unreliable as a result of a system upgrade earlier in the financial year. Anecdotal evidence is that the entire Compliance unit including Rangers are substantially responding to at least 90% of service request within 5 working days.	
5.2.5 Land Use Compliance and Regulation				
Cost recovery provisions have been applied to Clean-up, Prevention and Prohibition Notices	11/12	KPI Achieved	Compliance Officers (Auditing and Land Use Compliance) issued notices and fines to the value of \$39,301 as a result of a cost recovery initiative commenced in July 2011.	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 6- Environment and Land Use				
6.1 Development Assessment	6.1.1 Development Assessment			
	Less than 15 median calendar days to process subdivision certificates	11/12	KPI Achieved	Net Median processing time 12 days.
	Less than 25 working days net median processing times for Development Applications (Class 1(a)(ii) and 2 - 9).	11/12	KPI Achieved	Net Median processing time 16 days.
	Less than 40 working days net median processing times for priority Development Applications (those that will result in at least 10 permanent full-time equivalent positions)	11/12	KPI Achieved	Net Median processing time 20 days.
6.2 Environment and Natural Resources	6.2.1 Environmental Planning			
	Completion of environmental audits in accordance with adopted program	11/12	Project Deferred	Audits deferred due to higher priority of EMS. Assurance Program to recommence in July 2012 with recruitment of Environmental Assurance Officer.
	Investigate the Porters Creek Stormwater Harvesting Scheme	1 Year	Project Deferred	Awaiting result of grant funds applications before proceeding.
	6.2.3 Catchment Maintenance			
	0.85 km of stream bank rehabilitated	11/12	KPI Achieved	See Item 6.4.1 in Estuary Management Program.
	18 stream bank sites rehabilitated	11/12	KPI Achieved	See Item 6.4.1 in Estuary Management Program.
	6.2.5 Natural Resources Planning			
	Complete the construction of the toe drainage structure at Cabbage Tree Harbour	1 Year	Project Completed	
	Completion and adoption of the Coastline Management Plan by November 2011	11/12	Project Completed	Still awaiting certification of Plan by Minister. Implementation of Plan commenced.
	Completion of Natural Resources Sustainability Strategy by the 30 June 2012	11/12	Project Deferred	Draft finalised, to be completed in 2012/13.
	Prepare Wyong Natural Area Bush Fire Program by June 2012	11/12	On Track	Works Program complete, seeking adoption by Council.
Prepare the Biodiversity Management Plan	4 years	On Track	Project to commence in 2012/13.	
6.3 Land Use Planning and Policy Development	6.3.1 LEP			
	6 planning proposals prepared by 30 June 2012 for the Local Environmental Plan	11/12	On Track	Currently processing seven planning proposals, exclusive to the composite WLEP 2012.
	Comprehensive Local Environmental Plan and Development Control Plan reviewed and developed by 30 June 2012	11/12	Project Completed	WLEP and DCP have been reviewed and drafted.
	6.3.2 Developer Contributions			
	10 Voluntary Planning Agreements developed by 30 June 2012	11/12	Not on Track	Have not received the number of VPA expected for 2011/12. This is due to the slow market and construction sector.
	3 Section 94 Contribution Plans reviewed, amended and developed by 30 June 2012	11/12	Not on Track	One s94 plan completed (in the case of the WTC S94 plan finalised) whilst work has commenced on three other contribution plans.
	6.3.4 DCP and Policy			
3 planning policies reviewed and developed by 30 June 2012	11/12	Project Completed		

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 6- Environment and Land Use				
6.4 Environment Planning - Major Projects Estuary Management	6.4.1 Estuary Management			
	Major Project - 10Ha saltmarsh rehabilitation, establishment and protection	11/12	KPI Achieved	
	Major Project - 8km + 50Ha streambank rehabilitation & establishment	11/12	KPI Achieved	
	Major Project - 90Ha wetland protection & rehabilitation	11/12	KPI Achieved	
	Major Project - Conduct a Community survey	11/12	Project Deferred	Project deferred to coincide with momentum being built through rolling out the new EMP Branding Strategy, Website and Education program, as well as the many on-ground works that are or are about to be implemented. The timing of this survey is also being considered alongside other Council Community surveys planned for next financial year.
	Major Project - Conduct landholder field days/workshop for 50 landholders	11/12	KPI Achieved	
	Major Project - Engagement of 70 new volunteers/groups	11/12	KPI Achieved	
	Major Project - Undertake 1 school field day	11/12	KPI Achieved	
Major Project - Undertake 3 community workshops/forums	11/12	KPI Achieved		
6.5 Environment Planning - Major Projects Sustainability	6.5.1 Sustainability within Council			
	Major Project - Asset management plans incorporate Climate Change adaptation measures	11/12	Not on Track	Information provided for inclusion in the Plans as preliminary response to climate change. Specific assets vulnerable to climate change to be added as identified. Revised target date of September 2012.
	Major Project - Conduct 16 workshops with Councils staff	11/12	Project Completed	11 Pilot workshops completed, with 175 participants or 14% of all staff. Evaluation demonstrated that the CEEchange pilot had a range of positive benefits for the organisation. Work still to be done on communicating project outputs/results to key stakeholders and Executive.
	Major Project - Staff awareness of the sustainability principles increased by 20%	11/12	On Track	Full evaluation requires research results from 2012 staff survey - (pending). Based on other project feedback there is still a significant gap in staff understanding and working knowledge of the principles however, it is felt that there has been a demonstrated positive organisational culture shift.
	Major Project - Successful completion of actions under two modules of the Sustainability Advantage program	11/12	Not on Track	Not on track due to staff resignation. Staff maintaining communication with OEH.
	Major Project - Sustainability Policy adopted	11/12	Project Deferred	Draft finalised, to be completed first quarter 2012/13.
	Major Project - Working Sustainably Strategy completed	11/12	Project Completed	Working Sustainably CEE Strategy completed. This will form part of the broader Sustainability Strategy to be undertaken by the Sustainability Project Team in 2012/13. Engagement of key internal partners and stakeholders has been completed.

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 7- Waste Management				
7.1 Waste	7.1.1 Tip Operations			
	Undertake a feasibility study for establishment of soil processing facility	1 Year	On Track	The majority of soil received by the Buttonderry Waste Management Facility is comprised of road excavated material. A recent change in legislation permits the exemption of the majority of the excavated material which is managed by Council's Roads & Stormwater Unit. The management of the residual soil (non-exempted material and other soils) is currently being investigated. Council has received an offer from a commercial operator to lease a part of Buttonderry to establish a commercial soil processing facility. Negotiations have commenced.
	7.1.2 Closed Landfill Remediation			
	Remediation of 7 closed landfills in accordance with remediation program	11/12	On Track	Response received from OEH in relation to the Mardi site - remediation to be managed through planning legislation (SEPP55). All other sites currently listed on OEH Contaminated Site Register .
	7.1.3 Domestic Waste			
	50% of domestic waste diverted from landfill	11/12	Not on Track	Average of 49.16% achieved YTD.
	95% customer satisfaction with Waste Services	11/12	KPI Achieved	The customer satisfaction survey conducted in 2009 indicated that 97% of residents were extremely satisfied, very satisfied or satisfied with WSC waste services. Only 3% were dissatisfied. Since 2009 WSC has not received a significant increase in customer complaints indicating that the customer satisfaction remains satisfied. WSC will undertake a customer satisfaction survey in 2012/13 for an ongoing customer satisfaction comparison.
	7.1.4 Commercial Waste			
Establish a Central Coast Waste Entity	4 years	On Track	Consultants appointed to develop a Regional Waste Strategy in conjunction with Wyong Shire Council and Gosford City Council.	
P				
Litter Management Plan implemented by Jun 12	11/12	Project Completed	Integrated Litter and Illegal Dumping Plan is an ongoing program - see development, approval and implementation process below. The original Integrated Litter and Illegal Dumping Plan was developed during 2010/11 and approved by OEH during September 2011 (as a WaSIP standard). Updated annual actions for 2011/12 were submitted to the EPA and approved in June 2012 and implementation of the plan commenced during 2011/12. One of the key implementation priority actions is the need for ongoing internal collaboration. Council participating in NSW Litter prevention initiative from June - December 2012. Awaiting Regional Illegal Dumping (RID) squad funding proposal from Hunter Central Coast Regional Environmental Management Strategy (HCCREMS).	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 8 & 9- Roads and Drainage				
8.1 Roads	8.1.10 Investigations, Inspection, Condition Monitoring Assessment and Reporting			
	Collection of automated road condition data on >15% of the road network per annum	11/12	KPI Achieved	Program completed. Data collected for 25% (255km) of the road network and entered into the Pavement Management System. KPI was exceeded due to a decision mid year to increase data collection to 25% of the network p/a over the next 4 years given the current emphasis on measuring Pavement Condition Index (PCI).
	Complete 90% of approved asset inspection program	11/12	KPI Achieved	100% of program completed.
	Develop opportunities for resource recovery (e.g. materials processing and recycling, remediation of old sites)	4 years	KPI Achieved	Has been a significant reduction in the quantity of internal material taken to Buttonderry and a large proportion of material taken has been stockpiled separately and will be removed under terms of OEH exemptions sought and gained thereby recovering S.88 EPA levy payments.
	Review opportunities to share resources with Gosford City Council	1 Year	KPI Achieved	Signoff of boundary road agreements to take place 2012/13.
	8.1.15 Shared Pathways			
	0.5 km of Shared Pathway Constructed	11/12	KPI Achieved	A total of 3.39 km of shared pathway constructed. Additional funding obtained from Roads & Maritime Services (RMS).
8.1.8 Local Roads				
Average Pavement Condition Index of 5	11/12	KPI Achieved	PCI significantly improved to a current level of 6.1 following incorporation of newly collected condition data and details of all works completed in 2011/12.	
9.1 Stormwater	9.1.1 Stormwater			
	10% of drainage system inspected and returned to original design capacity	11/12	KPI Achieved	Drainage inspections completed for 100% for all open drains, culverts, wetlands, GPTs, STZs etc and 5% of piped drainage network inspected using specialist CCTV contractor. Resulting works to restore capacity were programmed and completed.

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 10 & 11- Water and Sewerage				
10.1 Sewerage	10.1.3 Sewerage Services - General			
	100% customer satisfaction with Sewerage Service	11/12	KPI Achieved	Based on ongoing internal Customer surveys. Result obtained from 47 customer surveys regarding satisfaction with the provision of Council's Sewerage Services.
	10.1.4 Sewer Treatment Plants			
	100% Compliance with the DECCW licence for effluent discharge to the ocean.	11/12	Not on Track	Full compliance with the volume limits of the DECCW licence conditions not achieved in this quarter, Local heavy rain and flooding in the quarter resulted in excessive infiltration in Council's sewer. All effluent was fully treated in accordance with the licence however the discharged quantity exceeded the daily licensed volume.
11.1 Water	11.1.3 Joint Water Supply Admin			
	Develop the Water Corporation transition strategy	11/12	On Track	Draft Project Plan developed. Details being developed within the PCG timeframe.
	Water Corporation establishment	11/12	On Track	Cost Benefit Analysis completed and adopted by Council. Operating Model selected and implementation plan adopted by Council.
	11.1.7 Water Mains			
	95% customer satisfaction with water supply service	11/12	KPI Achieved	Based on ongoing internal customer surveys. Of 66 customers surveyed 62 customers were satisfied with Council's water supply services. (95.7%)
11.1.8 Water Treatment Plants				
	100% compliance with Australian Drinking Water Guidelines or other standards as directed by Department of Health	11/12	Not on Track	A low level E.coli reading was detected in a regular sampling Program at Summerland Point. This issue was satisfactorily resolved however resulted in a 99.77% compliance result.

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 12- Administration				
12.1 Asset Management	12.1.1 Asset Management			
	Improve Councils Asset Management practices beyond "core" level (achieved in December 2008) to integrate with other key components for the organisation by June 2011 and then complete the work in the Asset Management Improvement Strategy to achieve an appropriate "advanced" level by June, 2012	1 Year	KPI Achieved	The Asset Management Strategy involves continuous improvement and details of the improvement work are set out in the annual Asset Management Improvement Program.
	Undertake a rationalisation process to determine whether current assets held provide an appropriate investment both economically and in service delivery to the community and whether their use is maximised by June 2012	1 Year	On Track	The process has been developed. Its application will commence in 2012/13. Community consultation has been deferred to be integrated with the engagement regarding the Service Standards Review.
	12.1.2 Floodplain Management (W&S Funded)			
	Flood Plain Management Plans developed in accordance with agreed priorities	11/12	On Track	Priorities were recently amended to align with State Government Funding assistance announcements.
12.2 Contract and Project Management	12.1.3 Transport Planning			
	Road Side Marker Project is in place with training provided to all relevant staff by 1 January 2012	11/12	Not on Track	Training has been completed. The roadside markings component was dependant on funding assistance from the WaSIP program that was unsuccessful. Funding resources will be identified in 2012/13 for implementation.
	12.2.1 Procurement			
	Explore any opportunities for savings or revenue creation from the creation of the new Central Coast Water Corporation and resulting closer cooperation/amalgamation with Gosford City Council	4 years	On Track	Procurement will not be part of the Joint Services Business with Gosford City Council. Even so, a steering committee has been established with key procurement staff from each council to work together on achieving efficiencies for both Councils. This will involve standardisation of contract documentation, joint tendering to achieve economies of scale and shared systems development. Stores have been moved into Contract and Project Management, providing a single point of accountability for all procurement related activities.
	Procurement Review	11/12	Project Completed	Council participated in the Local Government procurement Roadmap Program as one of 22 NSW Councils. The program involved a high level end to end review of procurement at Council and has identified a number of opportunities for improvement which have been detailed in a Procurement Roadmap for completion over the next two years. These actions are consistent with those that have been identified in the Deloitte Report and have been endorsed by Council's Executive Team.
12.3 Corporate Governance	12.3.1 Councillor Support			
	New Council Transition Plan developed by 30 June 2012	11/12	Project Completed	Draft Induction plan completed and to be presented to Councillor Briefing and Council meeting in July 2012.
12.3.3 Policy Management..	12.3.3 Policy Management..			
	75% of Councils corporate policies are reviewed by 30 June 2012	11/12	Not on Track	15% achieved. Resources have been allocated to other priorities.

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 12- Administration				
12.4 Finance	12.4.4 Revenue Services			
	Building and Infrastructure Renewals Ratio >1%	11/12	On Track	NB. Annual Ratio - being calculated as part of end of year activities.
	Debt Service Ratio <15%	11/12	On Track	NB. Annual Ratio - being calculated as part of end of year activities.
	Explore commercial and alternative opportunities for the funding of assets through the Economic and Property Development Unit	1 Year	On Track	Economic and Property Development are reviewing the land use with Council to determine appropriate zonings in the LEP. A review of use will be completed in conjunction with the review of services.
	Rate Coverage Ratio 50%	11/12	On Track	NB. Annual Ratio - being calculated as part of end of year activities.
	Rates Outstanding <5%	11/12	Not on Track	NB. Annual Ratio - being calculated as part of end of year activities.
	Unrestricted Current Ratio >1.5%	11/12	On Track	NB. Annual Ratio - being calculated as part of end of year activities.
12.5 Human Resources	12.5.1 Recruitment			
	Annually promote Wyong Shire Council and create potential quality talent pool by attracting candidates at expos	11/12	KPI Achieved	Attending school expo to attract youth in June 2012.
	12.5.3 Workers Compensation			
	WorkCover continue to approve Wyong Shire Council as a self insurer	1 Year	KPI Achieved	
	12.5.5 HR - Operations			
	Permanent staff turnover <10%	11/12	KPI Achieved	5.9% turnover for year.
	12.5.6 Workforce Capability Development			
	Executive development program developed and implemented by 04/2012	11/12	Project Deferred	
	Youth employment program developed and implemented by 10/2011	11/12	On Track	Councillor briefing to occur in August. Development piece of KPI achieved. Implementation to occur over next four years.
	Succession Planning Project completed by 30/06/12	1 Year	Project Completed	Plan adopted by Executive Team.
	12.5.8 Safety			
	Lost Time Injury Frequency Rate of 25 per million hours worked	11/12	Not on Track	28.48 achieved as at end of June. Outside target but a 2.5% improvement over previous year.
Prepare Council for Occupation Health & Safety Act and Regulations changes in accordance with National Harmonisation of Laws. Review Occupation Health & Safety system documents to ensure alignment to new laws	11/12	On Track		
12.6 Information Management	12.6.1 Applications			
	Business System Strategy developed by December 2011	11/12	Project Completed	
	12.6.3 Architecture			
	"Councils Online" computer system	1 Year	Project Completed	Business system requirements continue to evolve. Hence business rules and processes require review and re-engineering as detailed in the Information Management Strategy.
12.6.5 Operations				
Printer centralisation project implemented by September 2011	11/12	Project Completed	Project completed in September 2011.	

	Action Time Frame	YTD Progress Q4	Comments Q4	
Principal Activity 12- Administration				
12.7 Integrated Planning	12.7.2 Integrated Business Planning			
	A program and Community Engagement Strategy for a Central Coast Community Strategic Plan are formulated by 1 July 2012 and is endorsed by both councils for implementation	11/12	Project Deferred	The preparation of a joint Community Strategic Plan with Gosford City Council has been delayed. The current plan will be reviewed prior to June 2013 in accordance with legislation.
	Complete the WSC Strategic Plan (2012) by 30 June 2012 that complies with Department of Local Government guidelines	11/12	KPI Achieved	The 2012-16 Wyong Shire Council Strategic Plan was adopted by Council on 23 May 2012.
	Councils Annual Report 2011/12 is completed by 1 December 2012 and complies with Department of Local Government guidelines	11/12	Project Completed	
	12.7.4 Measures and Reporting			
An integrated system of corporate measures and reporting is endorsed by the Executive and in place by 1 July 2012	11/12	Not on Track	On paper development of the framework has commenced with project finalisation and implementation expected by the end of 2012.	
12.8 Legal and Risk Services	12.8.1 Internal Audit			
	Compliance with the timelines and outcomes set out in the adopted Audit Plan	11/12	On Track	Reviewed Monthly.
	12.8.2 Internal Ombudsman			
	Number of external investigations referred to Internal Ombudsman for investigation	11/12	On Track	
12.8.3 Legal Actions and Advice - Corporate				
Compliance with statutory timetable for implementation of Government Information (Public Access) Act 2009, compliance with provisions for the processing of applications for access under the Government Information (Public Access) Act 2009, and drafting of policies as required by that Act and PIPPA Act	11/12	On Track		
12.9 Plant, Fleet and Depots	12.9.3 Plant - Mobile Equipment and Vehicles			
	Align with Gosford City Council fleet in the ordering of vehicles and plant in order to obtain greater purchasing power.	4 years	On Track	Work on the Joint Services Business has focussed staff on alignment. Whilst no joint purchases have been undertaken, the two Councils are actively reviewing the 2012/13 planned asset purchases in order to deliver this for plant and equipment.
	All passenger vehicles in Councils fleet to be 4 cylinder or hybrid by 31 December 2013	4 years	On Track	Nil six cylinder passenger car or light commercial vehicles purchased in 2011/12.
	Greater support in the utilisation of assets between Wyong Shire Council and Gosford City Council	11/12	On Track	With WSC utilisation at high levels, the opportunity to make our equipment available to GCC has been minimal. We still continue to look for opportunities of working closely together to the mutual benefit of both Councils.
	12.9.6 Other Emergency Services			
Review of Emergency Services	11/12	On Track	Draft report completed, to be reviewed for finalisation end July 2012.	

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A new era for regional co-operation

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The CCWC is the Central Coast's new, standalone water authority.

A new water authority for the Central Coast

The Central Coast Water Corporation

The Central Coast Water Corporation (CCWC) has been created to manage the Central Coast's water and wastewater services, replacing the former Gosford/Wyong Councils' Water Authority.

The CCWC was created under legislation by the NSW Government and came into existence on 1 July 2011. Under the legislation the Councils are equal (50%) shareholders in the CCWC and shares cannot be sold or transferred. The CCWC is governed by an independent Board of Directors according to a set of principal objectives outlined in the CCWC legislation.

Although the legislation established the CCWC, it did not mandate how it would work. So in order to understand what operating structures were feasible, the Councils engaged PricewaterhouseCoopers (PwC) to conduct a cost-benefit analysis of transferring the Councils' water and wastewater businesses into the CCWC.

Following an extensive review of a number of different operating models, PwC concluded there were several models that could be implemented and which would meet the Councils' objectives for the project, including protecting job security and ensuring no material impact on the Councils or the community.

The Councils have now considered PwC's report and endorsed a new business model for the structure and operations of the Central Coast's water and wastewater services, effective from 1 July 2014, which will respond to future challenges and operating environments.



An extensive cost-benefit analysis was conducted, starting with 20 possible operating models, a five-stage transfer of the core functions, and four modes of service delivery for support functions.

How the costs/benefits were assessed

In November 2011, PwC was asked to evaluate potential operating models for the CCWC, including how best to provide support functions like HR, IT, finance and plant & fleet. This was a comprehensive exercise that required investigation of many different options and parameters.

Twenty potential operating models were considered, covering a five phase transfer with four different service delivery modes for support functions.

- **Current state:** The first step was for PwC to review the way water, wastewater and drainage services are currently provided to the Central Coast community, including how the support services are provided, establishing a 'base case' to compare against future projections.
- **Evaluation criteria:** Secondly, PwC examined the potential operating models against priority evaluation criteria: for example, that any change must deliver net benefits to the Central Coast community.
- **Phased transfer:** An early finding was that a five-phase transfer would be inefficient as both Councils have high numbers of staff working across both water and wastewater operations. The five phases were reduced to two core functional operating models - asset manager only or asset management plus operations and maintenance - that could be compared with the base case.
- **Drainage:** Investigations showed it made sense to leave the drainage functions as a Council responsibility because drainage systems have close links with roads, planning and open space.
- **Support services:** Significant benefits were identified as arising from the alignment of business processes – for example, reducing the duplication in IT systems. A joint services business (JSB) was seen as the most efficient way to achieve these benefits, not only for the CCWC but also for the Councils in providing other community services such as roads, parks, etc.

After the initial research, five options underwent detailed investigation. The financial costs and benefits were compared with the base case by examining the operating costs, capital structure and financial returns of each option.

The investigation found all five options could provide positive financial returns to both Councils without any material impact on non-financial factors.

The two options showing the greatest benefits both saw the CCWC responsible for asset management and operations and maintenance, and both were supported by a JSB. The only difference was whether water and wastewater assets would be transferred or leased.

The two Councils met as the Central Coast Regional Organisation of Councils on 31 May 2012 and agreed upon one model.



Benefits include better planning, more efficient processes, cost savings which can be reinvested, more effective resource use, and standardisation of asset management, while retaining job security for staff.

The CCWC operating model

The operating model for the CCWC includes the following key features:

- **Staff and functions:** all water and wastewater staff and functions will be transferred to the CCWC in phases beginning on 1 July 2014 and completed by 1 July 2017.
- **Shared services:** a JSB will be established by 1 July 2017 to provide support services to the CCWC and both Councils. The JSB will provide IT, HR, finance and plant & fleet services although the detail will require further investigation by the Councils.
- **Assets:** Councils will maintain ownership of the water and wastewater assets and the CCWC will lease the assets via a long-term commercial arrangement.

Benefits to the Central Coast

The new arrangements are expected to produce the following benefits:

- **Planning:** a co-ordinated regional approach to water and wastewater services and decision-making.
- **Efficiency:** more efficient processes – for example, regulatory management, asset management, operations and management, asset creation, and customer management – through developing a common approach.
- **Savings:** savings from the procurement of services, equipment, property, logistics and supply, through opportunities to rationalise suppliers and review contractual arrangements to ensure 'best value' is being achieved, particularly for the outsourcing of capital works.
- **Resources and rostering:** more effective rostering and use of the field force and fleet to address peaks and troughs in operations and maintenance activities. A JSB will lead to increased specialisation and expertise which will in turn improve service delivery.
- **Assets:** streamlining of planning and design through the standardisation of asset management strategies and engineering design, and the pooling of engineering functions; improved use of plant and fleet assets. Assets remain owned by the Councils on behalf of the Central Coast community.
- **Job security:** a strong and clear commitment that permanent employees will not be worse off from the decision, with entitlements protected and transfers timed sensitively.



How will the CCWC work?

Governance

- The CCWC will operate in accordance with the *CCWC Act 2006* (amended in 2010) and a constitution adopted by both Councils in February 2011.
- The CCWC Board, appointed in December 2011, consists of five directors: two Council representatives, and three non-Council directors chosen for their relevant corporate experience.
- Fees and charges will continue to be regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART) and the Councils will review and approve a budget each year.

Ownership and management of assets

- The Councils retain ownership of the water and wastewater assets and lease them to the CCWC under a long-term agreement.
- The CCWC is legally responsible for managing those assets and employees in the most cost-effective manner to deliver improved water and wastewater services to the community.
- Service levels will be established in consultation with the community and independently regulated by IPART.
- Each Council has a 'shareholder governance' framework, which accounts for its changed role from utility manager to utility owner.

Accountability

- The CCWC has formal processes which account for the priorities and roles of its Council owners. These processes include:
 - the frequency and format of reporting to the Councils
 - broader corporate communications
 - arrangements for collaboration in urban and regional planning which recognise the relationship between the provision/management of utility services and the Councils' role in managing economic and social development.



A JSB will bring together functions that each Council has been providing separately, achieving economies in scale and scope.

A Central Coast joint services business

In providing community services and meeting their legislative requirements, each Council has been supported by a range of support functions. Not only are these functions nearly identical in each Council, but they also involve a large number of high volume transactions and many manual and cumbersome processes.

PwC's report identified how sharing the Councils' support functions – including HR, IT, finance, and plant & fleet – can set the scene for improved operations and ultimately save money that can be reinvested in services to the community.

PwC recommended a JSB as a cost-effective opportunity to streamline operations. It will benefit the community through greater flexibility and economies of scope and scale. For example, some of the benefits are:

- reduced costs, through the creation of common administrative systems
- opportunities to improve efficiency by aligning policies and procedures
- greater organisational resilience (through pooled resources)
- a large reduction in IT costs, from moving to a single set of IT systems with better functionality.
- savings can be reinvested to improve existing or new community services such as parks, libraries, childcare, roads, etc.

The operating model the Councils have chosen for the CCWC includes the establishment of a JSB where staff in these functional areas are brought together into one body which will then provide services to both Councils and to the CCWC.

More work is required on this issue to determine the details of the JSB services.





Impacts of the change

The new arrangements will offer major benefits and changes for the staff of both Gosford and Wyong Councils, including:

- More opportunities to increase skills and experience, from the knowledge transfer arising from working in a larger organisation.
- Greater career development opportunities and flexibility arising from working in a larger organisation.
- Continued coverage under the current award, with the possibility of moving to a new award via union agreement.

Both Gosford and Wyong Councils are committed to preserving the job security of permanent staff. Any rationalisation of staff levels would occur through natural attrition or retraining and redeployment as necessary.

What about water quality and the environment?

The CCWC legislation includes Principal Objectives for the CCWC which enshrine the obligation to protect the environment along with resource conservation and social responsibility.

The Principal Objectives are:

- Promote the efficient delivery of water services for the long-term interests of consumers with respect to price, quality, safety, reliability and security of supply.
- Maximise water conservation, demand management and the use of recycled water.
- Operate at least as efficiently as any comparable business; and maximise the net worth of the Councils' investment in it.
- Demonstrate social responsibility by having regard to the interests of the community in which it operates.
- Operate in compliance with the principles of ecologically sustainable development of the *Protection of the Environment Administration Act 1991 (NSW)*, section 6(2).

The cost-benefit study did not find any evidence to suggest that there would be a negative impact on water quality and reliability, or a deterioration in compliance with environmental obligations or in customer service levels, from the business model.

What about fees and charges?

Fees and charges, and levels of service, will be independently regulated by the Independent Pricing and Regulatory Tribunal which will continue to set them under the new arrangement.

Under the CCWC, fees and charges will become standardised across the Central Coast.

What happens next?

A Transition Action Plan will be considered by two Councils on 28 June 2012 with the following major milestones:

Transition Action Plan	
Date	Action
1 July 2013	Commence trials of CCWC and JSB business processes well in advance of formal staff transfers.
From 1 July 2014	Asset and regulatory services staff to transfer to the CCWC. Remaining water and wastewater functions and staff to transfer to the CCWC on a phased basis.
By 1 July 2017	Formally establish the JSB to provide corporate services to the CCWC and both Councils. Commence long-term lease of water and wastewater assets to the CCWC by this date. Councils transfer their WSA responsibility to the CCWC.



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Central Coast Joint Services

PROJECT

News

Key dates

- 8 September 2012**
Local Council elections
- 1 July 2013**
 - Trials of new processes for CCWC commence
 - Water & Wastewater price determination
- 1 November 2013**
New Award due
by **30 June 2014**
CCWC CEO appointed
- 1 July 2014**
Asset and regulatory services staff transfer to CCWC
- September 2016**
Local Council elections
- November 2016**
New award due
- 1 January 2017**
End of Wyong's five year IT agreement for Councils Online
- 1 July 2017**
 - Remaining water and wastewater staff and responsibilities transferred to CCWC
 - Joint Services Business (JSB) commences operation
 - Long term lease of assets to CCWC from Councils commences
 - Water & Wastewater price determination

Time to H₂Go

Now that the research is finished and decisions made, it's time to plan carefully how we will maximise the benefits - to the Councils, our staff and our community - from establishing both a Water Corporation and a Joint Services Business by 1 July 2017.

In May and June this year, our two Councils met under the umbrella of the Central Coast Regional Organisation of Councils and agreed to:

- Transfer staff and responsibility for water and wastewater services to the Central Coast Water Corporation (CCWC) by 1 July 2017
- Staff transfers for the CCWC would start in 1 July 2014
- Lease water and wastewater assets to the CCWC under a long term agreement from 1 July 2017
- Set up a Joint Services Business to provide Finance, HR, IT and Plant & Fleet services to the Councils and the CCWC by 1 July 2017
- Apply a protected redundancy period to all permanent Award staff until 30 June 2020 (*see more detail page 3*).

While change on this scale will take several years, it is exciting to be in a position where both Councils have committed to a clear and singular vision for the future.

The costs and benefits have been independently examined and the Councils agreed that while implementation will involve considerable expense and challenge, and that mistakes will be made along the way, the benefits will be worthwhile - particularly when viewed over the long term.

In brief, we expect to achieve better planning and decision making in water and wastewater and economies of scale and scope from the JSB. The change process in itself provides a fantastic opportunity to incorporate better practices across *all* our operations and to reinvest the savings in services to offset the expected growth in population and demand.

*Stephen Glen, Acting General Manager, GCC
Michael Whittaker, General Manager, WSC*



Water & Wastewater

Water and wastewater staff and responsibilities will be transferred to the CCWC by 1 July 2017

I'm keen to provide assistance to the CCWC to make good decisions around asset planning and minimising risks to vital water and sewer infrastructure from the impacts of climate change.



Louise Pilkington
Project Officer Climate Change

It would be good to know sooner rather than later how the CCWC and Councils will function on an everyday operational level so staff can plan their work as well as make personal plans for their careers and retirement.



Rhonda Marchant, Corporate Information Co-ordinator

I'm reasonably happy that my future is secure and that CCWC will be good for me and the Central Coast.



Brian Martin
Water Headworks Engineer

I'm interested in the future job opportunities CCWC may provide.



Michael Ebert
Regulatory Services Officer

The more info given to the staff at both Councils the better.



Katie Wallace,
Admin Officer,
Environment & Planning

I accept that the CCWC is the future for the water industry on the Central Coast. But my concern is for long term employees - that conditions like super and sick leave from the old schemes are not lost in the changeover.



Ken Wain, Water Resource Protection Officer, Mangrove Creek Dam

Now that a business model has been chosen by the Councils with clear timeframes, the next step is to develop a detailed implementation plan for the first phase of the project.

This phase will focus on bringing together the staff and systems in the areas of water and wastewater asset management and regulatory services which are the first to transfer to the CCWC on 1 July 2014.

The task has been taken on by Gosford's Manager of Asset Management & Planning Pam McCann and Wyong's Water & Sewer Commercial Manager Greg Cashin due to their expertise in asset and regulatory services.

They are working closely with the water and wastewater managers in both councils - known as the Technical Advisory Group or TAG - and their first job is to map out their key business processes and determine what support services they will require from the JSB.

It's a big job but some things are already set in stone:

- all permanent Award staff are protected
- there is to be no disruption to services
- regulatory obligations must be met throughout the transition period.



Workgroup Leaders: Pam McCann and Greg Cashin mapping out a transition plan that will impact around 400 staff transferring to the CCWC by 1 July 2017



YOUR QUESTIONS

Has a CEO been appointed yet?

No. There is no funding for a CEO in the 2012/13 budget.

A CEO will be appointed before the first staff transfer on **1 July 2014**.

Why aren't operations and maintenance staff transferring to the CCWC in 2014 like assets and regulatory services staff?

The phased approach has been chosen to minimise the risk of business disruption. It gives us more time to bed down processes and systems before transferring critical functions. It also gives us more time to get the JSB up and running to support the CCWC.

Why did Council decide not to transfer the assets to the CCWC?

The Councils considered this option which would have provided a large upfront injection of funds. However, they choose a better long term outcome - by retaining ownership and leasing them it provides a recurrent income stream. If the Councils view this differently in the future, this arrangement does not prevent them being transferred at a later date.

What involvement does the CCWC Board have in current decisions?

The Board has representation on the Project Control Group and input on the water plan.

Is drainage definitely out of the CCWC?

Yes. There are a lot of functions that are integrated or closely related and will take a long time to 'detangle' them all - another reason to take things slowly and carefully.

Where will money come from to upgrade assets?

Capital investment will still be funded by the Councils through customer revenue and borrowings.

Will the CCWC put up prices for water?

Prices are set by the Independent Pricing and Regulatory Tribunal every four years. The prices for 1 July 2013 - 1 July 2017 are under review now. Info: www.ipart.nsw.gov.au

Joint Services Business

Sharing our 'back office' resources and providing services together makes plain good sense - but no one is saying it will be easy!

A Joint Services Business (JSB) is a new way of organising the services we already provide in Finance, HR, IT and Plant & Fleet in our two Councils separately.

With a brief to start operating on 1 July 2017 it is hoped that there is enough time to work through the tougher challenges and look beyond current contracts and commitments.

Four workgroup leaders - two from each council - have been asked to work on developing detailed project plans by the end of this year and a number of actions have already started:

- Defining 'core' functions in each area
- Design of a shared IT operating environment
- Review of worker's compensation insurance
- Investigating a new industrial framework.

Top: Workgroup Leaders **Peter Armour** GCC (Plant & Fleet) and **Jennie Keato** GCC (HR). Single boxes: WSC Plant & Fleet Manager **John Barnard** and HR Manager **Marie Hanson-Kentwell**. Middle: Sharon Hutch, Manager Finance GCC with Finance Workgroup Leader **Kim Futcher** WSC. Bottom: Gregory Punshon, IT Manager GCC with IT Workgroup Leader and WSC Chief Information Officer **Bob Platt**



YOUR QUESTIONS

Is there an agenda for amalgamation?

No. Amalgamation was raised in 2011 and the Councils agreed not to proceed any further. Sharing services is an alternative way to achieve some of the same efficiencies of scale and scope often argued in support of amalgamation but, importantly, without losing the autonomy of each Council.

Who will negotiate the new award?

Representatives from both Councils, the CCWC and the relevant unions with assistance from the Industrial Relations Commission. Any new agreement will be under NSW jurisdiction.

What does the increased protection period mean?

If your job is affected due to changes arising from these projects you will not be made redundant.

It covers all current Award based permanent staff at the Councils and CCWC until 30 June 2020.

The program objectives of the implementation plan adopted by the Councils also say that proper respect and consideration for all employees will be taken into account regarding tenure and entitlements.

Are other areas of Council being considered for inclusion in the JSB?

A clear list of 'core' functions for inclusion in the JSB is being developed

by Work Group leaders as part of their detailed plans.

While more functions could be considered, the Councils have made a deliberate decision to keep the project scale manageable to minimise the risk of service disruptions. Any decision to include new areas in the JSB would be made by the two Councils.

Who will be the employer of JSB staff?

JSB staff will continue to be employed by their current Council. The JSB will be set up as a strategic alliance between the Councils under a Memorandum of Understanding.

Send your questions to: ccwc@wyong.nsw.gov.au ccwc@gosford.nsw.gov.au



Greg Hammill, Operator in Charge, Toukley Treatment Plant

I'm feeling optimistic about the CCWC. I think it's a great opportunity for a new identity. Bring it on.

I'd like more information on the recruitment process. Will we have to apply to work in the JSB or CCWC or will we transfer automatically?

Kathy Greentree
Rates Revenue Officer



I'm one of those people who thinks amalgamation would be the best thing for the Central Coast. Planning and delivering more services together is a positive step in the right direction.

Rob Fulcher
Manager Asset Management

I can't see how the benefits will outweigh the disadvantages or how four organisations can be more cost effective than two.

Ken Durie
Asset Management Engineer



I wasn't too surprised by the decision. Happy to get involved.

Natalie Burns
Customer Contact Officer

I think the formation of CCWC is long overdue and is in the best interest of Central Coast ratepayers. Strong positive decisions need to be made by an experienced management team.

Paul Watson, Technical Officer



Talking HR & IR

At the beginning of this year a forum was established for the discussion of Human Resources and Industrial Relations issues associated with the implementation of the CCWC and JSB.

The Central Coast Joint Services Engagement Forum includes eight union representatives from four unions. (See full membership at right.)

The group meets bi-monthly and reports back to each Council's respective Consultative Committee as well as posting minutes on each intranet.

To further strengthen the project's commitment to genuinely seek the views, ideas and feelings of employees before a decision is made, two union representatives - Rob Potter and Max Bugdon - are also members of the Project Control Group.

Investigations are now commencing into a potential new industrial framework to replace the current Local Government (State) Award that expires in November 2013. The Forum will play a key part of representing staff interests in this process.

Forum Members

Peter Leslie
Electrical Trades Union, Gosford City Council

John Reid
Electrical Trades Union, Wyong Shire Council

Joe Weston
Local Government Engineers Assn, Gosford City Council

David Irving
Local Government Engineers Assn, Wyong Shire Council

Max Bugden
United Services Union, Gosford City Council

Daryl Harrison
United Services Union, Wyong Shire Council

Bruce Sinclair
United Services Union, Gosford City Council

Marianne Cowan
United Services Union, Wyong Shire Council

Rod Williams
Director, Water & Sewer, Gosford City Council

Greg McDonald
Director, Infrastructure Management, Wyong Shire

Jennie Keato
Manager Organisational Development, Gosford City Council

Marie Hanson-Kentwell
Manager Human Resources, Wyong Shire Council

Brett Koizumi-Smith
Project Manager CCWC Project

Daryl Mann
Manager Water & Sewer, Wyong Shire Council

Congrats to our survey movie ticket winners

Tim Stokes, Water & Sewer Operations (GCC)

Josh Nagle, Water & Sewer South (WSC)

And the survey said

In February & March the project management office conducted a survey of staff at both Councils focusing on knowledge and attitudes around the establishment of the CCWC.

There were 338 surveys received - 174 from Gosford (52%), 162 from Wyong (48%), and 2 anonymous.

The breakdown by staff function was 214 Water & Sewer (W&S) (64%) and 122 non W&S staff (36%)

The survey showed no material differences between staff at Gosford and Wyong Councils in knowledge and support, but differences in communication preferences reflecting the different practices and channels available in the two organisations.

Overall, 85% of respondents agreed that the CCWC presents a great opportunity to improve the way we deliver water and wastewater services to our customers.

73% of respondents strongly supported the idea of the CCWC being set up as a separate business.

68% of respondents agreed that they felt comfortable that decisions would be made in the best interests of staff and the community.

71% of respondents were 'happy' to get concise information on a need-to-know basis, however an overwhelming 89% of staff (and 94% of W&S staff) prefer regular information 'just to keep in the loop'.

Want to know more?

Key documents are located on your intranet including:

- CCWC/JSB Implementation Workplan
- Cost Benefit Analysis by PricewaterhouseCoopers
- Plain English Summary of the CBA
- Project Control Group Meeting Minutes
- Recent newsletters and staff communication
- Results of the staff survey in February/March 2012

