



Wyong  
Shire  
Council  
CENTRAL COAST

Wyong Shire Council

# Service Delivery Review





Michael Whittaker

Wyong Council has provided a high level of service to our community over many years. The dedicated efforts of staff have led to an award-winning Council clearly focused on providing best value for our growing community.

We nevertheless operate in a changing environment that requires regular review of the services we deliver and how they are provided. Only through ongoing best value review will we sustainably meet the ever-changing needs of the community and mitigate problems that we face today or arise in the future. It is with pride that I therefore forward to Council the Wyong Council Service Delivery Review 2010 for consideration.

This Service Delivery Review has looked at a wide range of issues raised by staff and Councillors. Input into the Review has included 152 staff submissions with 629 issues raised, a major workshop with an elected Staff Review Team and several workshops with the Senior Management Team. There has also been extensive briefings and meetings between staff representatives and Managers, Directors and myself for many of those staff most affected by draft proposals.

A separate process, where I held individual discussions with every Councillor, has helped to inform the Service Delivery Review. The information from the individual Councillor interviews was then the subject of a Councillor planning workshop. A second Councillor workshop was then held to allow Councillors to discuss whether there was overall support for the views put forward by individual Councillors. This process has provided remarkable congruency with the issues/suggestions from staff and as such, has been utilised to also inform the Review.

The Review has had to sometimes resolve conflicting priorities. In so doing, firm but fair leadership was needed to achieve outcomes that will best address the issues raised while always keeping focus on achieving both the community's and corporate long-term objectives.

The recommendations proposed in this Review have significant financial implications for Council including the potential to generate financial savings of \$2.6 million annually (plus \$0.7 million one-off), \$1 million (plus \$0.2 million one-off) of potential increased revenue and a further \$4.0 million annually of productivity savings. These savings will assist in addressing the projected financial deficits that Council faces over the coming years without a significant reduction of services. In the long run, these savings will also create funding and productivity gains that can be directed towards high priority programs. This Review has also analysed how we will deliver existing services while providing opportunities and organisational capacity to ensure that we can develop best value services for our community in the future.

I thank the Councillors for allowing the Service Delivery Review to be undertaken and for their contributions at interviews and workshops to set the collective direction. The Project Control Group deserves recognition for ensuring that the Service Delivery Review was planned and carried out in a professional manner in a very short timeframe. Special thanks also goes to all staff who contributed to the project. Finally this review has been undertaken with the vision of creating an organisation that is focussed on delivering value for money services to the Wyong community in a sustainable manner.

Michael Whittaker  
General Manager



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Council's Service Delivery Review aims to sustain and improve the level and quality of service provided to our community, Councillors and staff. The process for the Review has involved widespread input from staff and was enriched through a separate process of direction setting Councillors and the General Manager during June and July 2010. The input has included many workshops, 152 detailed submissions from staff raising 629 issues, many hours of consultation between General Manager, Directors and Managers and staff, individual interviews to ensure there has been integrity in the analysis and recommendations contained in the report.

The Review identifies 12 Key Challenges that significantly limit multiple Departments and/or Units in their service delivery to our internal and external customers. 77 specific actions from Councillors and staff were identified through the Review that Council will be undertaking to begin addressing these Key Challenges.

In addressing Key Challenges, a number of changes to Council's corporate structure are needed to more closely align it with our intended direction. Currently Council has 21 Units overseen by 3 line Departments (plus the General Manager's Unit). The Review proposes to have 4 line Departments and 24 Units (plus the General Manager's Department). This will more evenly distribute the size of Units, reduce silos and decrease lines of management and reporting while also providing clear responsibility and accountability. The General Manager's Department is also streamlined to provide focus to the strategic management of Council. In addition, 6 Major Projects have been identified that will be carried out under the supervision of the General Manager or Directors drawing resources from across the organisation for integrated high quality response.

Councillors have enriched the efficiency of this Review providing 70 Councillor suggestions. These show where Councillors want the organisation to head and include many strategic programs as well as more specific actions. One third (22) of these suggestions are part of specific Service Delivery Review recommendations and all of the recommendations have either commenced or are pending some essential intermediate action (e.g. the restructure).

The Review projects these will be significant gains arising from 77 proposed actions and 21 additional specific savings identified during the course of the Review. The financial impact of these gains are:

- o Savings from reduced costs  
(A) \$2.6million annually (\$0.7million one-off)
- o Production/Productivity increases  
(B) \$4.0 million annually
- o Increase Revenue  
(E) \$1 million annually (\$0.2 million one-off)

A total of 19 Possible Future Savings were also identified during the Review and are listed in this report. These future savings require further analysis and investigation as part of a continuous improvement/best value program and possibly as part of the Implementation Plan.

Following consideration of this report by Council, changes will be undertaken in the areas of Council's structure, staff management, customer services as well as organisation systems and processes. This change process will be undertaken through an Implementation Plan which has been drafted awaiting final resolution of the Review.

While Council has been providing service at a high standard for many years, this Review marks the beginning of a period of change for the organisation. This change has a clear focus on improved service delivery while better positioning Council to face the challenges ahead. Change will, however, continue to take place and therefore this Review must be viewed as not an end, but a catalyst for ongoing improvement in providing services and responding to the needs of Wyong's communities, environment and business.



This is a review of how effectively Council delivers sustainable services to our growing community and what we can do today to enhance service delivery.

## 1.1 Why Have A Service Delivery Review?

***“Stop driving over the 20 potholes to get to the 5 on CRM”***

Staff Submission

Note: Addressing this concern will require giving field staff greater autonomy in setting priorities in the field to significantly improve the overall maintenance of roads while also addressing specific issues registered on Council’s official action system (“CRM”).

There are many reasons for reviewing the current service delivery in Wyong:

- The nature and focus of service delivery and demands on Council are changing continuously. Some Council services have experienced higher demand from the community (such as sport and cultural facilities) while others have increased legislative requirements to comply with (such as asset management and integrated planning).
- The community has clarified its 20 year Shire Strategic Vision. Achievement of Council’s role in the SSV will require focusing on the priority objectives which involves significant changes to Council services.
- There are important community perspectives communicated by Councillors on what the community needs that must be incorporated into Council Service Delivery.
- Addressing our delivery of environmental, social, economic and governance sustainability requires a balance and prioritisation of services acknowledging that:
  - o Requirements to provide for a caring community are more extensive, expensive and refined.
  - o Pressures on sustaining our natural environment as we continue to grow are greater than they have ever been.

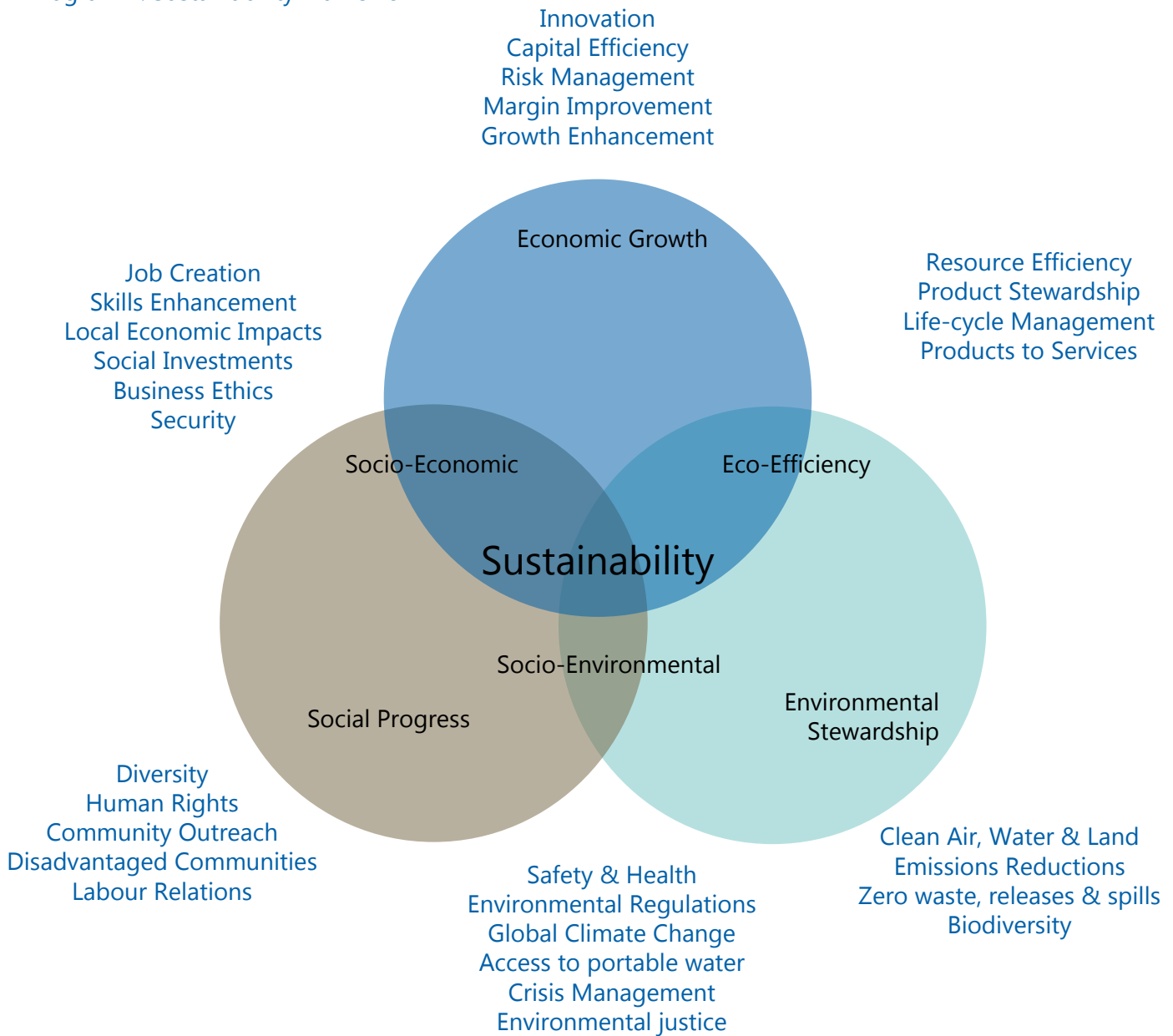
- o Maintaining a prosperous economy will be increasingly difficult to achieve in a globalised economy.
- o Council’s traditional income base is limited and choices need to be made about the services that we will deliver.
- A number of functions could benefit from a clearer focus and economies of scale or through co-location of “like” services (e.g. infrastructure management, major projects and compliance).
- There are opportunities to reduce costs, increase revenue, implement productivity savings, improve sustainability and the quality of services.
- There is a need to determine the higher priority activities of Council and from this establishing the preferred structure without increasing staff levels or funding.
- It is a requirement under the Local Government Act S332 to undertake a review of Council’s structure within 12 months of a Council election. While this was technically complied with, a detailed review was deferred until the commencement of the new General Manager.

Council is also committed to ensuring that we provide sustainable service delivery for the:

- Social Progress,
- Environmental Stewardship and
- Economic Growth.

This is sometimes described as the “triple bottom line”. The framework showing the relationship between these important sustainability targets can be seen in the following diagram.

Diagram 1: Sustainability Framework



The triple bottom line serves as an essential foundation for Council’s service delivery.

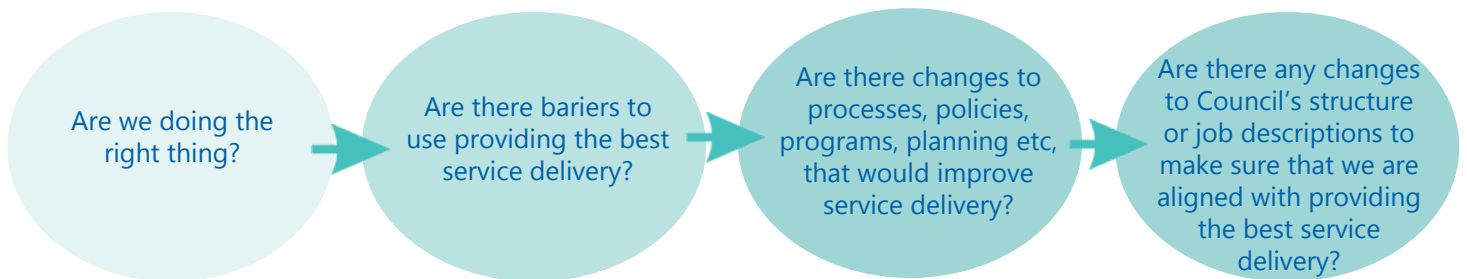
It should be stressed that Wyong Shire Council is an award-winning Council with a proven record of achievement on behalf of its community. This review is therefore about how we can further focus improved service delivery and establish a corporate culture of constant improvement and best practice to continue to achieve long-term goals in an ever-changing environment.



## 1.2 How Was It Done?

The Service Delivery Review was carried out during June and July 2010 generally by answering the questions shown in the following diagram:

Diagram 2: Service Review Questions



The Review was coordinated by a Project Control Group consisting of:

- Ben Baker                                      Chairperson, Consultative Committee
- David Jack                                      Director Corporate Services
- Marie Hanson-Kentwell                      Manager Human Resources
- Gina Vereker                                      Director Shire Planning
- Paul Wise     Director Shire Services

Facilitators included Daniel Smith, Bob Platt, Rob Fulcher and Darryl Rayner. The significant efforts of this Control Group and Facilitators in undertaking the Review in a short timeframe with extensive consultation with staff are acknowledged and appreciated.

The Review was carried out through an extensive program of workshops and consultation including:

- Two workshops with the Senior Management Team,
- Workshop with an elected Staff Review Team,
- Workshops/meetings with some of the staff seen to be significantly impacted by draft proposals,
- Group meetings with staff and Supervisors,
- Referral to Consultative Committee and discussions with Committee Members

- Major meetings with the General Manager on structural improvements,
- Staff submissions,
- Electronic discussion board,
- Extensive program of information dissemination including:
  - o Six Fact Sheets
  - o Numerous manager/staff information and feedback meetings.

Staff are both thanked and congratulated for their major effort in providing input to the Service Delivery Review. A total of 152 submissions were received raising 629 issues. In many cases there were a number of similar submissions relating to the same issue. There was also enthusiastic participation in workshops and meetings. These consultations have had a major impact on the Review. This report includes selected quotes from the many submissions received.

The actions proposed in this report provide an increased alignment of functions, a stronger focus on the external customer and enable Council to better identify and achieve its priority objectives and goals.

### 1.3 Councillor Consultations

During June and July 2010 the General Manager conducted individual interviews with each Councillor and held workshops to discuss issues of concern and directions for their term of office. Interviews with Councillors were not part of the service review, but produced results that, while not always unanimous, informed and assisted the Service Delivery Review and enhanced the outcome. The full list of these recommendations is contained in Section 5.5 Councillor Consultations.

22 of the 70 Councillor recommendations are closely aligned with recommendations that arose during the Review. Two-third's (46) of the recommendations have already commenced or can be actioned immediately. If a recommendation requires some intermediate action before it can commence (in most cases it is the restructure), these are listed pending some intermediate actions.

Councillor recommendations arising from the consultations have been integrated throughout this report. Where a direction forms part of a Service Delivery Review recommendation, a reference is provided within that part of the report as a notation "CD#" (which stands for "Councillor Direction" followed by a number) which shows the direct link to the specific Councillor recommendation number listed in Section 5.5 Councillor Consultations (Table 5).







The objectives of the Service Review were to provide a better outcome for our community by:

- Focusing on improving service to our customers both internally and externally
- Reviewing the current organisation structure to develop improved service delivery (i.e. increased productivity, better resource management, decreased costs, removing duplication and raising additional revenue.)
- Ensuring there is job security.

In short, the Review seeks to provide answers to the above questions; not as an end in itself, but as a catalyst for ongoing improvement.

The results should ensure that:

- Council is more customer focused, both internally and externally.
- Council is able to deliver better service aligned with the community's priority objectives.
- There is a flexible structure closely aligned to Council's long-term objectives and reflective of good governance.
- Council provides the best value for the community in the way our limited resources are allocated.
- The structure embraces the benefits of co-location, economies of scale and end to end process management.
- Council's services and finances are sustainable.
- There is job security for staff.



The Service Delivery Review identified that Council is providing quality service to the community, but raised a number of "Key Challenges" faced by Council. These are strategic issues faced by a number of Units impacting multiple services that Council provides to our customers. Key Challenges include:

1. Asset Management.
2. Corporate Integrated Planning.
3. Commercial and Economic.
4. Major Projects.
5. Continuous Improvement.
6. Legal and Risk.
7. IT Planning and Support.
8. Financial Management.
9. Community Information Engagement and Communications Co-location.
10. Management Layers/Decision Making.
11. Shire Services.
12. Policy Coordination.

Addressing these "Key Challenges" will provide significant improvement to our service delivery.

Key Challenges were developed during the Service Delivery Review process including staff submissions, workshops, and input from the General Manager, Project Control Group and the Senior Management Team. Most were raised repeatedly. Of the 629 issues raised in staff submissions the Key Challenges were raised in 447 (71%) of these issues. A further 182 issues (29%) involved a wide range of other (usually quite specific) matters that will be closely considered and replied to as part of the proposed Implementation Plan, but do not directly impact on the Key Challenges that are the main subject of this report.

These Challenges do not cover every detailed procedural or operational issue raised. (For example, recommendations or submissions recommended "Briefings should always have some focus on the business of the Council meeting that night." and "Further expand the holiday parks into the Recreation Vehicle and up-market eco-friendly sectors". These issues are being reviewed and addressed as relevant by each Unit.

Human Resources has not been identified as a Challenge in this process because early in 2008 Council commenced the development of a Human Resources Strategy in response to a number of internal and external issues with a focus to ensure the maintenance of service to our community.

Seven priority "strategic objectives" were identified for Human Resources in the future including:

1. Create a workplace where staff feel valued and contribute to Council's vision.
2. To value, support and retain committed, experienced and talented staff.
3. To continue to attract quality and talented people to Council.
4. To develop and sustain a skilled and knowledgeable workforce.
5. To promote and maintain a safe and healthy work environment.
6. To support Council's ability to deliver future programs and services.
7. To foster innovation and continuous improvement to deliver quality programs and services.

Within these 7 objectives, 26 initiatives were developed and transferred to the Human Resources Unit in February 2010 for continued action. The Human Resources Unit is also undertaking modernisation of Human Resource policies in keeping with the above objectives and in consideration of the outcomes of this Review. Of the 629 issues raised by staff in submissions, 182 were not contained in the Key Challenges. Most of these issues related to very specific HR issues (e.g. personal, cars etc.). It should also be noted that submissions stressed that Council's functions need to be adequately resourced overall to ensure that the full potential benefits from the recommendations of this report are able to be achieved.

The following provides an outline of each of the Key Challenges and documents the number of times the particular challenge arose as part of the 629 issues raised in staff submissions, a short description of what is ultimately needed and specific actions that Council will undertake to begin to address each challenge.

A number of the recommendations arising from the Councillor Consultations (Section 5.5) also helped to enrich actions under these "Key Challenges". Where these are included they contain the notation "CD#" which shows the clear integration of the Review with specific Councillor recommendations.

## 3.1 Asset Management

### Key Issues:

Wyong Shire has a diversity of built and natural assets that are essential to provide a wide range of vital community infrastructure, services and amenity as well as contributing significantly to the quality of life. This asset base is growing in keeping with Shire development and expanding community expectations. Council also manages significant areas of Crown land on behalf of the State government and has undertaken a major restoration program on the Tuggerah Lakes Estuary whose ownership rests with the State government.

Responsibility for asset planning, construction, maintenance, renewal and disposal is spread across a number of Departments, Units and, in the case of water and sewer, is shared with Gosford City Council. This at times has led to inconsistency in the systems and procedures for asset management and requires a number of handovers of responsibility for the asset as it proceeds through its "lifecycle" from initial planning through to demolition/disposal. Such handovers are frequently not formalised and make the management and financial responsibilities of the new asset owner unclear. Natural assets, in particular, are not clearly defined.

Council is currently refining its Asset Management Strategy which defines the levels of service required for various asset classes in discussion with the community. However, investigations for the Asset Management Strategy have already made it clear that there are insufficient funds allocated to sustainably manage and operate Council's asset base to meet community expectations for most asset classes. The Strategy will identify the financial resources needed for sustainable asset management, but implementing a system of funding, managing and monitoring our assets will require a change in corporate service priorities.

Councillors have recently reviewed criteria for the selection of capital works and Major Projects that would ensure that future such works and projects address current and future challenges and meet long-term community and corporate goals and objectives. They formulated a list for all future project evaluations contained in Appendix 6.2: Project Evaluation Criteria.

This Key Challenge was raised 25 (6%) times in staff submissions.

***"Designs should be signed by an operations staff representative"***

#### Staff Submission

Note: Addressing this concern will require a more integrated approach across the organisation to asset design, planning, construction, maintenance and renewal.

### What Is Needed?

Council requires a centralised end-to-end asset management system that meets legislative requirements and provides for the planning, construction, maintenance, renewal and disposal of assets, including natural assets, in a sustainable manner to standards agreed in consultation with the community. This includes ensuring that the evaluation of any proposed projects or capital works is carried out in accordance with selection criteria directly linked to corporate and community goals and objectives.

This will enable strategic and management decisions to influence the trade-offs necessary to achieve a sustainable asset base. Trade-offs include:

- Planning to finance renewals and major refurbishments rather than building new assets
- Retiring assets earlier and
- Consciously accepting lower levels of service



## What We Will Do

1. Improve Council's Asset Management practices beyond "core" level (achieved in December 2008) to integrate with other key components of 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.
2. Establish systems that clearly identify the full cost of asset ownership and allow for consultation on designs with operational and strategic use planning of all asset classes by 31 December 2010.
3. Explore commercial and alternative opportunities for the funding of assets through the proposed Economic and Property Development Unit by 1 January 2011.
4. Establish the levels of asset funding required and indexed in the Financial Model by 1 July 2012 and improve the accuracy of those estimates each year thereafter.
5. Incorporate clear responsibility for asset ownership, maintenance, operation and renewal in all relevant job descriptions and staff performance reviews by 1 January 2011.
6. Adopt the project evaluation criteria (Appendix 6.2) to ensure the prioritisation of future major projects and capital works deliver the community's and Council's priority objectives and that funding is available to properly operate and maintain them by 1 July 2011.
7. 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.
8. Create an Infrastructure Management Department responsible for the management of physical infrastructure (e.g. roads, water and sewer) by 31 December 2010.

## 3.2 Corporate Integrated Planning

### Key Issues:

In keeping with legislative requirements, Council's approach to integrated planning and reporting has been underway since 2007. This includes formulation of a:

- o 20 year Shire Strategic Vision (in close liaison with the community and State government),
- o Long-Term Financial Strategy (and updating of the Long-Term Financial Model),
- o Asset Management Strategy and
- o Human Resources Strategy.

The Vision was completed in 2009 and the other related strategies are nearing completion. A Delivery Program, Annual Plan and other related documents are also currently being developed.

The current format of integrated planning has proved challenging for both Council and the community such that between the community, State government, Council and staff there is, in most cases, not a shared concept of:

- Common strategic goals,
- Long-term objectives,
- Collective aspirations and
- The importance of "sustainability" as a basic principle of the Vision and for Council to follow

While systems have been established for reporting on progress with the Shire Strategic Vision in Council's Management Plan and Annual Plan, there can still be uncertainty as to priorities and conflicting direction and information to the community; resulting in State government, Council and staff giving priority to their own preferences, at times, above those of the community. Clear connections between corporate financial, assets, workforce and community planning are lacking and there are no clear and consistent measures on achievement of community goals and aspirations. There is a need to improve understanding of the Shire Strategic Vision and align objectives from the top of the organisation through to front-line service delivery.

Councillors have recently reviewed ways to provide a clear idea of strategies that would move Council forward in addressing challenges and opportunities for the future. They formulated 4 Strategies for action being:

#### 4 Strategies For Action

1. Support the growth of the Shire as a competitive major business sector while reducing the alienation of towns/suburbs that can result from regional pressures.
2. Improve the effectiveness of the system of connections that tie the towns/suburbs and facilities of the Shire together, as well as connecting to the wider region.
3. Balance the varying provision of facilities and amenity between towns/suburbs to enhance the quality of life in the Shire.
4. Maximise the access to and potential for new and existing facilities/infrastructure to support growth.

This Key Challenge was raised 23 (5%) times in staff submissions.

### What Is Needed?

Clear and simple corporate strategic goals are needed that reflect the community's priority objectives and incorporate Council's (political) perspective on other community's needs and that these are carried out through Council's strategies for action. The importance of sustainability within the Shire Strategic Vision needs to be clearly articulated. There also then needs to be a rigorous system for ensuring that strategic goals and objectives are achieved through coordinated accountability, monitoring and reporting methods.

In consultation with the community, a centralised corporate system that meets legislative requirements and provides for the planning, prioritisation, programming and funding of priority objectives.

***"Council needs to build on the work commenced through the SSV process and better lead the community to changes which we know will continue to happen."***

#### Staff Submission

Note: Addressing this issue requires identifying Council's leadership role in delivery of the 20 year Shire Strategic Vision (SSV) and greater integration of Council's programs in achieving this Vision.

### What We Will Do

1. Complete Council's Delivery Program and first Annual Plan by 1 July 2011.
2. Review and improve Council's six sustainability principles in light of the principles raised in this review by 1 January 2011.
3. Incorporate a sustainability framework into the Shire Strategic Vision as detailed on page 8 informed by Council's enriched sustainability principles by 1 June 2011.
4. Adopt the four strategies for action that have been approved by Council, into the Shire Strategic Vision, 4 year delivery plan, annual plan, Planning Instruments and Asset Management Strategy by 1 June 2011.
5. Review all elements of the Integrated Planning program including the:
  - Shire Strategic Vision
  - Asset Management Strategy
  - Human Resources Strategy
  - Long-Term Financial Strategy
  - Delivery Program
  - Annual Plan
 to ensure alignment with this Service Delivery Review and Council's enriched sustainability principles by 1 July 2011.
6. Complete by 1 March 2011 a Council Strategic Plan that incorporates Council's contribution to the:
  - a. Shire Strategic Vision
  - b. Long-term Financial Strategy
  - c. Asset Management Plan
  - d. Human Resources Strategy
  - e. Delivery Program
  - f. Annual Plan
7. Establish a simple system of corporate measures including the adoption of the GLOBAL Reporting Initiative. The framework will be established in the Annual Plan by 1 July 2011 integrated with Operational Plans and KPI's and in the Annual Report.
8. Establish an integrated single reporting system for Managers for statutory, financial and performance measures by 1 January 2012.
9. Establish a strategic Sustainability Committee as a Committee of Council.
10. If the new service delivery model is approved, each Unit Manager will work with their staff and Director (in compliance with the Award) to develop an appropriate service delivery model that aligns their Unit to the outcomes of this Review for presentation and approval by the General Manager. This will take place as soon as practical with the final Unit models completed no later than 1 April 2011.
11. Create an Integrated Planning Unit by 31 December 2010 responsible for integration of corporate and community strategic planning and ensure that long-term priority objectives are fully incorporated within Council's structure. This Unit will also have the responsibility of supporting other Units in addressing issues which affect corporate performance.

### 3.3 Commercial and Economic

#### Key Issues:

The management of Council's commercial arrangements occurs as a secondary function in a number of Units. There is a need to ensure that arrangements for commercial activities are in accordance with the highest level of risk management and governance.

Council has been undeniably successful in negotiating a variety of significant joint venture and commercial arrangements (e.g. Mingara Aquatic Centre, Mingara Athletics Track, Warnervale Industrial Subdivision, Blue Tongue Brewery site sale) Most of these initiatives, however, have had to be driven by the General Manager and there is little coordinated effort to identify potential savings or revenue raising opportunities arising from commercial and economic arrangements.

The strategic sourcing of services including the development of partnership or alliances offers significant opportunities for expanding service delivery at reduced or no cost. For example, the Property Unit currently serves only as a "landlord" for Council owned and controlled land. Council could identify the commercial opportunities that exist on land that it owns or controls to create substantial income streams. The focus of all activities across Council needs to be on both service delivery, and diversifying into sustainable income-generating streams other than rates. There is also a need to ensure that commercial opportunities are integrated with corporate planning, especially the Long Term Financial Strategy.

This Key Challenge was raised 38 (9 %) times in staff submissions.

#### What Is Needed?

A centralised focus on identifying and negotiating potential commercial arrangements, partnerships and cost-sharing opportunities with other government departments as well as the private and corporate sectors is needed.

Potential reductions in the maintenance cost of Council's land holdings need to be identified through a careful assessment of each property. Both commercial programs and land evaluation need to focus not only on service delivery, but also on income generation.

***"Engage in establishing property investment portfolio to raise revenue"***

Staff Submission



## What We Will Do

1. Develop an approach to Council land management that maximises the revenue potential of land investment (e.g. through a property portfolio audit identifying those holdings critical to enhancement of natural values, land with significant commercial/development potentials and holdings that are no longer required or cost too much for their social or natural returns) by 1 July 2011. (CD10 & 57)
2. Establish levels of funding required to meet Council's development proposals and maintenance standards and incorporate these in the Financial Model by 1 July 2012.
3. Incorporate clear responsibility for asset ownership and maintenance of Council property in all relevant job descriptions and productivity reviews by 1 January 2011.
4. Encourage all staff to seek cost savings and innovative practices.
5. Resolve the gap in service provision created by the recent reduction in Developer Contributions and integrate this with programs under this key challenge by 1 March 2011. (CD67)
6. Prepare, by 1 January 2011, and maintain a short list of priority major and minor projects that would be suitable for cost-sharing/sponsorship arrangements. Where appropriate, this list needs to be created in liaison with the community designed and ready to commence subject to funding and sign off by Council to use for potential sponsorship or in the event of government funding becoming available on short notice.
7. Strengthen alliances with private sector to combat the problems of the proximity to Sydney which impacts on our ability to get public and private funds for transport, sport, major facilities and events by 1 July 2011. (CD70)
8. Investigate appropriate advertising in public places as a source of Council revenue by 1 July 2011. (CD32)
9. 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).
10. Support Ecotourism development in Wyong Shire by investigating the allocation of resources to undertake this work by 1 April 2011. (CD9)
11. Create an Economic and Property Development Unit by 1 December 2010 responsible for assisting with both internal and external alternative revenue raising (e.g. the negotiation of commercial opportunities, joint ventures, sponsorships and partnerships with government authorities, the private and commercial sectors) and working with the Strategic Finance Committee on developing revenue raising initiatives. (CD 38)





## 3.4 Major Projects

### Key Issues:

At times Council is required to conduct significant projects that have set timeframes or identifiable milestones. Outside of the Annual Plan, there is no standard process for identifying high priority projects and the process for conducting them is inconsistent across the organisation. Major projects can arise from legal or legislative requirements, such as “integrated planning” or “major amending LEP” legislation. Alternatively a major project can arise from internal concerns, such as those collectively that led to the need for revised HR strategies or Council’s sustainability project.

Because there are no established system or procedures to select, prioritise and resource “major” projects, each has to be individually designed and programmed. Resources are frequently allocated to high-priority projects and then positions are temporarily backfilled leading to no adjustment in priorities; only adding additional projects. Of particular concern is preventing major project overload and finding the necessary skills and resources to carry out major projects when staff workloads are already stretched. This leads at times to the perception that every new project is high priority. There is concern as well that there must be specific criteria and a clear procedure for flagging projects as major projects and that these be limited in number. It should be noted, that Major Projects are not all infrastructure related and the issues to be addressed are not related to the proposed “Contracts and Project Management Unit”.

This Key Challenge was raised 4 (1%) times in staff submissions.



## What Is Needed?

Council needs to adopt a uniform approach to a limited number of Major Projects ensuring that such projects are able to access the right resources in the right place at the right time and that, while they may be relocated to any Department, they receive corporate-wide priority for resource allocation rather than having to rely on squeezing into overloaded work programs. This will require encouragement of corporate ethos that there are significant benefits in working across the organisation.

## What We Will Do

1. Ensure that a Manager, Major Projects in the General Manager’s Department is assigned responsibility for oversight of the overall project management program and policy development. Ensure there is a single staff person assigned accountability for the delivery of respective Major Projects.
2. Develop and implement a uniform approach to Major Projects’ criteria, process of identification, prioritisation and resourcing as well as corporate responsibilities by 1 November 2010.
3. Ensure that existing high-priority developments (e.g. Westfields, Warnervale Town Centre and Wyong Employment Zone) are assessed in accordance with the Major Project policy and prioritisation and, if endorsed, are provided with appropriate allocation of resources.
4. Appropriately time the delivery of such projects to ensure completion in line with resource availability and the long term financial plan.
5. Ensure that when seconding staff for Major (or other) Projects that careful consideration is given before seconded positions are backfilled to ensure that priorities of the organisation are being met without expansion of overall staff establishment and costs.
6. The General Manager and Directors are to have direct accountability of prominent Major Projects as required (e.g. Director Environmental and Planning Services Department will be accountable for the adoption of the Comprehensive LEP) by Council by 30 June 2011.

## 3.5 Continuous Improvement

### Key Issues:

Achieving best value in Council's delivery of services to our customers is not a static state. It is a never ending process of continuous improvement in the provision of those services. Council has undertaken many groundbreaking projects that have improved our service delivery or gained efficiencies in programmes, but our key end-to-end business processes need to be clear, transparent and open to scrutiny.

The corporate Vision and Values arising from the Human Resources Strategy establishes a valuable shift in staff ideals stressing, amongst many values, the need for delivering our best service, continual learning and improvement and accepting responsibility. These corporate values cannot be fully realised without a continuous improvement program.

A number of staff submissions stressed the need for Council to pursue a strategy of sustained continuous improvement based upon a single system such as the Australian Business Excellence Framework. It is understood, however, that a significant commitment of resources is required to properly undertake a systematic continuous improvement program which to date has not had a priority.

This Key Challenge was raised 186 (42 %) times in staff submissions.

***"Council needs to push through the pain of change and embrace emerging technology/trends in service delivery and customer accessibility"***

Staff Submission

### What Is Needed?

There is a need for regular review of programs and processes especially to reduce red tape, overlapping monitoring and reporting requirements and unnecessary bureaucracy. Such a continuous improvement program needs to provide a straightforward, coordinated systematic approach to simplify and improve processes on a corporate end-to-end basis and ensure corporate and community sustainability. This requires strong leadership, a systematic program that is easily understood, skills and training. Most of all, however, continuous improvement requires a commitment to "best value" and ongoing improvement of service to our customers and investment in the skills development of our staff.

### What We Will Do

1. Establish a structured program to identify, scope and implement continuous improvement for all staff and operational areas by 1 July 2011.
2. Establish strategic direction and alignment with community and organisational priorities through best value reviews of all Units which will be completed by 1 July 2014.
3. Develop and nurture a culture focusing on Council's values and continuous improvement by enhancing training and recruitment processes.
4. Develop programs and investment in the upskilling, retention and personal growth opportunities for our staff.
5. Incorporate into staff position descriptions a paragraph that places accountability for practices that address organisational service and sustainability on staff by 1 July 2011.

## 3.6 Legal and Risk

### Key Issues:

All government authorities operate in an environment requiring high levels of expert advice to ensure compliance with legal requirements, transparency and good governance (i.e. the recent expansion of Council's responsibilities for public disclosure arising from the new Government Information Public Access Act 2009). A number of significant procedural and disclosure issues that Council has faced recently highlight the need for maintaining strong independent risk assessment and governance review functions at the highest level in the organisation.

Council currently obtains legal counsel through a number of different internal and external sources. These include major contracts with legal firms as well as developing in-house legal expertise in a number of different Departments. There is, however, no corporate coordination of legal advice leading at times to conflicting legal advice.

Further, there is under-utilisation of Council's insurance portfolio through under reporting of potential claims. There are some instances where our insurers would undertake matters with the payment of an excess allowable under the policy, rather than having external legal providers manage, advise and/or litigate the matters on Council's behalf.

***"Long timeframes in obtaining legal advice can result in projects missing budget constraints or in costly proceedings."***

Staff Submission

Enterprise risk management has become a standard approach to programming and prioritising of projects. Council has clear risk guidelines although there is a need for a strategic Enterprise Risk Management Plan to be formulated. Without this project, implementation can at times be sporadic and follow-up reporting/review is sometimes lacking. Ongoing training and improvements in compliance are needed to ensure that this becomes an ingrained part of Council business

This Key Challenge was raised 5 (1 %) times in staff submissions.

### What Is Needed?

Internal relationships need to be established such that public disclosure, internal audit and ombudsman functions are viewed as positive strategic parts of good governance and continuous improvement. Legal expertise needs to be available in-house, in a timely manner, at a high level and the recording of legal opinions and court decisions needs to be conducted systematically. Continued effort is required to embed risk management as a key part of program planning and review. The legal and risk functions of Council need to provide a multidisciplinary high-level professional consulting service to which will continue improving community trust and Council's internal and external reputation.

### What We Will Do

1. Establish an internal legal counsel position reporting to the General Manager by 1 December 2010.
2. Establish a clear and transparent system for the recording of Council's legal opinions and court decisions that is easily accessible as appropriate by 1 July 2011 and provide education about the appropriate usage of such information.
3. Ensure transparency and openness in all Council activities and provide appropriate training to staff to meet our statutory requirements.
4. Develop an Enterprise Risk Management Strategy by June 2011.
5. Educate staff about their options and responsibilities in relation to possible insurance claims and notification requirements.
6. Ensure full implementation and compliance with GIPA legislation by 31 December 2010.

## 3.7 IT Planning and Support

### Key Issues:

IT applications are now an essential part of every business system in Council (e.g. library management, asset management, financial management, applications processing, HR etc), but responsibility for application development, support and administration of the IT system is spread amongst different Units. This leads at times to underutilisation of Council's systems as well as a lack of clarity and timely service response for both internal and external customers.

Currently there is a clear lack of IT system ownership within Wyong Council. In addition there is a lack of clarity and focus in terms of staff and resources responsible for providing expertise in specific IT subject matters. These key issues highlight a number of overlaps and gaps which don't provide the business with the applications and support required to deliver solutions that are fit for purpose and optimised to meet the evolving needs of the Council and our customers.

The above leads to inconsistent decision making, potentially poor decisions and levels of service that are not necessarily in keeping with community objectives as expressed in the Shire Strategic Vision. Staff submissions also raised frustration with the pace of automation for field applications to improve productivity and to reduce paperwork.

This Key Challenge was raised 51 (11 %) times in staff submissions.

***"Investigate the cumulative impact of systems administration upon supervisors with very little consultation. For instance, over the past 7 years supervisors' time in the field has been significantly reduced due to excessive time spent administering systems TRIM, Kronos, CRM, OH&S and now Oracle Manager Self Service."***

Staff Submission

### What Is Needed?

A single system for information management, development and support, fit for ongoing business requirements that removes duplication and coordinates the provision and use of IT and information management skills and resources for improved productivity and service delivery to both internal and external customers.

### What We Will Do

1. 1. Establish an IT strategy framework aligned with Council's Integrated Delivery Program by 1 July 2011.
2. Review all information management systems ensuring best utilisation, fit for purpose equipment and integrated systems to optimise support for operational staff and develop an implementation strategy for any change required (including consideration as a possible "Major Project") by 1 March 2011.(CD43)
3. Automate field applications, customer contact, planning and recording and scheduling with regular reviews and monitoring for technological advances by 1 March 2011.
4. Develop a structured approach to the use of technology to engage with community e.g. text messaging, electronic rates and information by 1 March 2011. (CD35)
5. Create a centralised Information Management Unit by 1 December 2010 responsible for a single comprehensive system for information and telecommunications management, advice and support.
6. Ensure that information held throughout the organisation:
  - o Is available in a meaningful and timely manner
  - o Applies appropriate securities and access rights as decided by the General Manager
  - o Catalogues information and
  - o Allows for greater compliance with the State Records Act

by 1 July 2011.

## 3.8 Financial Management

### Key Issues:

Wyong Shire Council has a diverse mix of products and services that it delivers through an annual operating expense budget that exceeds \$225 million. It is currently converting to a zero-based budgeting approach to provide a more accurate picture of the cost of programs and services.

There is, however, a lack of end-to-end financial planning across the business and at times poor consultation on understanding the financial implications of programs. This leads to regular problems with the affordability of plans and the growing problem of the cost of maintaining assets and services.

Currently financial systems are based upon different premises making it impossible at times to provide an accurate picture of the full cost of programs and services.

The above leads to inconsistent and potentially poor decision making that is not necessarily in keeping with the Shire Strategic Vision. A mentality of "spend your money by the end of the year or lose it" rather than a corporate approach can still exist in some areas.

This Key Challenge was raised 14 (3 %) times in staff submissions.

***"Difficulty in managing Plant & Fleet budget when lack of overall budgetary control with in other operational areas lead to unforeseen hits on Plant and Fleet budget."***

Staff Submission

### What Is Needed?

A holistic financial management system is required which integrates management planning budgeting, forecasting, modeling and reporting into a single integrated system. Staff training is required in the understanding and use of financial systems.

### What We Will Do

1. 1. Renovate Council budget/accounting systems by 1 July 2011 including:
  - o Conversion to zero-based budgeting principles
  - o Amending budgets to reflect the revised structure and operations
  - o Ensure financial reports identify financial gains arising from the Delivery Review and other ongoing improvements
  - o Integrating with financial planning and
  - o Endorsement of the Long Term Financial Strategy.
2. Incorporate clear responsibility for budgets in all relevant job descriptions and productivity reviews by 1 July 2011.
3. Align budgets to the new organisation structure and establish budget systems that clearly identify full costs of programs and services including overheads and margins by 1 July 2011.
4. Provide a training program for all relevant staff in the budget process by 1 April 2011.
5. Update the Long -Term Financial Model incorporating revised budget forecasts, Asset Management requirements and savings arising from this Review for both 10 and 20 year horizons.
6. Appoint a Chief Financial Officer providing oversight of the financial system with responsibilities for both long and short-term financial strategy, budgets and reporting by 1 December 2010.
7. Ensure the Operational Finance Unit is integrated with the strategic finance needs of Council by 1 December 2010.

### 3.9 Community Information Engagement and Communication Co-Location

#### Key Issues:

Currently many areas of Council deal with Communications, Engagement and Information provision. For example, libraries serve as a major source of community information and some of them as formal Service Centres, but there is a natural split between community and Library services that should be resolved. There appears to be confusion between public relations, provision of information and engagement. There is a strong need to finalise the community engagement strategy.

There have been occasions when duplicated or inaccurate information has been sent out and it is not uncommon for surveys, mail outs, public meetings and engagement programs to overlap and/or seek similar information. This leads to a negative impact on Council's reputation

The pace of digital media development has been exponential and Council has yet to develop a formal approach as to how this powerful media might best be utilised in the future to improve our communication services both internally and externally, while at the same time ensuring that it is not used where it is not effective.

Internal or corporate communications has never formally been assigned responsibility or a budget within Council.

This Key Challenge was raised 36 (8 %) times in staff submissions.

***"More internal communication methods; newsletter where everyone has an equal chance of getting a message in"***

Staff Submission

#### What Is Needed?

There is a need for a more coordinated and consistent approach to how we communicate and engage that provides for openness and transparency and involves the community in decisions that affect it. Communication needs to promote constructive community relations and maintain a positive profile for Council as well as promoting community connectedness and a sense of belonging.

#### What We Will Do

1. Complete endorsement of the Community Engagement Strategy and develop a plan to achieve implementation by 1 March 2011.
2. Provide and maintain a training program for all relevant staff in the community engagement process by 1 July 2011.
3. Develop a Digital Media Technical Policy by 1 October 2011.
4. Create a centralised Community Engagement Unit responsible for initial customer contact/response and for keeping the community informed about Council activities, services and achievements by 31 December 2010.
5. Establish a Council Communications Strategy Committee (CD45)

## 3.10 Management Layers/Decision Making

### Key Issues:

Council currently manages 1,150 staff through a system with four basic layers:

- Departments
- Units
- Sections
- Teams.

At times this leads to very large staff numbers in some Departments, Units and Sections. While the structure review found that the current number of structural levels was sound for an organisation of Council's size, submissions highlighted that red tape and approval hierarchies are significant frustrations. In addition, Delegations of Authority appear to be inconsistent. In addition, delegations at times can be withdrawn with no explanation for the reasons and no timeframe for their return. The perception of the staff is that the more layers of management the more distorted the message becomes.

The above leads to inconsistent decision making, delays in approvals to provide services to the community, reduced staff morale and levels of service that are not necessarily in keeping with the Shire Strategic Vision.

This Key Challenge was raised 38 (9 %) times in staff submissions.

***“Reduce the number of vertical layers currently in the structure and improve decision-making communications”***

Staff Submission

### What Is Needed?

There is a clear need to realign responsibility, accountability and signing authority and to ensure that the numbers of layers in Council's corporate structure are optimal for the functions being carried out. Attention needs to be given to ensure balance in the number of staff in each Department, Unit, Section and Team. Delegations to make decisions should be appropriate to the responsibilities of the position, with a preference for pushing responsibilities as low as possible in the corporate structure. Staff need to be trained and able to use delegations to their full extent.

### What We Will Do

1. Review Council Delegations to ensure they are clear, consistent, and appropriate to the responsibilities of the position and reflect the outcomes of this Review while ensuring accountability to the officer utilising any delegated powers.
2. Undertake a review of Wyong's Service Delivery model against similar organisations and local governments to ensure that Wyong Council's structure reflects what is appropriate to our needs by 1 July 2013.
3. Rationalise staff information and decision-making committees within Council (including Senior Management Team, Organisation Management Forum and Strategy Forum) to ensure efficient and effective use of time and ensure appropriate accountability and authorisation for any future staff committee structure by 1 March 2011. (CD63)

### 3.11 Size of Shire Services

#### Key Issues:

Currently Shire Services contains approximately 900 staff which is 75% of the total Wyong Shire Council workforce. There is a perception that this represents a significant imbalance and that too much power resides in a single Department. The wide range of services provided by Shire Services and the resulting broad focus of both operational and strategic functions involved in this Department has presented challenges. Separating infrastructure services from community recreation services has the potential to allow improved focus on these different areas towards the achievement of the Shire Strategic Vision.

The provision of water and sewerage services is carried out in association with Gosford City Council. Changes to current management arrangements are being negotiated with State government which could have an impact on the structural arrangements for this service during the current financial year. Until this is clarified, the current arrangements for water and sewerage should be maintained, but possible future changes would not impact the need for other structural reforms.

This Key Challenge was raised 18 (4%) times in staff submissions.

***“Create 4 Directorates: Governance  
Community Development, Planning  
and Development and Assets”***

Staff Submission

#### What Is Needed?

A structure that best delivers the long-term community and organisational objectives. (e.g. improved asset management and communities that are vibrant, caring and connected).

#### What We Will Do

1. Maintain the integrity of the Water and Sewerage Unit in any structural changes arising from this Review and continue to negotiate with the State government on proposed changes.
2. Create an Infrastructure Management Department responsible for “end to end process” management of physical infrastructure (e.g. roads, water and sewer) by 31 December 2010. (Note: repeated from “3.1 Asset Management”.)
3. Create a Community and Recreation Services Department responsible for increasing community involvement and connections and providing facilities and services for the enjoyment, recreation and cultural pursuits of the community. The Department will be created following the recruitment of a Director or 1 January 2011 (whichever comes first).





## 3.12 Policy Co-Ordination

### Key Issues:

Currently there are at times different opinions as to what policy is and the coordination of policy formation is spread amongst many Units. This has led to a number of key issues having no agreed policy framework or structure and disagreements over the priority for policy formulation. In addition there appears to be confusion between what a policy is and what is a procedure and this has led to misunderstandings concerning issues such as the level of authority required to adopt or approve policy, need for community consultation and at what level a policy or procedure needs approval. The recent formulation of Council's "Formulation of Policies Policy" has addressed some of the issues. The current state of policies and defining of policy verses procedure that exist within the organisation have created difficulty in Council's ability to comply with the new access to information legislation GIPA. This will be resolved once Policy documents are appropriate defined.

The above leads to inconsistent decision making, potential legal ramifications and levels of service that are not necessarily in keeping with the Shire Strategic Vision.

This Key Challenge was raised 9 (2%) times in staff submissions.

### What Is Needed?

A centralised corporate framework for the formulation of corporate policies and procedure as well as a universal understanding of the appropriate levels of consultation, approval processes is needed. There is also a call for clear requirements for policy monitoring, auditing, and updating.

### What We Will Do

1. 1. Establish and maintain a systematic approach for the administration of all corporate policies by 1 March 2011.
2. 2. Identify Council policy that affects the rights, privileges or benefits, or alternatively the obligations, penalties or other detriments of a member of the public, in order to comply with GIPA requirements by 1 October 2010.

***"Senior management needs to continually emphasise the appropriate focus of Councillors is setting policy"***

Staff Submission



The following corporate structure was formulated through extensive consultation with staff in a process that gave many opportunities for input and recommendations. Staff input had a major impact on earlier drafts with many recommendations improving the final structure to ensure that there is the best possible alignment with Council's and the community's strategic goals.

This chapter provides a detailed outline of the proposed structure. Corporate Organisational Charts for both the current and proposed structures are provided in Appendix 6.1.

### 4.1 Corporate Structure:

Council's corporate structure should seek as far as possible to facilitate and support the main corporate and community objectives and direction. In an environment that is constantly changing, it is also important that the structure regularly reviews and renews itself in order to be able to respond to new opportunities and efficiently address key issues proactively.

The following is a list of the proposed five Departments and 26 Units including their purpose. The list also contains key functions for each of the Units. The list of functions does not include every activity, program and role within the proposed Unit, but is intended to provide a clear indication of the Unit's scope.

## General Manager's Department

### Purpose:

To provide day to day management of Wyong Shire Council's operations and:

- Act as Principal Advisor (GM) to Council.
- Ensure strategic support for the organisation and community in the specialist fields of legal, audit, risk, ombudsman and discoverable information.
- Achieve a greater degree of organisational prominence by direct GM accountability for major projects.

### GM's Support :

- PA  
Department Administration
- Major Projects- Incubator, Warnervale Town Centre (CD53) and Water Corp Establishment (CD54)

Unit and Purpose	Function
<p><b>Legal &amp; Risk Service</b> To provide high-level professional advice and support in strategic areas of governance in order to ensure that government is coordinated, meets statutory and property requirements and is conducted with fairness, openness and transparency.</p> <p><b>Major Projects</b> To oversee the management of major projects</p>	<ul style="list-style-type: none"> <li>• Legal Counsel</li> <li>• Ombudsman</li> <li>• Public Officer</li> <li>• Insurance</li> <li>• Risk Assessment</li> <li>• Internal Audit</li> <li>• Public Information through Government Information (Public Access) Act 2009 (GIPA)</li> <li>• As directed by the General Manager</li> </ul>

## Environment and Planning Services Department

### Purpose:

The Department will seek to enhance the Natural and Built Environment and the sustainable use of Natural Resources.

The Department will also undertake Land-Use Planning and Assessment.

### Director's Support Group:

- PA
- Department Administration
- Executive Support
- Major Projects- Estuary Management Project, Comprehensive LEP and Sustainability



Unit and Purpose	Functions
<p><b>Development Assessment</b> To achieve development which is of a high standard, meets statutory requirements as well as enhancing sustainability and Council's objectives concerning the quadruple bottom line. To efficiently manage Council's Developer Assessment and Part 5 review processes.</p>	<ul style="list-style-type: none"> <li>• Development Approvals</li> <li>• Development Advice &amp; Education</li> <li>• Part 5 Assessments</li> </ul>
<p><b>Compliance and Regulation (CD48)</b> To ensure compliance with statutory requirements in a professional manner. To provide support for the community in dealing with domestic animals, noxious weeds and other regulatory matters in order to build a sense of community safety, cohesion and pride.</p>	<ul style="list-style-type: none"> <li>• Animal Care Facility</li> <li>• Protection of Environment Operations Act</li> <li>• Rangers</li> <li>• Noxious Weeds</li> <li>• Complaint Management</li> <li>• DA Compliance and Regulation</li> <li>• Illegal camping</li> <li>• Illegal dumping</li> </ul>
<p><b>Building Certification &amp; Health</b> To manage public health, immunisation, on-site sewage matters and building certification in order to meet statutory requirements and achieve quality development and a healthy community.</p>	<ul style="list-style-type: none"> <li>• Immunisations</li> <li>• Public Health</li> <li>• Development Applications–Residential (Classes 1&amp; 10)</li> <li>• Construction/Building Certification</li> <li>• Fire Safety</li> </ul>
<p><b>Environment and Natural Resources</b> To provide strategic policy and planning which enhances the Shire's natural resources and leads Council and the community towards a more sustainable future.</p>	<ul style="list-style-type: none"> <li>• Environmental Auditing/EMS.</li> <li>• Energy Management</li> <li>• Coastal Planning</li> <li>• Wildlife protection and wildlife corridor planning</li> <li>• Natural Assets (asset owner)</li> </ul>
<p><b>Land-Use Planning and Policy Development (CD36)</b> To provide information and assist Council's customers concerning land-use and major DAs and manage and coordinate the development and review of land -use policies, and rezonings, in order to achieve quality land-use which meets the objectives of the quadruple bottom line.</p>	<ul style="list-style-type: none"> <li>• Land-Use Planning Policy (including related s.94 contributions)</li> <li>• Re-zonings</li> <li>• Comprehensive LEP</li> <li>• DA Client Management/Pre-lodgement</li> </ul>
<p><b>Place Management</b> To support quality town centre development to build a sense of community cohesion and pride. To ensure that town centres achieve sustainability and Council's objectives concerning the quadruple bottom line by supporting other service units in Council in their operational functions.</p>	<ul style="list-style-type: none"> <li>• Wyong/Tuggerah Town Centre</li> <li>• Toukley Town Centre</li> <li>• Lake Haven Town Centre</li> <li>• The Entrance Town Centre (including Town Centre management and coordination of the asset ownership responsibilities)</li> <li>• Bateau Bay Town Centre</li> <li>• Ourimbah Town Centre</li> <li>• Urban Design</li> </ul>

## Community & Recreation Services Department

### Purpose:

To increase community involvement and connection through education, culture, recreation and engagement.

To provide well-maintained buildings, facilities and services for the use and enjoyment of community spaces, recreational facilities including cultural pursuits (e.g. libraries).

### Directors Support Group

- PA
- Department Administration
- Executive Support
- Major Projects

Unit and Purpose	Functions
<p><b>Community Lifelong Learning</b> To provide information, education support and children’s services. To the community to assist in making Wyong Shire a place where you are always learning.</p>	<ul style="list-style-type: none"> <li>• Libraries Operations and Programs</li> <li>• Care and Education</li> <li>• Vacation Care</li> </ul>
<p><b>Community &amp; Cultural Development (CD49)</b> To progressively develop relationships with people and the community, provide services to youth and seniors, promote community connectedness and participation as well as support cultural activities. To help ensure that Wyong Shire communities are vibrant caring and connected as well as to promote our community centres as places to meet for a wide variety of uses.</p>	<ul style="list-style-type: none"> <li>• Youth &amp; Seniors Programs and Facilities</li> <li>• Precinct Committees</li> <li>• Cultural Planning including Creative Arts</li> <li>• Community &amp; Environmental Education</li> <li>• Road Safety &amp; CARES (operations)</li> <li>• Events</li> <li>• Volunteers (Ex Landcare)</li> <li>• Social Planning</li> <li>• Management of Council Community Facilities (Inc. Community Centre Ops &amp; Programmes; S.355 Committee Management &amp; Community Liaison)</li> <li>• Wyong Cultural Centre Operations</li> <li>• Demographics and Community Statistics -- Trend Analysis</li> <li>• Cemeteries Management</li> </ul>

## Unit and Purpose

## Functions

### Community Buildings

To focus on supplying and maintaining fixed community assets and the ownership and efficient management and development of the associated building fabric of those facilities to help ensure that Wyong Shire communities have access to a diverse range of well maintained buildings and infrastructure facilities.

### Sport, Leisure and Recreation

To plan for, promote and operate high-quality facilities and services to support a diverse range of recreation functions. To maximise their benefits and use.

### Community Engagement (CD8)

To keep the community informed about Council activities, services and achievements. To answer enquiries in a manner that promotes constructive community relations. To maintain a positive profile through proactive media management and promote community connectedness and a sense of belonging.

### Open Space

To manage operations in natural areas. To maintain vegetation and its immediate environment in order to supply high-quality facilities to provide and maintain a diverse range of open space community facilities and passive recreation functions.

- Buildings ( <\$1 million design, planning and construction)
  - Buildings (planned and reactive maintenance)
    - o Civic and Cultural Centres
    - o Libraries
    - o Sports Facility buildings
    - o Community Centres and Halls
    - o Surf Clubs
    - o Swimming Pools and Rec. Centres
    - o Toilets
    - o CARES Maintenance (Road Safety Centre)
    - o Playground Equipment
  - Graffiti removal
  - Asset Management Tasks
  - Recreation Centres Ops
  - Swimming Pool Ops.
  - Sports & Recreation Participation
  - Volunteer Co-ordination
  - Surf Club and Beach Services (inc. Lifeguards)
  - Open Space & Recreation Planning.
  - Holiday Parks.
  - Sports Facilities Ops. & Bookings
  - Sports and Recreation Liaison & Development
- 
- Customer Contact and Responsiveness
  - Communications
  - Copy shop
  - Emergency Response Coordination
  - Bookings
  - Call Centre
  - Customer Service Area
- 
- Open Space Management
  - Dredging
  - Bush Regeneration
  - Bushfire Protection
  - Tree Planting and Maintenance
  - Landscape and Playgrounds Design
  - Parks and Gardens Operations and Maintenance
  - Estuary Management Plan -- Ongoing Maintenance
  - Public Tree Management
  - Constructed Wetlands Maintenance/WSUD (Maintenance)
  - Dune Restoration & Management
  - Lakes Foreshore Maintenance
  - Litter Collection – Open Space
  - Rural Slashing
  - Roadside Vegetation Maintenance.
  - Chemical Spraying & Fertilisers
  - Landcare
  - Towns Centre - Landscape & Vegetation Control
  - Community Pride - Mowing & Vegetation Control
  - Nursery Operations
  - Beach Vehicle User Permits
  - Beach Cleaner Operations - Wrack Removal
  - Beach Maintenance
  - Open Space Signage

## Infrastructure Management Department

### Purpose:

To manage Infrastructure Assets including Waste Management, Roads and Stormwater, Water and Sewer, asset management systems, Infrastructure Projects , Construction, Contract Plant and Fleet.

### Directors Support Group

- PA
- Department Administration
- Major Projects - Review of Emergency Services (planning, support and response), Procurement Management

Unit and Purpose	Functions
<p><b>Water and Sewerage</b> To provide safe and reliable drinking water services and sewage collection, treatment and disposal facilities. To provide essential community services in a cost-effective and sustainable manner.</p>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Sewerage</li> <li>• Treatment Plants</li> <li>• Trade Waste</li> </ul>
<p><b>Waste</b> To provide safe, reliable and environmentally responsible waste collection and disposal services. To help reduce the Shires environmental footprint.</p>	<ul style="list-style-type: none"> <li>• Waste Collection &amp; Recycling Contracts.</li> <li>• Alternate Waste Treatments</li> <li>• Materials Re-use</li> <li>• Buttonderry Operations and Maintenance</li> <li>• Waste Education</li> <li>• Litter Management (contract)</li> <li>• Closed Landfill Management</li> </ul>
<p><b>Contract &amp; Project Management</b> To efficiently manage significant projects through sound and effective project management. To help ensure fiscal responsibility and achieve Council's objectives concerning the quadruple bottom line.</p>	<ul style="list-style-type: none"> <li>• New Infrastructure Projects</li> <li>• Contract Management</li> <li>• Procurement Systems (including engagement of professional services)</li> <li>• Purchasing</li> <li>• Supply</li> <li>• Contract Administration</li> </ul>



Unit and Purpose	Functions
<p><b>Roads and Stormwater</b>                      To manage and develop the Shire’s road, bridge and drainage networks along with associated infrastructure to help ensure ease of travel and environmental responsibility.</p>	<ul style="list-style-type: none"> <li>• Floodplain and Stormwater Infrastructure Management</li> <li>• Stormwater and Drainage</li> <li>• Bridges</li> <li>• Timber Bridges</li> <li>• Shared Pathways</li> <li>• Roads</li> <li>• Roadside Maintenance</li> <li>• Main Roads</li> <li>• Bus Shelters</li> <li>• Traffic Management</li> <li>• Footpaths</li> <li>• Street Furnishings &amp; Hard Landscaping</li> <li>• Road Building for other assets e.g. waste facility roads</li> <li>• Road Signage</li> <li>• Engineering Survey</li> </ul>
<p><b>Asset Management</b>                      To plan and implement Council’s Asset Management Strategy including the project prioritisation process for its diverse asset portfolio and to manage the floodplain, stormwater drainage and transport planning functions. To help ensure sustainability and fiscal responsibility.</p>	<ul style="list-style-type: none"> <li>• Floodplain Strategies</li> <li>• Asset Management Strategy/Systems</li> <li>• Coordination of Asset Inspections – excluding Water &amp; Sewerage</li> <li>• Transport Planning</li> </ul>
<p><b>Plant, Fleet and Depots</b>                      To provide the support services of plant and fleet management and provision, depot operation and emergency service response to help ensure sustainability and fiscal responsibility.</p>	<ul style="list-style-type: none"> <li>• Emergency Services</li> <li>• Logistical Support to Local Emergency Management Committee (plant, fleet and equipment)</li> <li>• Workshop</li> <li>• Depot Management</li> <li>• Stores</li> </ul>



## Corporate Services Department

### Purpose:

To provide support services to the Organisation comprising corporate-wide internal services, commercial and economic development as well as organisational integrated planning.

The Department is accountable for the governance and statutory compliance of the organisation's finance, human resources and information (CD15).

### Directors Support Group

- PA
- Department Administration
- Executive Chief Financial Officer
- Major Projects – Councils On Line

Unit and Purpose	Functions
<p><b>Corporate Governance</b> To provide the organisation with the necessary framework and tools to enable effective administration of its Governance activities including all WSC policies and the administration of all WSC outgoing grants.</p>	<ul style="list-style-type: none"> <li>• Councillor Support</li> <li>• Council and Committee (meetings) Administration</li> <li>• Corporate Policy Integration and Management</li> <li>• Civic Centre Operations</li> <li>• Grants and Subsidies (outgoing).</li> </ul>
<p><b>Finance</b> To provide finance accounting of Council's activities and money management on an operational basis.</p>	<ul style="list-style-type: none"> <li>• Strategic Accounting</li> <li>• Finance (cost) Accounting</li> <li>• Taxation</li> <li>• Revenue and Credit Management</li> <li>• Accounts Payable</li> <li>• Accounts Receivable</li> <li>• Payroll</li> <li>• Finance</li> <li>• Investment</li> <li>• Budget Process</li> </ul>

Unit and Purpose	Functions
<p><b>Human Resources</b> To provide comprehensive human resources services in order to meet statutory requirements and ensure that Council recruits, motivates and maintains a quality workforce that meets our customers' current and future requirements.</p> <p>To lead and support the organisation in building capability and competitive advantage for Wyong Shire Council through its people. To ensure the achievement of Council's objectives and that a positive impact in the community is made.</p>	<ul style="list-style-type: none"> <li>• Recruitment and Selection</li> <li>• Remuneration</li> <li>• HR Systems &amp; Operations</li> <li>• Staff Learning and Organisational Development</li> <li>• Workplace Strategies</li> <li>• Industrial Relations</li> <li>• HR Policies</li> <li>• Occupational Health &amp; Safety</li> <li>• Workplace Change</li> <li>• Workers Compensation/Wellness/Rehabilitation</li> <li>• Performance Management</li> <li>• Coordinating/Overseeing staff professional development</li> </ul>
<p><b>Information Management</b> To provide key support "tools" (e.g. IT). To enable efficient delivery of Wyong Shire Council's services. To provide robust and sustainable custodianship of WSC information databases and records.</p>	<ul style="list-style-type: none"> <li>• Information Technology</li> <li>• Telecommunications</li> <li>• Council's Online</li> <li>• Corporate Information</li> <li>• Land Information System (Conveyancing Certificates)</li> <li>• Geographic Information System</li> <li>• IT Policies</li> <li>• Database Management/security</li> </ul>
<p><b>Economic &amp; Property Development (CD62)</b> To identify and develop sustainable income streams for the organisation, strengthen the economic base of the Shire and increase local employment as well as to provide property-related services for the organisation.</p>	<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Property Strategy &amp; Management</li> <li>• Council Land Development</li> <li>• Central Coast Tourism</li> <li>• Employment and Business Generation</li> <li>• Pursuing other Sources of Revenue</li> <li>• Specialised Agreement (e.g. TETCM, Freeway Signs)</li> <li>• Commercial Opportunities (e.g. Crown Reserves)</li> <li>• Joint Ventures/Public-private Partnerships</li> <li>• Sponsorship Agreements</li> <li>• Chambers of Commerce</li> </ul>
<p><b>Integrated Planning</b> To coordinate and drive the business (organisation) planning requirements of Wyong Shire Council, ensuring quality, alignment and compliance of content with relevant statutes and the best organisational planning practice..</p>	<ul style="list-style-type: none"> <li>• Integrated Business Planning (inc 4YDP etc)</li> <li>• Shire Strategic Vision (20 yr community strategy)</li> <li>• Business Improvement/Best Value Reviews</li> <li>• Inter-Government Relations and Sponsorships/Grants</li> <li>• Performance Reporting</li> <li>• Future Trend Analysis</li> </ul>



## 4.2 What We Will Do:

1. Adopt the proposed organisation structure to create a structure more closely aligned with Council priorities and to break down silos (CD69) by 1 September 2010.
2. Reduce staff establishment by 1% from 1150 FTEs to 1138 FTEs by 31 December 2010. These reductions will come from vacancies identified as part of the Implementation Plan.
3. Formulate a "Structure Review Implementation Plan" to manage the transition to the new Structure by 1 July 2011 with most staff relocations completed by 31 December 2010 in close liaison with staff impacted.
4. For a period of 3 years, second staff currently undertaking the strategic planning functions of:
  - Cultural Planning,
  - Social Planning,
  - Recreation Planning,
  - Open Space Planning and
  - Transport Planning
  - Flood Studies

to the Community and Recreation Services Department and Infrastructure Management Department as shown in the proposed structure. These positions will report to the relevant Service Unit Manager within these Departments. Following this period time the arrangement will be reviewed to determine the most effective permanent structure.



## 5.0 Actions and Savings

### 5.1 Savings Classification

"Savings" are quantifiable, in some way, in financial terms, but the ability to calculate the "savings" with a degree of accuracy will depend on the nature of the recommendation, stage of its development and may be subject to extended timeframes.

It is important to highlight that budgetary/financial "savings" are only realised when they are reviewed and appropriately allocated as part of a transparent financial management process. Council's previous approach to savings has largely been to spend them within the same Unit where the savings were generated. Council's approach to financial controls has evolved to where conscious decisions can now be made about any savings generated and ensure that they are allocated in keeping with Council's priorities.

Early "runs-on-the-board" activities will allow the Review Report to include firm estimates in relation to recommended actions that are well-defined.

As part of the required Implementation Plan, "Measures" will need to be considered around how to fully identify savings achieved for each activity.

Classification of how savings are quantified can be expressed as shown in Table 1.

Table 1: Classification of Savings

Class of saving	Definition
A	Savings from improved processes and tools that allow the same Level of Service to be provided at reduced cost.  <b>These savings impact budgets.</b>
B	Savings from improved processes and tools that allow an increased Level of Service or productivity to be provided at no extra cost.  <b>These savings impact productivity but not budgets.</b>
C	A deliberate decision to improve Level of Service by increasing costs (doing it efficiently, but keeping increased costs to an acceptable level).  <b>This is a service priority choice option.</b>
D	A deliberate decision to reduce Level of Service and either use the savings from the associated reduced cost to redirect funds to other areas or to reduce overall expenditure.  <b>This is a service priority choice option.</b>
E	Finding additional and alternative sources of income/revenue to assist with service delivery.  <b>These funds impact budgets</b>

### 5.2 Actions and Savings

The following "Table 2: Actions and Savings" contains recommended actions arising from each of the Key Challenges as outlined in Section 3 and identifies which Unit or Director in the proposed structure is ultimately responsible for ensuring that the action is undertaken. In addition, the estimated "savings" from each recommendation in the Review is provided.

Table 2: Actions &amp; Savings

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
<b>3.1 Asset Management</b>				
1.1 Improve Council's Asset Management practices beyond "core" level (achieved in December 2008) to integrate with other key components of 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 July 2012	Infrastructure Management	B, C & D	Depends on the Strategy, but could be accommodation of savings and/or more costs. It would assist in allocating funds most efficiently to target appropriate facilities and their level of maintenance.
1.2 Establish systems that clearly identify "total cost of ownership" and allows for consultation on designs with operational and strategic use planning of all assets by 31 December 2010.	31 December 2010	Infrastructure Management	B	Will achieve more effective operation and maintenance of assets and avoid past silos regarding their lifecycle.
1.3 Explore commercial and alternative opportunities for the funding of assets through the proposed Economic and Property Development Unit by 1 January 2011.	1 January 2011	Corporate Services	E	Will provide efficiencies in finding alternative ways to fund assets.
1.4 Establish levels of asset funding required to meet development and maintenance standards and incorporate these in the Financial Model by 1 July 2012 and improve the accuracy of those estimates each year after that.		Corporate Services	B	Forms part of the savings in 1.1 above.
1.5 Incorporate clear responsibility for asset ownership, maintenance, operation and renewal in all relevant job descriptions and staff productivity reviews by 1 January 2011.	1 January 2011	Corporate Services	B	Forms part of the savings in 1.1 above.
1.6 Adopt the project evaluation criteria (Appendix 6.2) to ensure the prioritisation of future major projects and capital works deliver the community's and Council's priority objectives and that funding is available to properly operate and maintain them by 1 July 2011.	1 July 2012	Infrastructure Management	B	Targets efficient allocation of funds to priority projects. Related to 1.1 above.
1.7 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 July 2012	Infrastructure Management	D	Opportunity to reduce operating costs particularly in buildings and land assets. Related to 3.1 below.

	Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
1.8	Create an Infrastructure Management Department responsible for management of physical infrastructure (e.g. roads, water and sewer) by 31 December 2010.	31 December 2010	Infrastructure Management	B	In conjunction with the proposed Infrastructure Department would focus on assets and provide productivity improvements through better coordination and consistency of asset management.
<h3>3.2 Corporate Integrated Planning</h3>					
2.1	Complete Council's Delivery Program and first Annual Plan by 1 July 2011.	1 July 2011	Corporate Services	B, C, D & E	Will not generate additional savings, but increased efficiencies in focusing on key service deliverables and meeting the community's priority objectives.
2.2	Review and improve Council's six sustainability principles in light of the principles raised in this review by 1 January 2011.	1 January 2011	Environment and Planning Services	B, C	Gains achieved through increased efficiency and service quality by pursuing sustainability principles in keeping with international standards.
2.3	Incorporate a sustainability framework into the Shire Strategic Vision as detailed on page 8 informed by Council's enriched sustainability principles by 1 June 2011.	1 June 2011	Corporate Services	B, C	Capital gains from pursuing sustainability goals will improve service quality and community benefit. Ensuring increased service efficiency will allow the service outputs to be cost neutral.
2.4	Adopt the four strategies for action that have been approved by Council, into the Shire Strategic Vision, 4 year delivery plan, annual plan, Planning Instruments and Asset Management Strategy by 1 June 2011.	1 June 2011	Corporate Services	B	Will not generate additional savings, but increased efficiencies in focusing on the main strategies for action in carrying out our responsibilities for integrated planning.



Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
2.5 Review all elements of the Integrated Planning program including the: <ul style="list-style-type: none"> <li>o Shire Strategic Vision</li> <li>o Asset Management Strategy</li> <li>o Human Resources Strategy</li> <li>o Long-Term Financial Strategy</li> <li>o Delivery Program</li> <li>o Annual Plan</li> </ul> to ensure alignment with this Service Delivery Review and Council's enriched sustainability principles by 1 July 2011.	1 July 2011	Corporate Services	B	Will not generate additional savings, but increased efficiencies through ensuring that Council's contribution to achievement of the community's long-term priority objectives is carried out in keeping with the Service Delivery Review.
2.6 Complete by 1 March 2011 a Council Strategic Plan that incorporates Council's contribution to the: <ul style="list-style-type: none"> <li>o Shire Strategic Vision</li> <li>o Long-term Financial Strategy</li> <li>o Asset Management Plan</li> <li>o Human Resources Strategy</li> <li>o Delivery Program</li> <li>o Annual Plan</li> </ul>	1 March 2011	Corporate Services	B	Will not generate additional savings, but increased efficiencies in focusing on clearly identifying Council's contribution to achievement of the community's long-term priority objectives.
2.7 Establish a simple system of corporate measures including the adoption of the GLOBAL Reporting Initiative. The framework will be established in the Annual Plan by 1 July 2011 integrated with Operational Plans and KPI's and in the Annual Report.	1 July 2011	Corporate Services	B	Included in 2.3 below
2.8 Establish an integrated single reporting system for Managers for statutory, financial and performance measures by 1 January 2012.	1 January 2012	Corporate Services	B	1st year cost \$250,000. No cash savings in first year.
2.9 Establish a strategic Sustainability Committee as a Committee of Council.	Ongoing	Environment and Planning Services	B	\$400,000 Capital gains from pursuing sustainability goals will improve service quality and community benefit. Ensuring increased service efficiency will allow the service outputs to be cost neutral.
2.10 If the new service delivery model is approved, each Unit Manager will work with their staff and Director (in compliance with the Award) to develop an appropriate service delivery model that aligns their Unit to the outcomes of this Review for presentation and approval by the General Manager. This will take place as soon as practical with the final Unit models completed no later than 1 April 2011.	1 April 2011	Corporate Services	B	Will not generate additional savings, but increased efficiencies in focusing on clearly identifying each Unit's contribution to achievement of this review.

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
2.11 Create an Integrated Planning Unit by 31 December 2010 responsible for integration of corporate and community strategic planning and ensure that long-term priority objectives are fully incorporated within Council's structure. This Unit will also have the responsibility of supporting other Units in addressing issues which affect corporate performance.	31 December 2010	Corporate Services	B	Synergy gains to improve productivity through aligning works program for best value.  \$500,000
<b>3.3 Commercial and Economic</b>				
3.1 Develop an approach to Council land management that maximises the revenue potential of land investment (e.g. through a property portfolio audit identifying those holdings critical to enhancement of natural values, land with significant commercial/development potentials and holdings that are no longer required or cost too much for their social or natural returns) by 1 July 2011. (CD10 & 57)	1 July 2011	Corporate Services	A & E	Improved information for decision-making enabling future savings from 2011/12 onwards.  \$100,000
3.2 Establish levels of funding required to meet Council's development proposals and maintenance standards and incorporate these in the Financial Model by 1 July 2012.	1 July 2012	Corporate Services	B	Will build confidence to manage assets to achieve the targeted levels of service.
3.3 Incorporate clear responsibility for asset ownership and maintenance of Council property in all relevant job descriptions and productivity reviews by 1 January 2011.	1 January 2011	Corporate Services	B	Clear responsibility especially in land assets will generate efficiency savings.
3.4 Encourage all staff to seek cost savings and innovative practices.		Corporate Services	E	Community Benefits and direct contribution.  \$50,000
3.5 Resolve the gap in service provision created by the recent reduction in Developer Contributions and integrate this with programs under this key challenge by 1 March 2011. (CD67)	1 March 2011	Environment and Planning Services	E	Savings not quantifiable at this time.
3.6 Prepare, by 1 January 2011, and maintain a short list of priority major and minor projects that would be suitable for cost-sharing/sponsorship arrangements. Where appropriate, this list needs to be created in liaison with the community designed and ready to commence subject to funding and sign off by Council to use for potential sponsorship or in the event of government funding becoming available on short notice.	1 January 2011	Corporate Services	A & E	\$50,000 first year \$100,000 onwards

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
3.7 Strengthen alliances with private sector to combat the problems of the proximity to Sydney which impacts on our ability to get public and private funds for transport, sport, major facilities and events by 1 July 2011. (CD70)	1 July 2011	Corporate Services	E	Likely alternative source of income, full savings are not quantifiable at this time.
3.8 Investigate appropriate advertising in public places as a source of Council revenue by 1 July 2011 (CD32).	1 July 2011	Corporate Services	E	\$50,000
3.9 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).	Ongoing	Community & Recreation Services	E	No direct return to Council, but enables the extension services through alternative sources of income.
3.10 Support Ecotourism development in Wyong Shire by investigating the allocation of resources to undertake this work by 1 April 2011. (CD9)	1 April 2011	General Manager	C & E	No direct return to Council and likely to require funding reallocation, but possibility of generating indirect income.
3.11 Create an Economic and Property Development Unit by 1 December 2010 responsible for assisting with both internal and external alternative revenue raising (e.g. the negotiation of commercial opportunities, joint ventures, sponsorships and partnerships with government authorities, the private and commercial sectors) and working with the Strategic Finance Committee on developing revenue raising initiatives (CD38)	1 December 2011	Corporate Services	E	Allocates resources to focus on innovative ways for the funding of Council services and provide productivity improvements through better coordination and consistency of approaches to both the public and private sectors.
<b>3.4 Major Projects</b>				
4.1 Ensure that a Manager, Major Projects in the General Manager's Department is assigned responsibility for oversight of the overall project management program and policy development. Ensure there is a single staff person assigned accountability for the delivery of respective Major Projects.	Ongoing	General Manager	B	Improve use of existing staff, time and better project outcomes.  \$50,000
4.2 Develop and implement a uniform approach to Major Projects' criteria, process of identification, prioritisation and resourcing as well as corporate responsibilities by 1 November 2010.	1 November 2010.	General Manager	B.	Included in 4.1 above.

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
4.3 Ensure that existing high-priority developments (e.g. Westfields, Warnervale Town Centre and Wyong Employment Zone) are assessed in accordance with the Major Project policy and prioritisation and, if endorsed, are provided with appropriate allocation of resources.	Ongoing	General Manager	B	Included in 4.1 above.
4.4 Appropriately time the delivery of such projects to ensure completion in line with resource availability and the long- term financial plan.	Ongoing	General Manager	B & E	No direct return to Council and likely to require funding reallocation, but possibility of generating indirect income.
4.5 Ensure that when seconding staff for Major (or other) Projects that careful consideration is given before seconded positions are backfilled to ensure that priorities of the organisation are being met without expansion of overall staff establishment and costs.	Ongoing	General Manager	A	Current cost of back-filling would be reduced.  \$100,000
4.6 The General Manager and Directors are to have direct accountability of prominent Major Projects as required (e.g. Director Environmental and Planning Services Department will be accountable for adoption of the Comprehensive LEP by Council by 30 June 2011).	Ongoing	General Manager	B	No direct return to Council, but improvement in efficiency, transparency and accountability.
3.5 Continuous Improvement				
5.1 Establish a structured program to identify, scope and implement continuous improvement for all staff and operational areas by 1 July 2011.	1 July 2011	Corporate Services	B	\$350,000 cost first year  \$250,000 2nd year  \$500,000 ongoing
5.2 Establish strategic direction and alignment with community and organisational priorities through best value reviews of all Units which will be completed by 1 July 2014.	1 July 2014	Corporate Services	B	Included in 5.1 above.
5.3 Develop and nurture a culture focusing on Council's values and continuous improvement by enhancing training and recruitment processes.	Ongoing	Corporate Services	B	Included in 5.1 above.
5.4 Develop programs and investment in the upskilling, retention and personal growth opportunities for our staff.	Ongoing	Corporate Services	B	No direct return to Council and likely to require funding reallocation, but possibility of generating indirect returns through maintaining quality staff.

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
5.5 Incorporate into staff position descriptions a paragraph that places accountability for practices that address organisational service and sustainability on staff by 1 July 2011.	1 July 2011	Corporate Services	B	This is a process device that will assist in achieving sustainability goals, but without specific savings are
<b>3.6 Legal and Risk</b>				
6.1 Establish an internal legal counsel position reporting to the General Manager by 1 December 2010.	1 December 2010.	General Manager	A	\$300,000
6.2 Establish a clear and transparent system for the recording of Council's legal opinions and court decisions that is easily accessible as appropriate by 1 July 2011 and provide education about the appropriate usage of such information.	1 July 2011.	General Manager	B	Included in 6.1 above.
6.3 Ensure transparency and openness in all Council activities and provide appropriate training to staff to meet our statutory requirements.	Ongoing	General Manager	B	Included in 6.1 above.
6.4 Develop an Enterprise Risk Management Strategy by 1 June 2011.	1 June 2011	General Manager	B	Achievement of greater efficiency in risk management.
6.5 Educate staff about their options and responsibilities in relation to possible insurance claims and notification requirements by 1 October 2011.	1 October 2011	General Manager	B	Achievement of greater efficiency in insurance claims and likelihood of reduced Council payouts.
6.6 Ensure full implementation and compliance with GIPA legislation by 31 December 2010.	31 December 2010	General Manager	B	No direct return to Council but gains in efficiency and timeliness during processing of GIPA claims.
<b>3.7 IT Planning and Support</b>				
7.1 Establish an IT strategy framework aligned with Council's Integrated Delivery Program by 1 July 2011.	1 July 2011.	Corporate Services	B	Avoiding higher future costs for management and support.
7.2 Review all information management systems ensuring best utilisation, fit for purpose equipment and integrated systems to optimise support for operational staff and Councillors such that they are responsive and adequate to solve any issues. In addition, develop an implementation strategy for any change required (including consideration as a possible "Major Project") by 1 March 2011. (CD43)	1 March 2011	Corporate Services	A & B	\$500,000

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
7.3 Automate field force work, customer contact, planning and recording and scheduling with regular reviews and monitoring for technological advances by 1 March 2011.	1 March 2011	Corporate Services	B	\$500,000 per year improved productivity and information
7.4 Develop a structured approach to the use of technology to engage with community e.g. text messaging, electronic rates and information by 1 March 2011. (CD35)	1 March 2011	Corporate Services	B	Included in 7.3 above
7.5 Create a centralised Information Management Unit by 1 December 2010 responsible for a single comprehensive system for information and telecommunications management, advice and support.	1 December 2010	Corporate Services	B	Included in 7.3 above
7.6 Ensure that information held throughout the organisation: <ul style="list-style-type: none"> <li>o Is available in a meaningful and timely manner</li> <li>o Applies appropriate securities and access rights as decided by the General Manager</li> <li>o Catalogues information and</li> <li>o Allows for greater compliance with the State Records Act</li> </ul> by 1 July 2011.	1 July 2011	Corporate Services	B	No direct return to Council but gains in efficiency and timeliness of information processing.
<b>3.8 Financial Management</b>				
8.1 Renovate Council's budget/accounting systems by 1 July 2011 including: <ul style="list-style-type: none"> <li>o Conversion to zero-based budgeting principles</li> <li>o Amending budgets to reflect the revised structure and operations</li> <li>o Ensure financial reports identify financial gains arising from the Delivery Review and other ongoing improvements</li> <li>o Integrating with financial planning and</li> <li>o Endorsement of the Long Term Financial Strategy.</li> </ul>	1 July 2011	Corporate Services	B	Improved justification, allocation and prioritisation of program by detailed costing information and maximising revenue opportunities throughout Council  \$1 million from prioritised service sector, increased benefits and direct cost reductions
8.2 Incorporate clear responsibility for budgets in all relevant job descriptions and productivity reviews by 1 July 2011.	1 July 2011	Corporate Services	B	Included in 8.1 above

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
8.3 Align budgets to the new organisation structure and establish budget systems that clearly identify full costs of programs and services including overheads and margins by 1 July 2011.	1 July 2011	Corporate Services	B	Included in 8.1 above
8.4 Provide and maintain a training program for all relevant staff in the budget process by 1 April 2011.	1 April 2011	Corporate Services	B	Included in 8.1 above
8.5 Update and maintain the Long -Term Financial Model incorporating revised budget forecasts, Asset Management requirements and savings arising from this Review for both 10 and 20 year horizons.	1 July 2011	Corporate Services	B	Included in 8.1 above
8.6 Appoint a Chief Financial Officer providing oversight of the financial system with responsibilities for both long and short-term financial strategy, budgets and reporting by 1 December 2010.	1 December 2010.	Corporate Services	B	Included in 8.1 above
8.7 Ensure the Operational Finance Unit is integrated with the strategic finance needs of Council by 1 December 2010.	1 December 2010.	Corporate Services	B	Value adding through Management Accounting due to a single reporting and budgeting end to end process  \$100,000
<b>3.9 Community Information Engagement and Communications Co-Location</b>				
9.1 Complete endorsement of the Community Engagement Strategy by 1 November 2010.	1 November 2010	Community & Recreation Services	B	More consistent and efficient engagement practices and better aligned decisions.  \$50,000
9.2 Provide and maintain a training program for all relevant staff in the community engagement process by 1 July 2011.	1 July 2011.	Community & Recreation Services	B	Included in 9.1 above
9.3 Develop a Digital Media Technical Policy by 1 October 2011.	1 October 2011.	Community & Recreation Services	B	Included in 9.1 above

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
9.4 Create a centralised Community Engagement Unit responsible for initial customer contact/response and for keeping the community informed about Council activities, services and achievements by 31 December 2010.	31 December 2010.	Community & Recreation Services	B	Better use of existing resources and improved quality of information services to the community. \$50,000
9.5 Establish a Council Communications Strategy Committee (CD45)	1 April 2011	Community & Recreation Services	B	No direct return to Council and likely to require funding reallocation, but possibility of generating improved integration of Councillor directions with Council's communications.
<b>3.10 Management Layers/Decision Making</b>				
10.1 Review Council Delegations to ensure they are clear, consistent, and appropriate to the responsibilities of the position and reflect the outcomes of this Review while ensuring accountability to the officer utilising any delegated powers.	Ongoing	Corporate Services	B	Quicker decisions, less red tape
10.2 Undertake a review of Wyong's Service Delivery model against similar organisations and local governments to ensure that Wyong Council's structure reflects what is appropriate to our needs by 1 July 2013.	1 July 2013	Corporate Services	B	Responds to a frequently raised issue in submissions during the Review process. Included in 5.1 above
10.3 Rationalise staff information and decision-making committees within Council (including Senior Management Team, Organisation Management Forum and Strategy Forum) to ensure efficient and effective use of time and ensure appropriate accountability and authorisation for any future staff committee structure by 1 March 2011. (CD63)	1 March 2011	Corporate Services	B	Better use of existing resources and improve quality and timeliness of decision-making and service to customers. \$20,000
<b>3.11 Size of Shire Services</b>				
11.1 Maintain the integrity of the Water and Sewerage Unit in any structural changes arising from this Review		Infrastructure Management	E	An opportunity to divest Council of this function on favorable terms. To preserve income source as a major shareholder of the assets under a different corporate structure.



Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
11.2 Create an Infrastructure Management Department responsible for "end to end process" management of physical infrastructure (e.g. roads, water and sewer) by 31 December 2010. (Note: repeated from 1.2 above)	31 December 2010.	Infrastructure Management	B	Repeated from 1.2 above In conjunction with the proposed Infrastructure Department would focus on assets and provide productivity improvements through better coordination and consistency of asset management.  Included in 1.2 above
11.3 Create a Community and Recreation Services Department responsible for increasing community involvement and connections and providing facilities and services for the enjoyment, recreation and cultural pursuits of the community. This Department will be created following recruitment of a Director or by 1 January 2011 whichever comes first.	1 January 2012	Community & Recreation Services	B, C & D	Savings already identified in 9.1, 9.2 and 9.4. Other savings from better focus and coordination of operational resources.
<b>3.12 Policy Co-ordination</b>				
12.1 Establish and maintain a systematic approach for the administration of all corporate policies by 1 March 2011	1 March 2011	Corporate Services	B	No direct return to Council but reduces costs of compliance and improve efficiency in the creation of corporate policies.
12.2 Identify Council policy that affects the rights, privileges or benefits, or alternatively the obligations, penalties or other detriments of a member of the public, in order to comply with GIPA requirements by 1 October 2010.	1 October 2010	General Manager	B	No direct return to Council but gains in efficiency and timeliness during processing of GIPA claims.
<b>Structure Changes from Review section 4</b>				
S.1 Adopt the proposed organisation structure by 1 September 2010.	1 September 2010	Project Control Group	B	Efficiency and productivity gains included in all recommendations of this Review.
S.2 Reduce staff establishment by 1% from 1150 FTEs to 1138 FTEs by 31 December 2011. These reductions will come from vacancies identified as part of the Implementation Plan.	31 December 2011	General Manager	A	\$1 million

Actions (as listed in Section 3.0 Key Challenges)	Deadline (if relevant)	Responsible Department	Savings Class	Estimated Savings Amount (per year)
S.3 Formulate a "Structure Renewal Implementation Plan" to manage the transition to the new Structure by 1 July 2011 with most staff relocations completed by 31 December 2010 in close liaison with staff impacted.	1 July 2011	Project Control Group	B, C & D	No direct return to Council, but improved efficiency in the implementation of the Service Delivery Review.
S.4 For a period of 3 years, second staff currently undertaking the strategic planning functions of: <ul style="list-style-type: none"> <li>o Cultural Planning,</li> <li>o Social Planning,</li> <li>o Recreation Planning,</li> <li>o Open Space Planning and</li> <li>o Transport Planning</li> <li>o Flood Studies</li> </ul> <p>to the Community and Recreation Services Department and Infrastructure Management Department as shown in the proposed structure. These positions will report to the relevant Service Unit Manager within these Departments. Following this period the arrangement will be reviewed to determine the most effective permanent structure.</p>	31 December 2010	Community & Recreation Services and Infrastructure Management	B	To achieve a more strategic approach towards operational activities, build future efficiencies through closer links between strategic planners and operational staff and ensure the Delivery Plan is developed and implemented through actions directed at priority objectives of the Shire Strategic Vision.



## 5.3 Additional Savings

Section 5.2 of the Review provides recommendations that address the overall Key Challenges faced by Council in delivering improved services to our customers and the estimated savings arising from each of the recommendations. In addition, there are opportunities for specific gains in terms of decreased cost, increased revenue or improved productivity that were raised during the Review. Such savings can often

then be applied to improving service delivery in priority areas. In some cases the savings can be identified at the present time as outlined in this Section of the report while others require further review and analysis to determine the likely cost and savings for the proposal. These second stage savings are listed in the next Section.

Table 3: Additional Savings below lists each of the expected savings where the savings can be reasonably identified at the present time as well as which Department is responsible for its delivery and the estimated amount of the savings.

Table 3: Additional Savings

### Expected Savings

#### Vehicles

1. Do not automatically allocate vehicles to staff positions and limit increase in vehicle fleet.
2. Change vehicle policy and implementation to better align with FBT obligations, review and rationalise private use arrangements and vehicle choice.
3. All passenger vehicles in Council's fleet to be 4 cylinder or hybrid by 31 December 2013
4. Amend procedures to not replace vehicles until 120,000 kilometres.

#### Fees and Compliance

5. Undertake a targeted program to increase the number of registered companion animals.
6. Reduce service-level for food shops and increase income for re-inspections.
7. Do not employ additional Building Surveyor to enhance resources directed to Pool Audits. Continue with existing resources (i.e. within the existing complement).
8. Increase fees and charges to reduce the extent of subsidy for use of Council facilities or make the level of subsidy more transparent.

#### Management

9. Work to improve the number and size of incoming Grants including assisting/facilitating the community in obtaining grants (possibly as a "broker").
10. Reduce use of consultants
11. Improved works program co-ordination leading to improved utilisation of plant and equipment

Responsible Department	Savings Class	Preliminary Savings Target Amount (p.a.)
Infrastructure Management	A	\$30,000
Infrastructure Management	A	\$120,000
Infrastructure Management	A	\$0 for Council. The additional cost of operating larger vehicles is paid by staff.
Infrastructure Management	A	\$500,000 (one off)
Environment & Planning Services	E	\$200,000 one off
Environment & Planning Services	D & E	\$28,000
Environment & Planning Services	B	\$100,000
Corporate Services	E	\$200,000 (50% fee increase to increase return from 10% to 15%)
Corp Services	E	\$500,000 in future years
Infrastructure Management	A & B	\$300,000
Infrastructure Management	A & B	\$300,000

12. Level workload in Building Maintenance Section and reduce contract work, together with a review of CRM KPI's.	Community & Recreation Services	A & B	\$25,000
	Community & Recreation Services	A,B & E	\$50,000 income
13. Improved management of Section 355 Committees to cooperatively manage works and funding			\$30,000 costs savings
14. Injuries. Increase focus on injury reduction, tighter case management, attitude change.	Corporate Services	A	\$50,000
15. Redirect funding invested in green energy and fleet into energy efficiency projects and greenhouse reduction projects to improve reputation and produce ongoing savings. Note: there is no reduction in Council's commitment to energy saving and carbon neutrality programs.	Infrastructure Management	B	\$60,000
16. Improve systems of procurement and inventory controls.	Infrastructure Management	B	\$250,000
17. More efficient management of training (e.g. review of scheduling peak work loads, more user friendly self-service process, reporting to Managers on non-attendance.	Corporate Services	B	\$50,000
18. Clarification of travel allowance concerning starting on the job arrangements.	Corporate Services	B	\$25,000
19. Eliminate Council's external Investment Adviser and provide the service internally.	Corporate Services	A	\$50,000
20. Trial greater use of community volunteers for all types of Council projects and programs.	Community & Recreation Services	B	\$20,000
21. Reduce Council's current 2 OH&S committees to 1.	Corporate Services	B	\$4,000



## 5.4 Possible Second Stage Savings

In addition to savings arising from the Review's broad recommendations and those where a specific savings can be achieved (as outlined in Section 5.3), the Review raised additional Savings that have the potential for achieving significant returns for Council in terms of revenue, cost savings or productivity improvements.

These require further review and in some cases detailed investigation as part of continuous improvement or the ongoing implementation of the Review as shown in Table 4: Possible Second Stage Savings below

Table 4: Possible Second Stage Savings

Expected Savings	Responsible Department	Likely Savings Class	Comments
1. Ensure "Business Case" processes are simple and available to cut bureaucracy, improve efficiency, manage risk and streamline processes to bring forward ideas with clear savings for Council.	Corporate Services	B	
2. Increase salary sacrifice options subject to a percentage of management fee to Council.	Corporate Services	B	
3. Resource sharing with adjoining councils. (CD65)	Corporate Services	A	Initial review to be completed 1 March 2011
4. Partnerships to fund landuse planning projects.	Environment & Planning Services	A	
5. Charge more for pre-lodgment with enhanced service provided by the DA Client Manager.	Environment & Planning Services	A & E	
6. Introduce a charge for professional services to external clients (ie for our intellectual knowledge, legal experts, advocates to external clients for/developers lodging DAs with other councils).	Environment & Planning Services	A & E	
7. Using our land as offsets for private development at a cost.	Corporate Services	A & E	Close liaison needed with Environment & Planning Services
8. Strategically buy or identify existing degraded land for biobanking.	Corporate Services	A & E	Close liaison needed with Environment & Planning Services
9. Sponsorship opportunities (i.e. obtain a sponsor for animal care etc.)	Corporate Services	A & E	
10. Rationalise services – question why we provide some non-core services.	Corporate Services	D	
11. Procurement and supply Improvements (e.g. formulate a Procurement Strategy with cost savings).	Infrastructure Management	A	Continuous improvement initiative
12. Reduce public mail out and printing commitments e.g. for notices and rates notices and customer access to e-mails.	Corporate Services	A	
13. Clarify Council's requirements and ability to move to fixed term employment contracts for specified positions and any financial incentives arising.	Corporate Services	A	

14. Become a registered trainer and provide improved in-house training.
15. Review and tighten the "use" of the Insurance Policy.
16. Council employ its own apprentices.
17. Review management systems that would reward high-performance to improve productivity.
18. Target employee categories that are subsidise (e.g. Aboriginal, disabled and long-term unemployed).
19. Review accommodation costs and ways to better utilise existing buildings.

Corporate Services	B	
General Manager	A	
Corporate Services	B	
Corporate Services	B	
Corporate Services	E	
Corporate Services		



## 5.5 Councillor Consultations

The following Table 5: Councillor Consultations shows each of the 70 Councillor recommendations arising from interviews and workshops during June and July 2010. Interviews with Councillors were not a service review, but produced recommendations, sometimes not unanimous, that helped to enrich the Service Delivery Review. The table also displays the current status of the recommendation and any relevant deadlines for each recommendation's completion. The status of a direction can be identified in terms of:

<b>Commenced</b>	Action on the recommendation is already taking place.
<b>Immediate</b>	Action on the recommendation will commence before the end of October under the current structure.
<b>Pending</b>	The recommendation will commence pending intermediate action (e.g. a structural change or receding action is essential).

Table 5 also identifies the Department responsible for actioning each Councillor recommendation in order to ensure transparency and accountability. The Department titles used are those in the current structure as all recommendations are in need of attention and a current Department is identified to ensure there is an immediate reference point on action for both Councillors and staff.

Because Councillor Consultations form a fundamental part of Council's improved service, every effort has been made to ensure that the recommendations are integrated with proposals throughout the Review. Where a Councillor recommendation forms part of a Service Delivery Review proposal, a reference is provided in that part of the Report. The reference states "(CD#)" which shows the direct link to the relevant recommendation in Table 5. The Councillor recommendations, in some cases, require the reallocation of funding through a report back to Council and these will also be incorporated into 2011/12 Operational Plans where they are still current.

Table 5: Councillor Consultations

Councillor Direction	Status & Deadline	Responsibility	Reference in Sections 3 or 4 (where relevant)
1. Establish a direct phone line and tracking system to support Councillors with their requests and to track action. Investigate how this information may be viewed by Councillors at their homes.	Immediate	Corporate Services	
2. Clarify the role, reporting lines and responsibility of the Governance Committee so that it is clear it provides advice only to Council and the GM and does not take on the role of decision making or directing resources/Council staff.	Immediate	Corporate Services	
3. Start Briefings at 12 pm and finish at 3:30pm to allow Councillors who work to use flexitime, time off in lieu or another leave to balance work/family obligations.	Immediate	Corporate Services	
4. Offer all Councillors the opportunity to do the Australian Institute of Company Directors Course.	Immediate	Corporate Services	
5. Develop a report for Council's consideration on the leasing of Council's land/buildings so that it supports non exclusive use of Council Facilities.	Immediate 1 Jan 2011	Corporate Services	
6. Display our capital budget expenditure by map in our Annual Plan (AP) ensuring the history, context and citywide initiatives are clearly explained.	Pending 2011/1AP 1 July 2011	Corporate Services	



7.	Investigate and report on the possible utilisation of work for the dole, volunteers, and correctional services on projects in the Shire e.g. Volunteer Rangers.	Immediate 1 Nov 2010	Shire Services	
8.	Establish a Community Information Unit to enhance our level of engagement.	Pending restructure 31 Dec 2010	Shire Services	Section 4.1 Community & Recreation Services Department
9.	Support Ecotourism development in Wyong Shire by investigating the allocation of possible resources.	Pending investigation and report 1 April 2011	General Manager	Section 3.3
10.	Investigate the possible generation of more income by developing a strategic property portfolio	Pending investigation and report 1 July 2011	Corporate Services	Section 3.3
11.	Improve our streetscapes around our town centres and other iconic places to increase the amenity and attract investment.	Pending investigation, report and funding allocation	Shire Planning	
12.	Council staff to utilise our planning instruments as economic development policies in addition to land use planning policy.	Immediate ongoing	Shire Planning	
13.	Ensure recruitment and selection practices for staff are consistent. Have a vision where Wyong Shire is an employer of choice.	Immediate ongoing	Corporate Services	
14.	Investigate and report to Council on ways to enhance the Toukley Festival so it allows the community to celebrate all of our waterways and beaches.	Immediate investigation and report 1 Nov 2010	Shire Services	
15.	Establish a Community focussed Department and employ a Director.	Pending restructure 31 Dec 2010	General Manager	Section 4 Corporate Services Department
16.	Senior management and Councillors must work harder to develop into a better team by communicating in a more open and transparent manner.	Immediate Ongoing	General Manager	
17.	Improve the relationship with Gosford Council by focussing our vision/outcomes on the Central Coast and by including the Central Coast on our Brand the same as Gosford does.	Immediate 1 Dec 2010	Corporate Services	
18.	Upgrade our surf clubs.	Immediate	Shire Services	
19.	Provide a report to Council on options to provide support to small cafes/restaurants including possible amendments to footpath dining fees.	Immediate 1 Nov 2010	Shire Planning	

20. Identify major development sites where Council can work collaboratively with the land owners to stimulate economic investment in the Shire.	Immediate 1 March 2011	Shire Planning
21. Investigate and report on options for a Visitor Information Centre near the F3. i.e. Ourimbah Service Station.	Immediate 1 Dec 2010	General Manager
22. Increase resources for graffiti removal and to repair property vandalism.	Pending report and funding 1 Nov 2010	Shire Services
23. Increase the amount of footpaths and kerb and guttering/swails constructed each year.	Pending report, funding and programming 1 March 2011	Shire Services
24. The employment of an Aboriginal Development worker be fully funded by Council.	Commenced Completed	Shire Services
25. Ensure the Council meeting calendar aligns up to the school holiday calendar to assist the work/family balance of Councillors and staff.	Immediate 1 Nov 2010	Corporate Services
26. Councillors and staff to be offered cultural awareness training and Councillors be given more access to training which is offered to staff.	Pending formulation of training course 1 March 2011	Corporate Services
27. Investigate the merging of the 2 small meeting areas used by Councillors into one to provide a larger space for Councillors to meet and work from.	Immediate 1 Nov 2010	Corporate Services
28. Councillors need to operate as a Board of Directors and not interfere with the day to day management of the organisation.	Immediate Ongoing	Corporate Services
29. Strengthen the strategic and policy making role of Councillors by providing training opportunities.	Pending compilation of training opportunities 1 Nov 2010	Corporate Services
30. Develop Wyong Shire as a leader in alternative Waste treatment.	Pending report, funding and programming 1 March 2011	Shire Services

31. Increase support through the provision of information/undertaking of seminars to local sporting groups/clubs/community groups. Ensure other key stakeholders such as the State government, BEC and Chambers of Commerce are involved in this initiative.	Pending report, formulation of seminars funding and programming	Shire Services	
	1 March 2011		
32. Investigate appropriate advertising in public places as a source of revenue.	Pending restructure	Shire Services	Section 3.3
33. With a large geographical area and poor public transport investigate the development of a driver training facility in association with other government agencies and private motor vehicle groups in Wyong Shire.	Immediate	Shire Planning	
	1 March 2011		
34. Develop Wyong Shire as a place for Sport tourism by the holding of State, national and International titles in an array of sports.	Commenced	Shire Services	
	Ongoing		
35. Utilise technology to engage with the community e.g. Text messages.	Immediate	Corporate Services	Section 3.7
	Ongoing		
36. Establish an urban design unit in Council to enhance design excellence in the Shire. Provide incentive clauses in our planning instruments to provide increased density and height if design excellence is achieved.	Pending restructure	Shire Planning	Section 4 Environment & Planning Services Department
	31 Dec 2010		
37. Council meetings to continue to start at 5pm however a better array of food is to be provided at the meeting and before the meeting at 4.30pm in the Councillor's Lounge to allow Councillors the option of not staying for dinner after the Council meeting.	Immediate	Corporate Services	
	Completed		
38. Have a focus of the strategic financial committee as developing revenue raising initiatives.	Pending restructure	Corporate Services	Section 3.3
	31 Dec 2010		
39. Ensure all decisions of Council are done in the context of the benefits to the Central Coast Region and not just Wyong Shire.	Immediate	Corporate Services	
	Ongoing		
40. Develop more programs and services that engage the youth in the Shire.	Commenced	Shire Services	
	1 July 2011		
41. Revisit the Code of Meeting Practice to ensure statutory compliance, thoroughness in decision making while making the Chairing of a meeting simpler and productive.	Immediate	Corporate Services	
	1 Dec 2010		
42. Briefings should always have some focus on the business of the Council meeting that night.	Immediate	Corp Services	
	11 August 2010		
43. Ensure information technology support to Councillors is responsive and adequate to solve any issues.	Immediate	Corporate Services	Section 3.7
44. Question the existing approach of staff to climate change with regards to DA's.	Immediate	Shire Planning	
	1 Sept 2010		

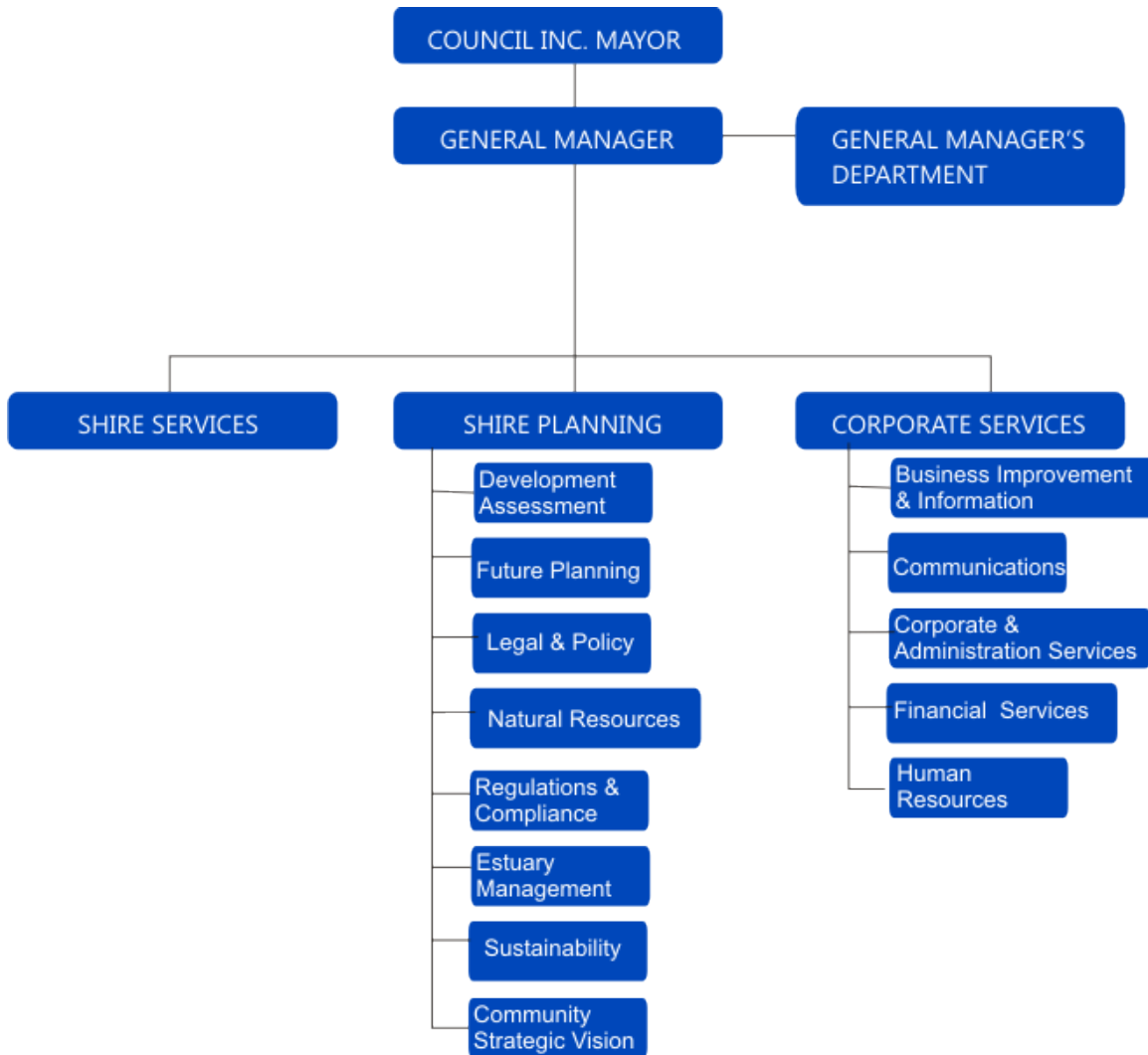
45. Involve Councillors in promoting Council initiatives. Establish a Communications Strategy Committee of Council.	Pending restructure	Corporate Services	Section 3.9
46. Remove Body hire arrangements in Council and comply with legislation.	Commenced	Shire Services	
47. Develop the Entrance by changing the development controls and changing the road networks/access to stimulate investment.	Commenced LEP July 2011 DCP Dec 2011	Shire Planning	
48. Increase compliance for illegal camping and illegal dumping.	Pending restructure 1 Dec 2010	Shire Planning	Section 4 Environment & Planning Services Department
49. Promote our community centres as places to meet for a wide variety of uses	Commenced	Shire Services	Section 4 Community & Recreation Services Department
50. Directors and other Council officers to speak up at Council meetings rather than leaving it to the GM. Also staff should not do other work during the Council meeting. Councillors want staff to be engaged at the meetings and listen to Councillors.	Ongoing Immediate Ongoing	General Manager and all directors	
51. Ensure that the Councillor information package is given to Councillors at the conclusion of the Council meeting.	Immediate Ongoing	Corporate Services	
52. Want stronger leadership with regards to supporting development in the Shire to stimulate investment and create jobs.	Immediate Ongoing	Shire Planning	
53. Make Warnervale Town Centre happen. The existing structure plan and controls need to be enhanced.	Pending restructure 31 December 2010	Shire Planning	Section 4 General Manager's Department
54. Need to resolve the future water corporation arrangements to ensure security of water for the central coast region.	Immediate	Shire Services	Section 4 General Manager's Department
55. Need staff to champion appropriate development e.g. El Largo consent should be supported to ensure it is acted upon.	Commenced December 2015	Shire Planning	
56. Reduce external legal expenditure by employing an Internal General Counsel. Ensure the General Counsel and the GM are the only officers who can authorise the engagement of any external legal advice.	Pending restructure 31 Dec 2010	General Manager	Section 3.6
57. Develop a property strategy for all Council owned lands to ensure Council maximises its investments.	Pending restructure 1 July 2011	Corporate Services	Section 3.3
Note: linked to #10 above			

58. Support the building of an Arts Centre at Wyong to allow the nurturing of our cultural/performing arts/business industry.	Commenced 2014	Shire Planning	
59. Review our planning strategy to allow development of lands west of the freeway.	Commenced July 2011	Shire Planning	Part of Settlement Strategy
60. Ensure the Governance Committee is not a forum to air staff grievances. This Committee should focus on enterprise risk matters and Council's management controls so they can give advice to Council and the GM for their consideration.	Immediate	Corp Services	
61. Please include the sub heading Economic Development/Job Creation on all Council reports including DAs. The content under this sub heading must include business impacts, investment outcomes, job numbers and other economic benefits to the Shire.	Immediate	Corporate Services	
62. Expand Council's resources in economic Development.	Pending restructure 31 Dec 2010	General Manager	Section 4 Corporate Services Department
63. Lack of accountability for Council Officer Committees which have no delegated power or authorisation from Council or the GM.	Pending Restructure 1 March 2011	Corporate Services	Section 3.10
64. Investigate the possibility of sharing more services with Lake Macquarie and Gosford Councils to reduce our costs.	Immediate 1 March 2011	Shire Services	Section 5.4 Possible Future Savings #3
65. There is a lack of integration in the management planning process -- no one area accountable.	Immediate 1 Nov 2010	Corporate Services	
66. The clarity of Financial Reporting to Councillors is inadequate.	Immediate 1 July 2011	Corporate Services	Section 3.8
67. S94 Developer contributions reduction will place pressure on the Shire to raise income to further develop our Shire. Investigate options to resolve this.	Commenced 31 Dec 2010	Shire Planning	Section 3.3
68. Development of a new Civic Centre should start now with a vision to have it built in 2030.	Immediate 31 Dec 2030	Shire Services	Requires an initial investigation and scoping report to ensure feasibility study has appropriate terms
69. The current 3 departments operate as silos and are not integrated to deliver efficient services to the Community.	Commenced 1 September	General Manager	Section 4.2
70. Strengthen the alliances with the private sector to combat the problem of the proximity to Sydney which impacts on our ability to get public and private funds for transport, sport, major facilities and events.	Pending restructure 1 July 2011	General Manager	Section 3.3

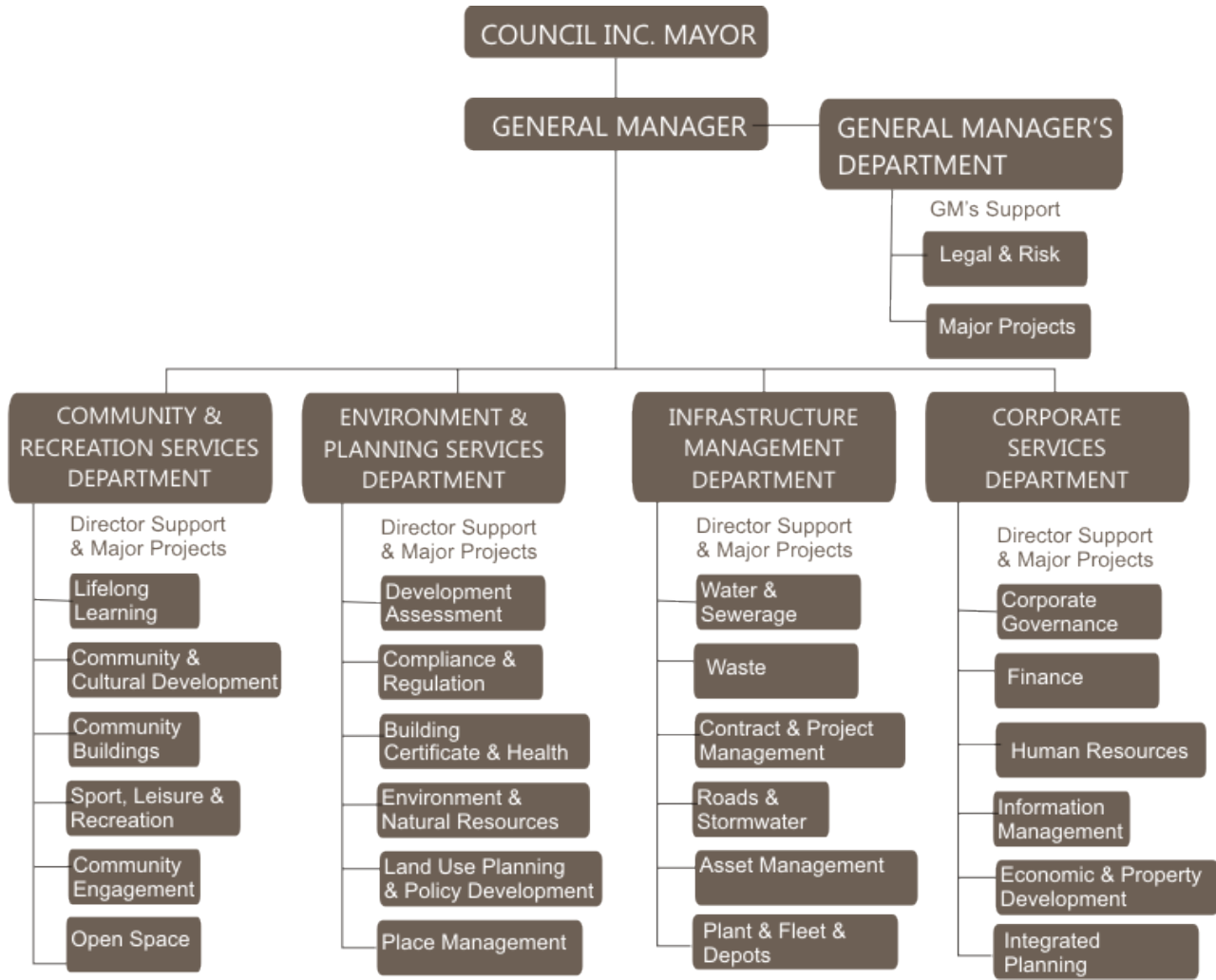
## 6.0 Appendices

### 61. Organisation Charts

#### Current Organisational Chart



## Proposed Organisational Chart



## Appendix 6.2 Project Evaluation Criteria

### 1. Community Need

- Does the project meet a need of the Community?
- How does it enhance the Shire as a place to work and live?

### 2. Identity

- Does the project enhance the sense of local identity of a town/suburb?
- Does the project contribute to the sense of regional identity?

### 3. Availability

- Does the project redress an identified deficiency or unequal distribution of available facilities in a town/suburb?
- Is the project located appropriately (access, adjacency to complementary facilities or open space) in the town/suburb?

### 4. Self Sufficiency

- Does the project enhance the self-sufficiency of a town/suburb?
- Does the project improve the useability of existing assets?
- What is the whole of life cost of the project?
- Does the project use best practice principles?

### 5. Connectivity

- Does the project enhance connectivity between towns/suburbs?
- Does the project improve links to retail/employment centres?
- Does it improve the choice or amenity of pedestrian and bicycle transport modes to the employment centres/destinations?
- Does the project improve the efficiency of major connectors to enhance the employment centres/destinations?

### 6. Future Options

- How well does the project address the changing nature of the Shire in terms of identifiable expected changes in demographic trends and land use?
- Does the project address limitation of existing infrastructure particularly with the targets set in the growth areas of the Shire?

- Is the project adaptable to changing needs and uses of the Shire over time?
- Does the project take into account the impacts of the Global Financial crisis?

### 7. Unlocking Future Options

- Can the project act as a catalyst for further development/investment with the potential to benefit the Shire?
- Will failure to proceed in the short term result in an opportunity lost forever?

## 6.3 Definitions/Glossary

- **Asset Management** - The systematic and coordinated activities and practice through which Council optimally manages its physical assets, and their associated performance, risks and expenditures over their lifecycle for the purpose of achieving its organisational strategic plan".
- **Asset Owner** - The Unit Manager who is directly responsible to the Director for carrying out the stewardship role of a specified asset. The asset owner is responsible for all activities in the management of an asset including acquisition, operation, maintenance and disposal.
- **End-to-end Process** - The whole life cycle management of an asset from conception to final decommissioning and disposal. It involves both the strategic component (risk management, investment strategy and investment planning) and the operational component (investment execution and then operate, maintain and supervise).
- **Life cycle cost** - The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, renewal and disposal costs.
- **Maintenance** - All actions necessary for retaining an asset as near as practicable to its original condition. It is expenditure required to ensure that the asset reaches its expected useful life. It excludes operations.
- **Operation** - The active process of using an asset or providing services. Expenditure that is continuously required to provide a service excluding maintenance. It includes things like utility costs, cleaning, weeding, road sweeping, fuel and energy and the running of programmes.





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