

# Exhibition DRAFT

## The Wyong Shire Council Strategic Plan 2011-2015





# Wyong Shire Council Strategic Plan 2011-2015

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## Message from the Mayor and General Manager

The Wyong Shire Council Strategic Plan is a landmark document that aligns Council's programs with the aspirations of the community as expressed in the *Community Strategic Plan (2030)*. It identifies how we will continue to provide essential services to our growing community and how we will ensure our assets are well maintained and our workforce is appropriately skilled.

Sustainability and quality of life are significant issues throughout Australia. This Strategic Plan provides policy direction and strategies which seek to deliver the best quality of life in a sustainable manner. It focuses on social, economic, environmental and civic leadership for the future and considers issues impacting our community such as climate change, business attraction, increased population, environmental sustainability and increased traffic.

In keeping with key principles in the *Community Strategic Plan*, this Strategic Plan places particular emphasis on ensuring long-term financial planning by those involved in achieving Council's future direction. In a time of growing demand for Council services and a reduction in services by some government departments, there are significant challenges to maintaining a sustainable financial position. This Strategic Plan is the culmination of a major effort by Council to address shortcomings of previous financial policies.

As well as looking at the core services (Principal Activities) of Council operations, this document outlines strategies for asset management, workforce management, financial management and issues surrounding the new Central Coast Water Corporation. All these will have a major impact on Council's operations over the next 10 years and they therefore need to be clearly understood when considering our overall approach to business services.

Wyong Shire is a great place to live and work, even though our residents have on average a generally lower level of income and high level of disadvantage. The community's capacity to afford increases in rates to pay for improved services is limited and in the future, our focus must be on providing the "best value" of essential services to our growing community while not necessarily providing the high cost "best practice" alternative.

Wyong's ratepayers and residents are our number one customer and the reason we exist. Council will keep the community at the forefront of every action and decision we make in relation to enhancing the quality of life in the Shire. We are committed to achieving outcomes for this community and look forward to moving towards a dynamic and sustainable future for everyone.

Doug Eaton  
Mayor

Michael Whittaker  
General Manager



Doug Eaton – Mayor



Michael Whittaker  
General Manager



## Part 1 – The Community and Your Council

### Wyong Shire Council – Councillors

Wyong Shire Council comprises 10 Councillors who are elected for a 4 year term to manage Council in accordance with the Local Government Act. Much of the work undertaken by your chosen representatives is voluntary. The Councillors role is to review the performance, delivery of service and financial management of Council. As part of the Councillors' role, they are required to attend Council meetings, committees meetings, public meetings etc as well as carry out a great number of civic duties. Your Councillors are the community eyes and ears and more importantly they are the residents of our Shire with a shared focus on meeting the community's needs.



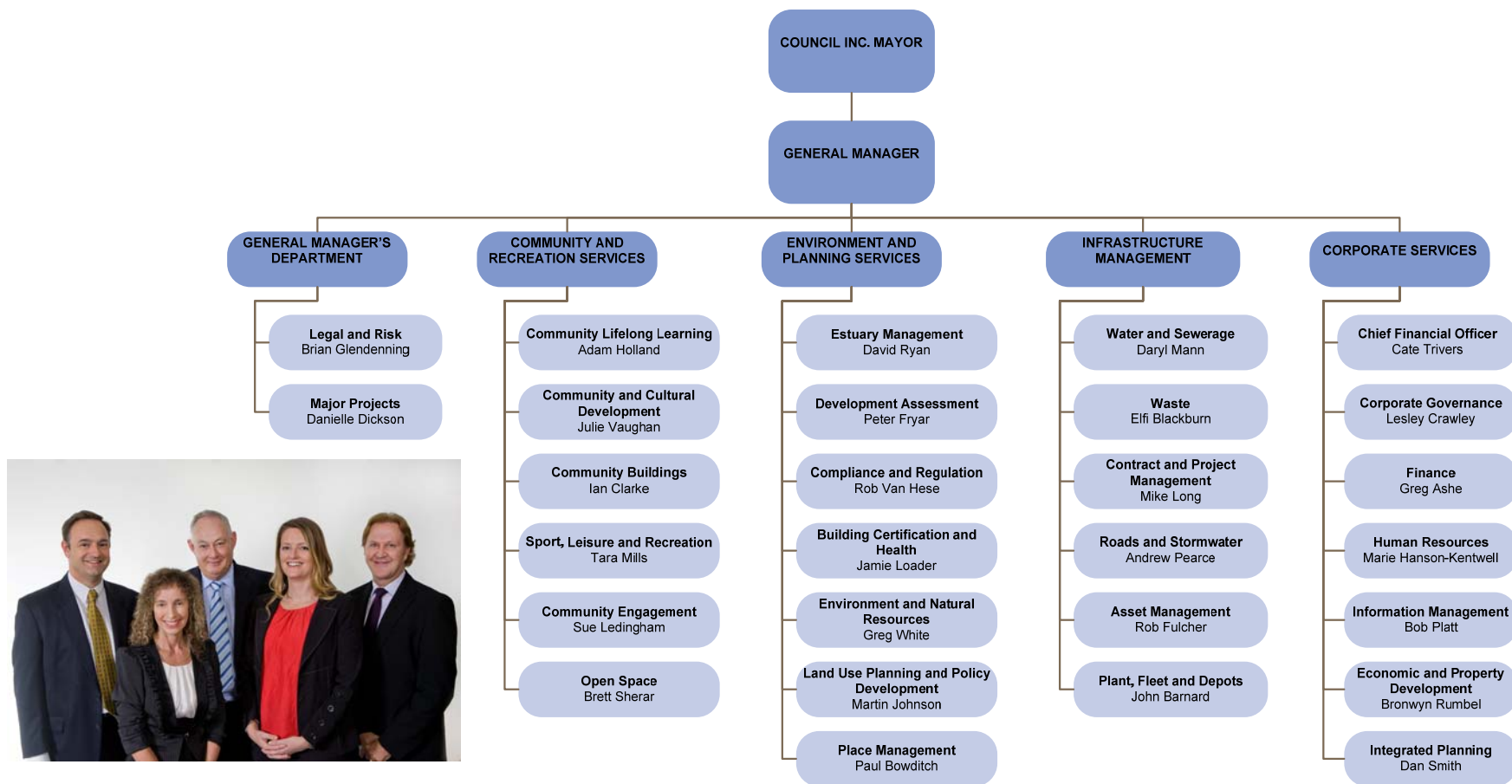
The Wyong Shire Council Councillors from left to right –

Bottom Row – Councillor Bill Symington (A Ward), Councillor Bob Graham (**Deputy Mayor**, B Ward), Councillor Lisa Matthews (B Ward), Councillor Sue Wynn (A Ward)

Top Row – Councillor Lynne Webster (B Ward), Councillor Doug Eaton (**Mayor**, Ward A), Councillor John McNamara (A Ward), Councillor Greg Best (A Ward), Councillor Doug Vincent (A Ward), Councillor Emma McBride (B Ward)

## Wyong Shire Council - Executive Team

The Wyong Shire Council Executive Team from left to right – Greg McDonald (*Director of Infrastructure Management*), Gina Vereker (*Director of Environment and Planning Services*), David Jack (*Director of Corporate Services*), Maxine Kenyon (*Director Of Community and Recreation Services*) and Michael Whittaker (**General Manager**)



## About this Wyong Shire Council Strategic Plan

This Strategic Plan details the main activities Council will deliver from 2011/12 through to 2014/15. It outlines Council's capacity to manage and maintain its assets, while delivering quality service to the community. It also looks at the asset, workforce and financial resources required to continue delivering services over the next 10 years.

The Local Government (Planning and Reporting) Amendment Act 2009 has replaced the Management Plan and Social Plan requirements that previously guided Council's corporate planning processes. As a result of these changes, Council will no longer prepare a yearly Annual Plan. Instead, Council presents this Strategic Plan.

This Strategic Plan is made up of a number of plans and strategies that have been prepared in response to new Integrated Planning and Reporting Legislation introduced by the NSW Department of Local Government. These include the following:

### Strategic Plan: Part 2

- **Annual Plan**

The Annual Plan is a subset of the 4 Year Delivery Plan and describes the activities to be undertaken by Council in the 2011/12 financial year and which will work towards the objectives of the Community Strategic Plan . The Annual Plan includes the Capital and Operational Expenditure Budgets for the coming financial year.

- **4 Year Delivery Plan**

This plan outlines the Principal Activities plus the capital investment to be undertaken by Council in the medium term (over the next four years). It

also includes actions for delivering the objectives and strategies within the Community Strategic Plan.

### Strategic Plan: Part 3

Part 3 of the Strategic Plan holds the resource strategies being;

- **Asset Management Strategy**

The Asset Management Strategy is Council's account for, and plan over, the next 10 years for the \$2 billion worth of assets for which it is custodian on behalf of the community. The approach to maintaining, renewing and otherwise managing these assets has a major bearing on Council's overall Strategic Plan.

- **Workforce Management Strategy**

The Workforce Management Strategy outlines the approach to delivering and managing human resources over the course of the Strategic Plan period. Council must ensure its workforce of 1300 people is appropriately skilled and resourced to deliver all the actions in this Strategic Plan and the related Community Strategic Plan.

- **Long Term Financial Strategy**

This is Council's 10 year plan that seeks to ensure financial sustainability while at the same time:

- maintain an optimum level and mix of services
- maintain assets at an optimum standard
- meet unexpected event costs (e.g. for a flood)
- provide essential service levels
- fund Council's input to the long-term objectives in the Community Strategic Plan .

The appendices contain information that must accompany the preceding plans and strategies or is supplemental information (i.e. Asset Management Policy, Statement of Revenue Policy and Fees and Charges)

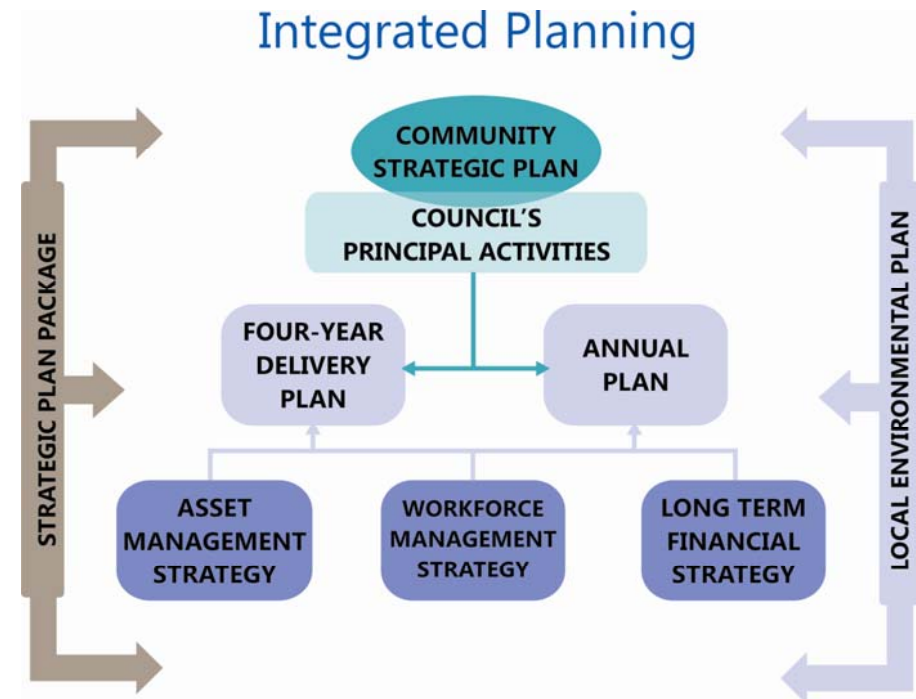
The Community Strategic Plan is the leading document in the Department of Local Government integrated planning hierarchy. It describes the community's aspirations and priorities for the future.

The Community Strategic Plan is referenced throughout this Strategic Plan document to ensure Council's services and products meet the objectives and aspirations of the community where Council has a role in its delivery.

Council is not; however responsible for delivering all of the Community Strategic Plan (refer to Appendix 1 – The Community Strategic Plan). The achievement of the community's objectives will be an important partnership between the community and all levels of government over the next 20 years.

### The Integrated Planning Framework

The following diagram illustrates the integrated planning framework which leads to this Strategic Plan document. It shows the relationship between the plans and strategies identified in this document and also shows that the Wyong Shire Local Environmental Plan is a major contributing factor to Council's activities.





## Wyong Shire in Brief

The original inhabitants of the Wyong area were the Guringai and Darkinjung people.

European settlement dates back to 1825 when the first land grant was made. At that time land was used mainly for farming and timber harvesting.

The railway line was opened in 1889 and this enabled more growth and tourism in the area. Further development occurred in the 1900's and increased in the post-war years. The Shire's population reached about 10,000 residents in 1947.

Significant expansion continued after the Sydney-Newcastle Freeway was constructed in the 1960's and the population grew from nearly 19,000 in 1961 to nearly 33,000 in 1971.

Rapid growth then occurred during the 1970's and 1980's, with the population growing from 47,000 in 1976 to 82,000 in 1986. Substantial growth continued during the 1990's and reached about 100,000 in 1991, but slowed in the early 2000's.

The population of Wyong Shire today is more than 150,000. Projected population growth over the next 20 years is detailed in the table below.

Geographically, Wyong Shire covers an area of 820 square kilometres, including substantial areas of national parks, state forests, coastline and lakes. The Shire includes the major service centre of Wyong-Tuggerah and numerous townships spread around Tuggerah Lake, Budgewoi Lake, Lake Munmorah and the southern shore of Lake Macquarie. The western half of the Shire is predominantly forest and rural.

Wyong Shire's administrative centre is located in the town of Wyong.

### Wyong in a Snapshot

<b>Total Shire Area</b>	<b>820.42 km<sup>2</sup></b>
<b>Area of Lakes</b>	<b>79.6 km<sup>2</sup></b>
<b>Length of coastline</b>	<b>35 km</b>
<b>Area of national parks and state forests</b>	<b>47,400 ha</b>
<b>Length of roads</b>	<b>1,100 km</b>
<b>Total population</b>	<b>150,338</b>
<b>Number of households</b>	<b>60,502</b>
<b>Number of families</b>	<b>38,036</b>
<b>Number of employed persons</b>	<b>52,970</b>

**Table 1: Wyong Shire Population Projections 2006-2031**

Wyong Shire	Forecast Year					
	2006	2011	2016	2021	2026	2031
Population	142,686	150,338	162,856	175,264	187,624	200,015
Change in Population (5 years)		7,652	12,518	12,408	12,360	12,391
Average Annual Change (%)		1.05	1.61	1.48	1.37	1.29
Households	56,378	60,502	66,513	72,359	78,265	84,267
Average Household Size (persons)	2.5	2.46	2.42	2.42	2.37	2.35
<b>Long Term Financial Strategy Calculations:</b>						
	<b>2006</b>	<b>2011</b>	<b>2016</b>	<b>2021</b>	<b>2026</b>	<b>2031</b>
New Houses each year (growth)		825	1,200	1,170	1,180	1,200

(id Consulting (2010) Wyong Shire Population Forecasts)

**Creating our ideal community  
caring... prosperous... sustainable**

**Building a better tomorrow**

**Norah Head Lighthouse**



## Working with the Community

The focus of Council's business is on providing services for the residents and ratepayers of the Shire. The most important partnership for Council is therefore with the community.

At Wyong Shire Council our approach to engaging with our residents, business owners, visitors and staff is an important component in the way we do business. Engaging on a regular basis provides opportunities for our customers to tell us what is important and what we need to improve on, this information then assist us in the planning of our programs and services to meet their needs.

You can have your say on our community's many diverse topics, issues, projects and programs through a variety of processes by:

- Speaking at Council meetings
- Participating through one of 13 local Precinct Committees
- Talking to your local Councillor or our award-winning Customer Contact Section
- Providing feedback through Council's media outlets such as blog sites, Twitter and noticeboards
- Making submissions during exhibition of draft policies and proposed major developments
- Attending Council's presentations to groups and organisations on a wide range of civic matters
- Participating in community education programs on many topics,

### *Did you know?*

***Council regularly engages the community through a number of forums including; the Wyong Seniors Advisory Council, Wyong Shire Youth Advisory Council and specific tailored programs for community engagement and feedback on issues of community concern such as the Community Strategic Plan, Youth Strategy etc***

There are ongoing efforts to maintain and improve lines of communication with the community including creation of a standing Community Panel, formulation of a Community Engagement Strategy and exploration of innovative ways to make better use of electronic social media.

A good example of Council working with community is our *Youth Engagement Strategy* that highlights how we can improve the quality of life and wellbeing of young people in the Shire. This can be achieved by supporting young people in achieving their goals and aspirations and being active valued members of the community they live in. The Strategy shows how we will partner with young people, community and business to bring about change and opportunities.

A set of toolkits have been developed to support the *Youth Engagement Strategy* and guide our partners. One of the toolkits is for young people and how they can get involved and the another toolkit for business and community members on how they can engage with young people. Council has committed money in the 2011-2012 budget for implementation of this strategy. For more information view details on our website [www.wyong.nsw.gov.au](http://www.wyong.nsw.gov.au)

## The Business of Wyong Shire Council

### Community Strategic Plan

Establishing a Community Strategic Plan has the benefit of setting a guiding pathway for all of the community who, in one form or another, contribute to the economic, social, cultural and environmental well-being of the Wyong community.

Government agencies, private companies, interest groups and individuals have the ability to use the priority objectives of the Community Strategic Plan to make their contributions to the community in a coordinated manner. This is especially so for the elected Wyong Shire Council to whom the community has given a mandate to act on its behalf to provide the essentials of community life.

### Business Goals

Wyong Shire Council has been operating at a loss for some time. This has been brought about by many years of State Government revenue restrictions concurrent with placing obligations on Local Government that have increased costs. Other factors such as rising fuel costs and particularly a growing community have combined to place significant pressure on the Wyong Shire Council's financial position that is not sustainable and cannot continue. Council is setting out on a pathway through this Strategic Plan, to correct that position by 2015.

### Services

Council cannot be all things to all people. It must always consider what is best for its diverse community. The need for this "all-in common" approach to community issues coupled with constant pressure to obtain necessary funding, leads to Council giving priority to providing the basic services needed for community life. Over recent decades Local Government has had to provide services for their communities that no other group or person is able

to, should do, or is willing to provide. In simple terms this means Council must provide basic community infrastructure such as roads, waste, water, sewerage and community facilities.

Wyong Shire Council's contribution to the Community Strategic Plan (Shire Strategic Vision) over the coming years therefore will include continuation of the current range of basic infrastructure and community services. Services planned are detailed in this Strategic Plan grouped under the twelve Principal Activities headings (see Appendix 2) and supported by Major Projects.

### Revenue and Costs

The priority is to ensure that the daily operations of Council are limited to the funding available for those purposes. Key strategies for achieving this goal are:

- Increasing revenue through the "user pays" principle
- Maximising the commercial potential of Council assets, such as land holdings, for the long-term benefit of the community.
- Improving the way we provide services to ensure efficient use of Council's resources.
- Undertaking Major Projects that may involve partnerships with other councils, State and Federal Governments and the private sector.
- Controlling the business through improved management systems, reporting and benchmarking, using tools such as the Global Reporting Initiative (see later in this section).

### Assets and Capital Expenditure

Expenditure on capital works (building and maintaining assets) will be realistically set each year based on available funds and necessary works. The Asset Management Strategy (see Part 3) is designed to consider every Council asset on a "whole-of-life" basis to ensure optimal use of funding while meeting the community's service needs. Simply, it means not buying a flash car when a ute will do the job.



## Workforce

The remaining key component of returning Wyong Shire to financial sustainability is developing a workforce that can provide innovative, creative and efficient services to the community.

The Workforce Management Strategy in this Plan (see Part 3) recognises the value of our 1,300 Council employees in providing services to the community. It provides direction on how to manage the significant workforce change anticipated over the next ten years. This change is, in part, driven by the age of Council's current workforce and the associated need to replace the knowledge and capability of many long-serving, loyal employees as they near retirement.

Council is a diverse, professional organisation employing staff with many specialist and professional skills. The market for such skilled labour has intensified and this trend is anticipated to continue through the next decade. Council needs to ensure that it develops, trains or acquires the competencies to replace those who retire or move on, this is essential in order to maintain services.

Council's organisational structure is shown on page 6.

## Comprehensive Local Environmental Plan 2012

A Major Project during 2011/12 and beyond that impacts the business of Council is the development of a comprehensive Local Environmental Plan (LEP) 2012. While based on current land use controls, this important planning instrument will re-establish development standards and zonings throughout the Shire. The LEP is required by State legislation to align all local planning with standard state-wide zonings and to simplify and clarify land-use controls across the State. The LEP is scheduled for completion during 2012.

The comprehensive LEP is especially significant for the business of Council as it will:

- Consider the broad balance between maintenance of our important natural values and amenity with the sustainability of communities and our economy.
- Establish development potential of land holdings (including Council's),
- Establish permissible uses in developed areas that will shape our future communities.
- Review development standards that determine the amenity and quality of development and balance that against costs and practicality.

Council is undertaking a fair and transparent program in consultation with the community and State Government to determine our future land use controls.

### *Did you know?*

***92 Councils across the State lodged funding submissions to the State government's Local Environmental Plan Acceleration Fund to help prepare their comprehensive LEP's. Wyong Council was successful and will receive \$274,000 to engage 3 professional staff to assist in preparing this important Plan.***

## The Global Reporting Initiative

In Council's quest for "best practice" in management, the Global Reporting Initiative (GRI) will be introduced. It is a system recognised around the world for reporting to stakeholders and the wider community as an important part of responsible public accountability.

The GRI is an international organisation that developed a sustainability reporting framework for both public and private organisations companies, government agencies and non-government organisations.

The framework has been developed, reviewed and improved through an international stakeholder consultation process. As of January 2009, more than 1,500 organisations from 60 countries use GRI guidelines to produce sustainability reports. This includes some from the Australian local government sector.

GRI reporting is based on standard disclosures on the organisation's management approach to sustainability. It covers six primary areas:-

1. Environmental
2. Human Rights
3. Labour Practices and Decent Work
4. Society
5. Product Responsibility
6. Economic

GRI reporting is normally undertaken over a financial year and will be a key to Council's transparent approach in reporting to the community.

Operating and reporting under GRI sustainability objectives and goals:

- Allows a clear purpose for the organisation's means of operating
- Provides a clear focus on, and accountability for, producing more sustainable outcomes and
- Demonstrates a proactive commitment to achieving sustainable outcomes

### **A Central Coast Partnership**

Wyong Council is committed to initiatives that benefit the community throughout the Central Coast. Council business is strengthened when it is done collaboratively and a better service to the community can result.

Council has provided many improved services to the community through partnerships including:

- Mingara Aquatic Complex
- Wadalba School community facilities and high quality sports grounds
- Lake Munmorah High School and Summerland Point sports hall

And continue to forge new partnerships such as:

- NBN broadband
- Ngura program with Mingara and local high schools
- Entrance Leagues Club – sub soil drainage
- Landcare volunteer groups
- Arts and cultural groups for the Art House

Council has hundreds of volunteers working with us, from Landcare, to managing the bookings of community halls, to dog walkers and at libraries. Volunteering provides a great opportunity for people to interact and make connections, to learn new skills and contribute to their community.

We also have worked closely in partnership with Gosford City Council to provide a wide range of essential community services such as:

- Sharing a SEPP 65 Planning Panel
- Joint public education programs on many topics such as the arts, water wise and a shared bicycle safety facility
- Mingara Regional Athletics Field
- Joint Quality of Life survey and a range of community projects
- Joint flood studies
- Road maintenance

Creation of the Central Coast Water Corporation (see Part 2 Scenario Analysis) is a clear example of how the two councils work closely together and will continue to undertake programs of benefit to all Central Coast residents.

Details of how the Central Coast Water Corporation will operate will be defined during 2011/12, but it is clear that there will be a significant impact on the current business of both councils as hundreds of positions and significant skills are transferred to the new authority. This provides an opportunity to investigate how the councils can work more closely including the pros and cons of a possible amalgamation.

The Central Coast Regional Organisation of Councils has been asked to review the process and desirability of creation of a single Central Coast Council. The community and staff will be kept fully informed as this possibility is considered during 2011/12.

### **Occupational Health & Safety (OH&S)**

Council is committed to providing and maintaining a safe and healthy work environment for everyone in the workplace. Our Occupational Health & Safety vision is

***"Safety First -- No Injuries, to Anyone, at Anytime"***

This is achieved through commitment to policy and systems, leadership, accountability, consultation and involvement, as well as two-way communication. As a "self insurer" Council must maintain a very high standard of professional Occupational Health & Safety management.

During 2011 Council was relicensed as a self-insurer for a further three years following a thorough WorkCover audit. While the primary focus of the Occupational Health & Safety commitment is on staff, being a self insurer also saves Council \$4 million annually.

### ***Did you know?***

***Council's Occupational Health Section has won the Heart Foundation Local Government Award two years in a row for their employee Wellbeing Program***

### **Information Technology**

Computers and the new technology of modern communications play a vital role in Council's ability to bring services and information to the community. Technology is the life blood that enables the organisation to provide more for less and is of primary importance to the long-term financial sustainability of Council.

Council has a large set of core management systems that now face an uncertain future due to the formation of the Central Coast Water Corporation. Decisions will be made during the coming year that will significant impact Councils current means of supplying user-friendly and information access-friendly technology systems for operational effectiveness.

Consideration will also be given to how Council will manage its current core system capability post-Watercorp establishment. Key strategies such as in-house operations vs purchased system management need to be confirmed to ensure the long-term flexibility and capability of technological support for management.

Additional costs as yet unidentified, will be incurred during any transition organisationally and contractually. A general provision of \$800,000 has been included for 2011-12, but actual need will determine final costs.

## Resourcing Strategy – Services (Delivery Program 2011-2015)

### Resourcing Strategies

Resourcing Strategies outline how sufficient resources (i.e. money, assets and people) will be supplied in order to provide the services that form Principal Activities. Services provided under each of the Principal Activities are the "driver" that creates the need for resourcing strategies.

Part 3 of this Strategic Plan contains three separate resourcing strategies:

- Long Term Financial Strategy
- Asset Management Strategy and
- Workforce Management Strategy

The following is a description of each of 12 Principal Activities.

### Council's Principal Activities

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

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

Within these Principal Activities there are a number of services that no one else provides to our community. These would not be done unless Council met its obligations. They include essential roles such as sewer, water, roads and waste.

Other functions of Council are expected by the community as they contribute to the quality of life. These include lifelong learning opportunities, community buildings, and the administrative/regulatory functions of Council.





## Principal Activity 1 - Community & Education

Community & Education involves the establishment of relationships with and between community members. It helps to promote community connectedness and participation and contributes to the quality of life on the Central Coast.

Education, culture and lifelong learning are also key elements of this activity and include the provision of libraries, community centres and other facilities. Council information is provided to the community through several channels including Customer Contact and the Community Engagement Unit.

This Principal Activity relies on the provision of facilities needed to supply services and programs as well as meet a variety of community needs including:

- 5 cemeteries
- 2 entertainment facilities
- 5 neighbourhood centres
- 6 senior citizens centres
- 2 recreation centres
- 32 halls
- 5 youth centres
- 2 tourist offices
- 5 libraries
- 29 community centres

Key activities being undertaken include:

- Planning, coordination, assistance with and direct provision of community services
- Planning and managing community facilities for the provision of services and programs
- Liaison with Federal and State governments, other councils and the community on the provision of services and improvement of the quality of life

Critical challenges for this Principal Activity include:

- Ensuring alignment of strategic planning and service provision

- Managing community and Council expectations to ensure that they are in keeping with the staffing and financial ability to provide community services, programs and facilities
- Ensuring that the community is fully engaged/involved in the planning and provision of their services and programs
- Sustainably managing community facilities so that they are at an appropriate standard required by the community



### The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>01 Community &amp; Education</b>				
B70000.REVENUE	1,503	1,566	1,606	1,647
B60000.EXPENSE	12,455	12,966	13,481	14,011
<b>Total 01 Community &amp; Education Profit &amp; (Loss)</b>	<b>(10,953)</b>	<b>(11,400)</b>	<b>(11,875)</b>	<b>(12,364)</b>

(Figures as of 11.00am 17/4/11).....Profit & (Loss).

## Principal Activity 2 - Community Recreation

Community Recreation involves the need for well-maintained buildings, facilities and services for recreational use and enjoyment.

Council works to plan, promote and operate "fit for purpose" facilities and services to support diverse recreation activities, and maximise their benefits and use. It also manages and maintains natural areas and open spaces in order to supply public open space facilities and areas of passive recreation.

This Principal Activity relies on the provision of facilities to meet a variety of community needs including:

- 18 parks
- 64 hard courts
- 36 sports ovals
- 55 BBQ's
- 63 public toilets
- 409 parks and reserves
- 6 surf clubs
- 3 swimming complexes
- 2 recreation centres

Key activities being undertaken include:

- Planning for community recreation services and facilities
- Coordinating the development and sustainable maintenance of recreation facilities
- Collaborating with recreation user groups
- Monitoring participation rates and community trends in all forms of sport and recreation

- Maintaining Council's level of grants and support for recreation and sporting activities
- Coordinating the scheduling and booking of sport and recreation facilities

Critical challenges for this Principal Activity include:

- Managing community and Council expectations to ensure that they are in keeping with the staffing and financial ability to provide sport and recreation programs and facilities
- Liaison with Federal and State governments, other councils and the community on the provision of recreation and sporting facilities and services
- Maintaining a technically competent and knowledgeable workforce including ongoing training
- Provision of adequate funding to sustainably manage recreation assets and deliver agreed service levels including asset renewals and maintenance

### The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>02 Community Recreation</b>				
B70000.REVENUE	1,171	1,200	1,230	1,261
B60000.EXPENSE	18,491	19,159	20,047	20,969
<b>Total 02 Community Recreation Profit &amp; (Loss)</b>	(17,319)	(17,959)	(18,817)	(19,708)

(Figures as of 11.00am 17/4/11).....Profit & (Loss).

### Principal Activity 3 – Economic & Property Development

Responsibilities for this Activity include strengthening the economic base of the Shire by promoting economic development as well as the creation of employment opportunities. It identifies and develops sustainable income strategies for Council. In addition, it provides property related services for the organisation.

This Principal Activity relies on the provision of IT systems and a high level of network communications to identify, plan and manage economic and property opportunities, services and programs for Council.

This Principal Activity is responsible for Council's property portfolio which varies over time, but at present includes a variety of landholdings and 30 houses.

Key activities being undertaken include:

- The formation of a revenue opportunity plan
- The formation of a property investment and development strategy
- The formation of an economic development plan
- Provision of property management services to the organisation

Critical challenges for this Principal Activity include:

- Balancing revenue opportunities with economic development across Council
- Managing corporate risk while undertaking entrepreneurial programs
- Ensuring that staff maintain a high level of up to date property and development knowledge
- Working with a number of other government agencies

## The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>03 Economic &amp; Property Development</b>				
B70000.REVENUE	1,445	1,429	1,494	1,561
B60000.EXPENSE	8,426	8,302	8,617	8,941
<b>Total 03 Economic &amp; Property Development Profit &amp; (Loss)</b>	(6,980)	(6,872)	(7,123)	(7,380)

(Figures as of 11.00am 17/4/11).....Profit & (Loss).....

***Did you know?***

**Council has commenced a process identified as being unique to Wyong Council to encourage economic development within the Shire by the identification of a number of Iconic Development Sites.**

## Principal Activity 4 – Council Enterprises

The Principal Activity of Council Enterprises includes the operations of child care and holiday parks.

It also provides, promotes and operates high-quality holiday park facilities and services. These holiday park facilities are a significant contributor to the local tourism industry they generate income for Council and ensure maximum benefits and use of these facilities.

This Principal Activity relies on key assets to supply services and programs as well as meet a variety of community needs including:

- 6 child care facilities
- 4 holiday parks

Key activities being undertaken include:

- Provision of quality care and education services through each child care centre
- Collaboration with library services to help encourage life-long learning opportunities at the libraries
- Planning, promotion and management of holiday parks
- A means of gaining revenue towards other Council services
- Promotion of Holiday Park to increase their usage

***Did you know?***

***Budgewoi, Canton Beach, Norah Head and Toowoan Bay are home to Council's four holiday parks. Recently upgraded these parks provide affordable options for holiday makers and visitors to our Shire. With further upgrades planned for 2011-2012 these parks will continue to bring in tourism to the Coast.***

Critical challenges for this Principle Activity include:

- Introducing fee structures which generate additional use and income while not discouraging patronage
- Ensuring that staff qualifications and skills meet legislative requirements and are maintained
- Providing and maintaining facilities that are fit for use, safe for users and meet licensing requirements
- Providing staff levels that meet legislative requirements and customer expectations in relation to quality services
- Maintaining close liaison with user groups to manage expectations and ensure they are in keeping with staffing and the financial ability to deliver services

## The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>04 Council Enterprises</b>				
B70000.REVENUE	13,260	14,092	14,686	15,306
B60000.EXPENSE	14,544	15,147	15,677	15,416
<b>Total 04 Council Enterprises Profit &amp; (Loss)</b>	(1,284)	(1,055)	(991)	(110)

(Figures as of 11.00am 17/4/11).....Profit & (Loss).....



## Principal Activity 5 – Regulatory

This Principal Activity ensures public compliance with statutory requirements in a professional manner across a wide range of regulatory responsibilities while ensuring compliance with legislation.

In most cases Council is the primary provider of these regulatory services as they are not otherwise provided except through enforcement of regulations and statutes by Council.

This Principal Activity relies on the provision of facilities needed to supply services and programs as well as meet a variety of community needs including:

- 1 animal care facility
- 1 administration building

Key regulatory activities being undertaken by Council include:

- Land use controls
- Enforcement of building standards
- Environmental protection
- Domestic animals regulation
- Public health and safety
- Vehicles and transport (e.g. parking and weight limits)
- Amenity (e.g. noise, illegal tree removal etc.)
- Public nuisance

### ***Did you know?***

***There are over 10,000 private swimming pools in Wyong Shire. Council plays a big role in trying to ensure these pools are safe for our children. Staff are therefore implementing an ongoing program to inspect all private pools in the Shire. This is focusing on education and compliance. Pool owners are being required to ensure that pool gates and fences are sound and resuscitation signs posted.***

Critical challenges for the regulatory activities of Council include:

- Ensuring clear regulations, standards and policies that are the subject of enforcement
- Creating and maintaining clear policies that guide regulatory activities
- Balancing changing community priorities for regulatory activities with the legal, staffing and financial ability to provide regulatory services
- Ensuring consistent and fair application of regulatory functions
- Liaison with police and the private sector to ensure a consistent application of regulations
- Ensuring community support for regulatory priorities for enforcement activities
- Maintaining positive relationships with the community

### **The 4 Year Outlook**

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2015/2016
<b>05 Regulatory</b>				
B70000.REVENUE	3,236	3,122	3,216	3,313
B60000.EXPENSE	6,916	7,171	7,458	7,756
<b>Total 05 Regulatory Profit &amp; (Loss)</b>	(3,680)	(4,048)	(4,241)	(4,443)

(Figures as of 11.00am 17/4/11).....Profit & (Loss)..

## Principal Activity 6 – Environment & Land Use

The Environment & Land Use Principal Activity enhances the natural and built environment on both private and public land. This is done through strategic planning and policies, as well as controls over land-use to maintain a high quality of life.

Through this Principal Activity Council seeks to promote the sustainable use of natural resources on the Central Coast.

Environment and Land Use activities also involve overseeing the management of Council owned and administered natural areas. These are an important asset for maintaining sustainable natural processes and/or providing areas for essential community facilities.

Land assets may also be used, where appropriate, to generate income that can be used to enhance services for the community.

Key activities being undertaken include:

- Natural resource and land-use planning and controls
- Land-use monitoring
- Planning for climate change and sustainability
- Planning for the retention of heritage items
- Overseeing the management of natural assets
- Liaison with Federal and State governments, other councils and the community on the provision of environment and land-use services

- Planning and coordinating the management and enhancement of the Tuggerah Lakes and their catchment
- Overseeing Council's environmental management practices

Critical challenges for Environment & Land Use include:

- Balancing ongoing land-use development with sustainable environmental management
- Managing community and Council expectations to ensure that they are in keeping with the staffing and financial ability to provide natural resource management and sustainable development
- Ensuring that the community is fully engaged in land-use planning
- Managing natural assets so that they provide services at a standard required by the community both today and in the future

### The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>06 Environment &amp; Land Use</b>				
B70000.REVENUE	13,661	13,164	13,587	14,025
B60000.EXPENSE	20,684	21,433	22,318	23,240
<b>Total 06 Environment &amp; Land Use Profit &amp; (Loss)</b>	(7,023)	(8,269)	(8,730)	(9,215)

(Figures as of 11.00am 17/4/11).....Profit & (Loss).

## Principal Activity 7 – Waste Management

This Principal Activity includes domestic and commercial waste. It involves processing and disposal operations as well as landfill remediation.

Waste management is about providing a safe, reliable and environmentally responsible waste collection and disposal services. It also aims to help reduce the Shire's environmental footprint.

This Principal Activity relies on the provision of facilities to supply services and programs including:

- 1 waste management facility
- 7 closed landfill remediation sites

Key activities being undertaken include:

- Managing the waste contract
- Monitoring the content of waste
- Planning, designing developing, managing and rehabilitating the Buttonderry Waste Management facility in a timely and sustainable manner
- Monitoring technology and innovation in the waste management field and incorporating cost-effective practices into Council's management of waste
- Planning, designing and undertaking rehabilitation of closed landfills in a sustainable and environmentally sensitive manner

Critical challenges for this Principal Activity include:

- Managing community and Council expectations to ensure that they are in keeping with the staffing and financial ability to provide waste services and facilities
- Ensuring that the community is engaged/involved in the planning and provision of their waste services and programs
- Sustainably planning, developing and managing waste facilities so that in the long run they provide for waste services at a standard required by the community
- Keeping up with new technologies and requirements and adapting them to meet the Shire's waste management requirements
- Liaising with Federal and State governments, other councils and the community on the provision of waste management and meeting legislative requirements
- High risk activities due to the long term environmental responsibilities
- Recycling to reduce energy use etc, to enhance sustainability

### The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>07 Waste Management</b>				
B70000.REVENUE	54,623	62,494	61,522	65,952
B60000.EXPENSE	44,541	52,812	52,553	58,100
<b>Total 07 Waste Management Profit &amp; (Loss)</b>	10,082	9,682	8,969	7,852

(Figures as of 11.00am 17/4/11).....Profit & (Loss).

## Principal Activity 8 – Roads

This Principal Activity includes roads (excluding RTA roads), bridges and traffic management in the Shire along with associated infrastructure to help ensure ease of travel and environmental responsibility.

It aims to provide and maintain quality roads infrastructure to support a growing population in a cost effective and sustainable manner.

This Principal Activity relies on the provision of facilities to meet a variety of community needs including:

- 1100 km roads
- 930 km kerbing
- 220 km footpaths
- 22 timber bridges
- 30 km shared pathways
- 69 footbridges
- 228 bus shelters
- 49 concrete bridges

### ***Did you know?***

***Council maintains 104 km of gravel roads which are graded on average every 6 weeks.***

Key activities being undertaken include:

- Implementing the Asset Improvement Strategy and moving towards an advanced level of asset management
- Managing and delivering the 2011/12 capital works program relating to roads and associated works
- Completing preconstruction activities and implementing the timber bridge replacement program
- Undertaking ongoing condition assessments and remedial action to all of the Shire's timber bridges.

### ***Did you know?***

***The public can report potholes to Council by phone or on Council's website (via a service request). These are prioritised and then repairs usually completed within 48 hours***

Critical challenges for this Principal Activity include:

- Maintaining a technically competent and knowledgeable workforce, recognising that market forces have historically made attracting staff with the required competencies difficult to source
- Providing timely infrastructure to meet development requirements
- Providing adequate funding to manage the asset portfolio and deliver agreed service levels including asset renewals and maintenance
- Keeping up with new technologies and requirements and adapting them to meet the Shire's roads requirements
- Liaison with the State government, other councils and the community on the provision of roads and meeting legislative requirements
- Managing community and Council expectations to ensure that they are in keeping with the staffing and financial ability to provide roads

### **The 4 Year Outlook**

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>08 Roads</b>				
B70000.REVENUE	6,027	6,222	6,446	6,679
B60000.EXPENSE	29,177	30,287	31,682	33,144
<b>Total 08 Roads Profit &amp; (Loss)</b>	<b>(23,150)</b>	<b>(24,065)</b>	<b>(25,236)</b>	<b>(26,464)</b>

(Figures as of 11.00am 17/4/11).....Profit & (Loss).

## Principal Activity 9 – Drainage

Drainage provides safe and reliable collection, transmission, treatment and discharge facilities for stormwater in a cost-effective and sustainable manner.

This activity requires the provision of an extensive network of engineered and natural drainage systems needed to supply services for the collection, transmission and treatment of stormwater including:

- 334 km of drainage pipes
- 35 km of culverts and channels
- 152 gross pollution traps and wetlands
- 15,984 pits, inlets and junctions
- 798 headwalls

Key activities being undertaken by Drainage include:

- Planning, coordinating and the direct provision of drainage
- Planning and managing drainage infrastructure for the safe collection, transmission, treatment and discharge of stormwater
- Liaison with the State government, other councils and the community on the provision of drainage

Critical challenges for this Principal Activity include:

- Providing for efficient drainage that protects human life and property during high to extreme storm events
- Balancing environmental requirements with the requirements for public safety and protection of property in a growing community
- Providing drainage services at a price that represents efficient sustainable service delivery
- Providing timely infrastructure to meet development requirements
- Ensuring compliance with all Federal regulations and quality standards
- Liaison with the State government, other councils and the community on the provision of drainage and meeting legislative requirements

### The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>09 Drainage</b>				
B70000.REVENUE	8,654	8,962	9,351	9,757
B60000.EXPENSE	10,099	10,790	11,532	12,151
<b>Total 09 Drainage Profit &amp; (Loss)</b>	<b>(1,445)</b>	<b>(1,828)</b>	<b>(2,181)</b>	<b>(2,394)</b>

(Figures as of 11.00am 17/4/11).....Profit & (Loss).



## Principal Activity 10 – Sewerage Services

Sewerage Services provides safe and reliable storage collection, treatment and disposal facilities for sewerage in a cost-effective and sustainable manner.

This activity requires the provision of an extensive network of facilities needed to supply services for both the collection and treatment of sewerage including:

- 1200 km of sewer mains
- 143 pumping stations
- 6 sewerage treatment plants

Key activities being undertaken by Sewerage Services include:

- Planning, coordinating and the direct provision of sewerage services
- Planning and managing sewerage infrastructure for the collection, transportation, treatment and safe disposal of sewer

### ***Did you know?***

***Council processes approximately 12 gigalitres of sewer per year - enough to fill about 4800 Olympic swimming pools***

Critical challenges for this Activity include:

- Providing sewerage services at a price that represents efficient sustainable service delivery
- Providing timely infrastructure to meet development requirements
- Ensuring compliance with all Federal regulations and quality standards
- Liaison with the State government, other councils and the community on the provision of sewer services.
- Number of aging sewer infrastructure
- Ensuring a smooth transition to the new Central Coast Water Corporation.

### **The 4 Year Outlook**

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>10 Sewer Services</b>				
B70000.REVENUE	30,867	31,964	33,429	34,966
B60000.EXPENSE	36,475	37,654	39,507	41,342
<b>Total 10 Sewer Services Profit &amp; (Loss)</b>	(5,609)	(5,690)	(6,078)	(6,377)

(Figures as of 11.00am 17/4/11).....Profit & (Loss).

## Principal Activity 11 – Water Supply

Water Supply provides safe and reliable water services including the collection, storage transportation, treatment, and distribution of water to standards appropriate to its use in a cost-effective and sustainable manner.

This activity requires the provision of an extensive network of facilities needed to supply services for both the collection and treatment of water including:

- 1100 km of water mains
- 17 pumping stations
- 20 reservoirs
- 1 water treatment plant
- 2 dams and weirs

Key activities being undertaken by Water Supply include:

- Planning, coordinating and the direct provision of water for a variety of uses
- Planning and managing infrastructure for the collection, storage transportation, treatment and distribution of water
- Monitoring compliance with water quality standards and environmental controls

Critical challenges for this Activity include:

- Providing water at a price and to a quality standard that represents efficient sustainable service delivery
- Providing timely infrastructure to meet development requirements
- Ensuring compliance with all Federal regulation and quality standards
- Interacting with the community in a manner consistent with the delivery of a quality service
- Liaison with the State government, other councils and the community on the water supply
- Ensuring a smooth transition to the new Central Coast Water Corporation
- The operational use of the Mardi to Mangrove pipeline

### The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>11 Water Supply</b>				
B70000.REVENUE	37,469	41,362	44,513	47,911
B60000.EXPENSE	48,948	48,751	50,023	51,243
<b>Total 11 Water Supply Profit &amp; (Loss)</b>	(11,479)	(7,388)	(5,510)	(3,332)

(Figures as of 11.00am 17/4/11).....Profit & (Loss).

## Principal Activity 12 – Administration

The Principal Activity of Administration provides corporate-wide internal services. Administration is accountable for the governance and statutory compliance of the organisation's finance, human resources and corporate information. Administration also includes;

- Asset management which involves the project prioritisation process, flood plain management, environmental co-ordination and transport planning functions
- Effective high level contract and project management to ensure fiscal responsibility
- Providing the framework and tools to enable the effective administration of Council's governance activities including all Council policies and outgoing grants
- Providing plant, fleet and depots services including emergency service responses.

This Principal Activity relies on assets needed to supply services and programs as well as meet a variety of community needs including:

- 2 depots and
- 5 sub-depots storage facilities
- 2 internal stores
- 1 administration building

Key activities being undertaken by Administration include:

- Implementing Council's Asset Management Improvement Strategy to meet the requirements of the Integrated Planning legislation
- Facilitating Council and Committee meetings
- Administering the Community Benefit, Central Coast Regional Organisation of Councils, Sports Equipment, Sports Person and Cultural grants

- Providing accurate and timely financial information in accordance with relevant accounting standards and codes, including statutory and internal financial reporting
- Building organisational capability by planning for, designing and managing programs to meet future business needs and ensure sustained service to the community
- Compiling a Community Engagement Strategy and Program for a Central Coast Community Strategic Plan in cooperation with Gosford Council
- Resolving complaints via Council's Ombudsman

### ***Did you know?***

***Each year more than 14,000 Wyong Shire pensioners receive rebates on their rates and water accounts totalling some \$6.1 million. Rebates are available to pensioners who hold a Pensioner Concession Card and who own and live in their home***

***The ratepayers of the Shire make a contribution of more than \$2.7 million towards these rebates whilst the State and Federal Governments together fund the remaining \$3.4 million.'***

Critical challenges for this Principal Activity include:

- Ensuring that asset management provides and maintains "fit for purpose" assets in a timely manner to meet community expectations
- Delivering an asset cost structure that has a lowest-cost outcome
- Encouraging core Council Units (e.g. Roads, Water and Sewer) to include effective forward planning and optimal use of assets as key inputs to their work programs
- Establishing a consistent framework for all Council policies
- Management of industrial relations matters
- Developing strong working relationship between the Legal and Risk Unit and the Insurance Unit of Council
- Developing a Stainable Financial Framework

#### The 4 Year Outlook

Principal Activity Revenue and Expenses	Yr 1 2011/2012	Yr 2 2012/2013	Yr 3 2013/2014	Yr 4 2014/2015
<b>12 Administration</b>				
B70000.REVENUE	19,611	20,082	20,567	21,066
B60000.EXPENSE	22,602	22,843	24,188	25,603
<b>Total 12 Administration Profit &amp; (Loss)</b>	(2,991)	(2,761)	(3,621)	(4,537)

(Figures as of 11.00am 17/4/11).....Profit & (Loss)..



Wyong Shire Council Chambers -  
Hely Street Wyong



## Major Projects

As part of the corporate planning process, Council currently has designated 10 projects as "**Major Projects**". These are high-priority projects that are designated by the General Manager as being of critical importance. Responsibility for completion of these critical projects in accordance with their approved work program usually rests with Operational Units or Departments. A Major Projects Unit in the General Manager's Department supports and monitors progress as well as being directly responsible for delivery of the remainder of the Projects. Major Projects are listed in the following table along with the unit or department responsible for their delivery.



Major Projects	Responsible Unit
Shire-wide Comprehensive LEP and DCP	Land Use Planning & Policy Development
Estuary Management Program	Environment & Planning Services Directorate
Sustainability	Environment & Planning Services Directorate
Warnervale Town Centre	Major Projects Unit
Aged Care Centre of Excellence	Major Projects Unit
Water Corporation Establishment	Water & Sewerage Services
Procurement Review	Contract & Project Management Unit
Review of Emergency Services	Plant, Fleet & Depots Unit
"Council on Line" Computer System	Information Management Unit
Community Facilities Review	Community & Cultural Development Unit

Each of these are contained in both the Annual Plan and Budget to ensure their progression in a timely manner.



## Part 2 – Annual Plan and 4 Year Delivery Plan

## Provision of services 2011-2015

The community of Wyong Shire has developed a 20 year vision for the Shire as detailed in the Community Strategic Plan; formally the Shire Strategic Vision (see Appendix 1).

Council's contribution to the Community Strategic Plan is articulated in this document which combines all the elements of Council's Resourcing Strategy along with its planned services to the community.

Detail of Council's intended services, infrastructure improvements and facilities maintenance/development are provided in the Annual Plan and 4 Year Delivery Plan content of this Council Strategic Plan.

Wyong Council has committed funding and resources through the 4 year Delivery Plan and Annual Plan to improve services such as roads and to increase revenues through better use of dormant or iconic properties in Council's ownership..

### Assessing Council's Progress

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

Within the Plan these are shown as Key Performance Indicators (KPIs) which focus on overall organisational performance, and to monitor Council's services to the community indicators will be shown within each service table as "Service performance indicators" (SPIs).

It is these performance measures that will be reported to Council in the Quarterly and Annual Reports.

### The 4 Year Delivery Plan and Annual Plan

The 4 Year Delivery Plan and Annual Plan are Council's short to medium term plans outlining the strategic role that Council will play in delivering the community's strategic vision.

Council's has twelve Principal Activities that each group a set of services together for the community to see how Council progresses and to provide the necessary guidance to ensure management focuses resources to Council's priorities. The 12 Principal Activities are:

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

The following tables show the net cost of each Principal Activity and the net \* cost of each Service that makes up each Principal Activity grouping.

**\* Net cost** = total expenses minus revenue directly attributable to each service. It does not include distribution of the general rates revenue but it does represent the amount of general revenue required to pay for the service.

## Distribution of Funding for Principal Activities (Capital Income & Expenditure not included)

Net Cost of Service Operations Surplus / (Funding Requirement)	Budget 2011/2012	Projected 2012/2013	Projected 2013/2014	Projected 2014/2015
	\$'000	\$'000	\$'000	\$'000
<b>Principal Activities {Revenue &amp; Expense}</b>				
Community & Education	(10,953)	(11,400)	(11,875)	(12,364)
Community Recreation	(17,319)	(17,959)	(18,817)	(19,708)
Economic & Property Development	(6,980)	(6,872)	(7,123)	(7,380)
Council Enterprises	(1,284)	(1,055)	(991)	(110)
Regulatory	(3,680)	(4,048)	(4,241)	(4,443)
Environment & Land Use	(7,023)	(8,269)	(8,730)	(9,215)
Waste Management	10,082	9,682	8,969	7,852
Roads	(23,150)	(24,065)	(25,236)	(26,464)
Drainage	(1,445)	(1,828)	(2,181)	(2,394)
Sewer Services	(5,609)	(5,690)	(6,078)	(6,377)
Water Supply	(11,479)	(7,388)	(5,510)	(3,332)
Administration	(6,601)	(6,480)	(7,451)	(8,482)
<b>Total Required Funding for Services (Excluding Capital Income)</b>	<b>(85,440)</b>	<b>(85,372)</b>	<b>(89,265)</b>	<b>(92,418)</b>



## Distribution of Funding for Services (Figures as of 11.00am 29/4/2011 Profit & Loss)

<b>Principal Activity 1 Community &amp; Education 2010-2011</b>	<b>Budget 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Projected 2013/2014</b>	<b>Projected 2014/2015</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>01 Community &amp; Education</b>				
Community and Cultural Development Mgt	( )	(1)	(1)	(2)
Community Facilities	(3,533)	(3,673)	(3,841)	(4,015)
Community & Cultural Development Programs	(2,235)	(2,315)	(2,405)	(2,499)
Community Education	(463)	(481)	(499)	(519)
Community and Cultural Planning	( )	1	( )	(2)
Community Buildings MGT	( )	(1)	(3)	(6)
Community Engagement MGT			( )	( )
Communications		1	1	2
Community Engagement	( )	( )	( )	( )
Customer Contact			1	1
Printing and Graphic Design Services	( )	(1)	(3)	(5)
Community Lifelong Learning Mgt	( )	( )	( )	(1)
Care & Education	9	(28)	(30)	(32)
Library Services	(4,731)	(4,904)	(5,095)	(5,288)
<b>Total 01 Community &amp; Education</b>	<b>(10,953)</b>	<b>(11,402)</b>	<b>(11,876)</b>	<b>(12,365)</b>

<b>Principal Activity 2 Community &amp; Recreation 2010-2011</b>	<b>Budget 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Projected 2013/2014</b>	<b>Projected 2014/2015</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>02 Community Recreation</b>				
Open Space MGT		20	14	6
Open Space	(522)	(542)	(566)	(591)
Sport Leisure & Recreation MGT	( )	( )	( )	(1)
Sport Leisure & Recreation Planning		( )	( )	(1)
Sport Leisure & Recreation Operations	(15,345)	(15,926)	(16,681)	(17,464)
Public Toilets	(1,453)	(1,511)	(1,583)	(1,658)
<b>Total 02 Community Recreation</b>	<b>(17,319)</b>	<b>(17,959)</b>	<b>(18,817)</b>	<b>(19,708)</b>

<b>Principal Activity 3 Economic &amp; Property Development 2010-2011</b>	<b>Budget 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Projected 2013/2014</b>	<b>Projected 2014/2015</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>03 Economic &amp; Property Development</b>				
Place Management	(4,929)	(5,165)	(5,356)	(5,553)
General Manager-Major Projects		414	429	443
Economic & Property Development MGT		( )	( )	( )
Business Development	( )	( )	( )	( )
Economic Development	(1,235)	(1,273)	(1,313)	(1,355)
Commercial	( )	( )	( )	( )
Property	(817)	(849)	(883)	(916)
<b>Total 03 Economic &amp; Property Development</b>	<b>(6,980)</b>	<b>(6,872)</b>	<b>(7,123)</b>	<b>(7,380)</b>

<b>Principal Activity 4 Council Enterprises 2010-2011</b>	<b>Budget 2011/2012 2</b>	<b>Projected 2012/2013</b>	<b>Projected 2013/2014</b>	<b>Projected 2014/2015</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>04 Council Enterprises</b>				
Care & Education	(601)	(283)	(305)	(329)
Holiday Parks	(682)	(772)	(685)	219
<b>Total 04 Council Enterprises</b>	<b>(1,284)</b>	<b>(1,055)</b>	<b>(991)</b>	<b>(110)</b>

<b>Principal Activity 5 Regulatory 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>05 Regulatory</b>				
Building Certification & Health MGT		(1)	(4)	(7)
Building Certification	117	117	116	115
Development Assessment & Other Apps	(44)	(50)	(56)	(62)
Public Health and Safety	(610)	(634)	(658)	(684)
Compliance & Regulation MGT			()	()
Animal Care Facility	(564)	(586)	(614)	(643)
Auditing	(587)	(608)	(629)	(652)
Noxious Weeds	(306)	(317)	(331)	(346)
Ranger Services	(852)	(1,105)	(1,168)	(1,234)
Land Use Compliance and Regulation	(834)	(864)	(897)	(930)
<b>Total 05 Regulatory</b>	<b>(3,680)</b>	<b>(4,048)</b>	<b>(4,241)</b>	<b>(4,443)</b>

<b>Principal Activity 6 Environment &amp; Land Use 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>06 Environment &amp; Land Use</b>				
Development Assessment MGT		()	()	(1)
Development Assessment	(2,367)	(2,461)	(2,564)	(2,673)
Land Use Planning and Policy Development				
MGT	(308)	(319)	(331)	(343)
LEP	(5)	(531)	(550)	(569)
Client Management	(685)	(740)	(766)	(793)
DCP and Policy	(401)	(416)	(430)	(445)
Developer Contributions	(770)	(797)	(825)	(854)
Environment and Natural Resources	(940)	(974)	(1,013)	(1,052)
Natural Open Space	(3,049)	(3,169)	(3,321)	(3,480)
Stormwater Works	1,785	1,797	1,882	1,970
EPS Major Projects Mgt	(583)	(661)	(813)	(976)
Environment & Planning MGT		1	1	2
<b>Total 06 Environment &amp; Land Use</b>	<b>(7,323)</b>	<b>(8,269)</b>	<b>(8,730)</b>	<b>(9,215)</b>

<b>Principal Activity 7 Waste Management 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>07 Waste Management</b>				
Waste MGT	(618)	(637)	(656)	(675)
Waste-Domestic	2,935	(2,701)	994	(437)
Waste-Commercial Waste Services	546	230	448	451
Waste-Processing & Disposal	4,920	4,063	3,230	2,083
Waste-Litter	(6)	()	()	()
Closed Landfill Remediation	2,304	8,727	4,953	6,430
<b>Total 07 Waste Management</b>	<b>10,082</b>	<b>9,682</b>	<b>8,969</b>	<b>7,852</b>

<b>Principal Activity 8 Roads 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>08 Roads</b>				
Road & Stormwater MGT	()	(1)	(3)	(5)
Roads	(23,150)	(24,064)	(25,233)	(26,460)
<b>Total 08 Roads</b>	<b>(23,150)</b>	<b>(24,065)</b>	<b>(25,236)</b>	<b>(26,464)</b>

<b>Principal Activity 9 Drainage 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>09 Drainage</b>				
Stormwater (Water & General Fund)	2,319	2,313	2,420	2,531
Roads & Stormwater Asset Planning	(2,828)	(3,161)	(3,561)	(3,822)
Roads & Stormwater Design	(936)	(980)	(1,040)	(1,103)
<b>Total 09 Drainage</b>	<b>(1,445)</b>	<b>(1,828)</b>	<b>(2,181)</b>	<b>(2,394)</b>

<b>Principal Activity 10 Sewer Services 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>10 Sewer Services</b>				
Sewer Services	(5,609)	(5,690)	(6,078)	(6,377)
<b>Total 10 Sewer Services</b>	<b>(5,609)</b>	<b>(5,690)</b>	<b>(6,078)</b>	<b>(6,377)</b>

<b>Principal Activity 11 Water Supply 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>11 Water Supply</b>				
Water Services	(7,717)	(3,512)	(1,492)	831
Water Supply	(3,761)	(3,877)	(4,018)	(4,163)
<b>Total 11 Water Supply</b>	<b>(11,479)</b>	<b>(7,388)</b>	<b>(5,510)</b>	<b>(3,332)</b>

<b>Principal Activity 12 Administration 2010-2011</b>	<b>Budget 2011/2012 \$'000</b>	<b>Projected 2012/2013 \$'000</b>	<b>Projected 2013/2014 \$'000</b>	<b>Projected 2014/2015 \$'000</b>
<b>12 Administration</b>				
<b>Total 12 Administration</b>	<b>(6,601)</b>	<b>(6,480)</b>	<b>(7,451)</b>	<b>(8,482)</b>



<b>Principal Activity 1 - Community &amp; Education</b>	
<b>Service 1.1 Community &amp; Cultural Development</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.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>Community Facilities Management</li> <li>Cultural Centre</li> <li>Cemeteries</li> <li>Community and Cultural Planning</li> <li>Community Programs</li> <li>Community Committee</li> <li>Events</li> <li>Community Education</li> <li>Road Safety and CARES</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>Implement programs in line with Year 5 Community Plan priorities for example get to know your neighbour, capacity building programs, adopt a road / park</li> <li>Undertake community connectedness programs</li> <li>Undertake community education programs including; estuary education, waste education, sustainability education</li> <li>Provide and maintain a range of community facilities across the Shire that give access to a diverse range of affordable and coordinated programs and services</li> <li>Preparation of Art House design, documentation, and stakeholder development</li> <li>Review 355 and Precinct Committee guidelines</li> <li>Undertake a community facilities review and develop a long term strategy</li> <li>Development of Lifelong Learning Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Expand provision of cemetery services</li> <li>Increase revenue via community facilities review which may include: reduction of existing buildings, increased fees &amp; charges, improved maintenance planning, increased grant funding opportunities</li> <li>Feasibility study for the formation of a Wyong Shire crematorium facility</li> </ul>



**Service Performance Indicators:**

- Facilities are clean and safe with a 10% increase in utilisation over 2010/11
- 20 community and cultural programs conducted each year
- Attitudinal and behaviour change of 25% (pre and post survey) via community education programs
- 20% increase in sales in cemeteries
- Two event / grants community workshops undertaken
- 5% increase in participation by Precinct Committees
- Adoption of Cemeteries Plan by December 2011
- Adoption of Community Facilities Strategy by June 2012
- Adoption of Lifelong Learning Strategy by February 2012





<b>Principal Activity 1 - Community &amp; Education</b>	
<b>Service 1.2 Community Buildings</b> To focus on supplying and maintaining fixed community assets, including the ownership and efficient management and development of those facilities in order to help ensure that Wyong Shire communities have access to a diverse range of well-maintained buildings and infrastructure facilities.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>• Depot - Long Jetty</li> <li>• Community Buildings – Asset Supplier Services</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>• Improve planning of capital works and proactive maintenance by better utilisation of asset management systems, better management of reactive maintenance, better asset planning and communication</li> <li>• Carry out maintenance and capital works programs</li> <li>• Review toilet block operations (planning, standards, cleaning &amp; operating times)</li> <li>• Develop information technology systems for field staff</li> <li>• Manage environmental and Occupational Health &amp; Safety issues at the Depot in partnership with Service Units occupying the site</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for Office of Environment &amp; Heritage, Local Council Waste and Sustainability Improvement Payments funding to address the environmental issues surrounding the bulk material storage compound at Long Jetty Depot - scope and design currently being prepared.</li> <li>• Standard specifications developed for community buildings and infrastructure</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>• Condition of all community buildings / infrastructure meets statutory requirements</li> <li>• 85% of service requests being assessed within timeframes</li> <li>• Works program is delivered to budget and timeframe</li> </ul>	<ul style="list-style-type: none"> <li>• Depot maintenance is managed within budget and asset condition maintained</li> <li>• Environmental and safety compliance meet legislative requirements.</li> <li>• Proactive maintenance and inspection schedule developed by June 2012</li> </ul>

<b>Principal Activity 1 - Community &amp; Education</b>	
<b>Service 1.3 Community Engagement</b> 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.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Community Engagement</li> <li>• Printing and Graphic Design Services</li> <li>• Customer Contact</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>• Develop a guide to inform the community of Council services</li> <li>• Develop a customer service feedback system</li> <li>• Finalise the Engagement Strategy including audit of current engagement activities and identification and development of suitable KPI's</li> <li>• Provision of access to a professional one-stop-shop that provides face to face and telephone information, assistance and lodgement services relating to all Council services</li> <li>• Develop and implement Communications and Branding Strategy</li> <li>• Implement Customer Service Charter across Council</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to new service model for Customer Contact</li> <li>• Develop enhanced engagement activity and reporting, with an e-consultation strategy</li> <li>• Investigate advertising potential for website and other council facilities</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>• 80% level of satisfaction with engagement advice and guidance provided</li> <li>• 75% of residents satisfied with information on Council services and activities</li> <li>• 75% of calls responded at first point of contact</li> <li>• Communications and Branding Strategy completed by June 2012</li> <li>• Implement priority actions of the Customer Service Charter by the due dates</li> </ul>	

<b>Principal Activity 1 - Community &amp; Education</b>	
<b>Service 1.4 Community Lifelong Learning</b> To provide information, education, support and children's services to the community, in order to assist in making Wyong Shire a place where individuals are always learning.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>Library Services</li> <li>Partnered Learning Provision</li> <li>Child Care Services (reported under Principal Activity 4 – Council Enterprises)</li> <li>Vacation Care</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>Deliver Vacation Care programs during holiday periods</li> <li>Strategically plan programs to directly link with lifelong learning opportunities for the community</li> <li>Deliver library services which are responsive to community learning needs</li> <li>Create direct links between Council childcare centres and libraries for collaborative learning opportunities</li> <li>Develop partnerships that increase lifelong learning in Wyong</li> <li>Co-ordinate the implementation of the Lifelong Learning Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Installation of technology in libraries to allow for better use of staff time for core library functions</li> <li>Explore partnership opportunities with developers to enhance library services</li> <li>Raise the profile of Wyong Shire as a learning community through effective collaboration and partnership with peak bodies for learning provision, including the University of Newcastle, public and private schools, TAFE, associations and State and Federal levels of government</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>7.2 library loans per capita per annum</li> <li>75% of users satisfied with customer service information provided through the library service</li> <li>Industry investigation is undertaken for alternative models that present better/more learning opportunity for children</li> <li>Deliver 70 programs throughout the library service</li> <li>Library usage statistics show a 10% increase from 2010/11</li> <li>3 partnerships with local peak bodies are established</li> <li>Utilisation targets for each vacation care program met</li> </ul>	

## Principal Activity 2 - Community Recreation

### Service 2.1 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.

#### List of products:

- Litter Collection
- Nursery
- Landcare
- Open Space - Asset Supplier Services
- Public Tree Management

#### 1 year Annual Plan Actions 2011-2012

- Restructure the litter collection operations to ensure best value service to the community
- Improve procedures for tree assessment and purchasing to increase outcomes for no cost increase
- Review Landcare operations to improve service to the community for no increase in cost.
- Review Council's bushland operations to ascertain the most effective and efficient way to undertake future works
- Review beach maintenance activities to ensure efficiency of work

#### 4 Year Delivery Plan 2012-2015

- Supplement revenue budget in Landcare with grant funding and sponsorship opportunities to increase level of service to the community
- Train staff to allow greater size tree removal, in house to reduce the cost of contract works

#### Service Performance Indicators:

- Community satisfaction for parks, reserves and sports fields is 7.5
- 85% of service requests being assessed within timeframes
- Works program is delivered to budget and timeframe
- 1000 trees planted in streets and parks
- 20,000 plants propagated in house
- Greater than 35 million square metres of grass mowed annually
- High profile sport fields, parks and reserves mowed ever 3 weeks in summer and 5 weeks in winter
- Low profile sports fields, parks and reserves mowed every 5 weeks in summer and 8 weeks in winter

<b>Principal Activity 2 - Community Recreation</b>	
<b>Service 2.2 Sport, Leisure &amp; Recreation</b> To plan for, promote and operate high-quality facilities and services to support a diverse range of recreation functions, and maximise their benefits and use.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>• Sport, Leisure and Recreation – Planning</li> <li>• Sport and Recreation Facilities</li> <li>• Boat Ramps and Jetties</li> <li>• Holiday Parks (reported under Principal Activity 4 – Council Enterprises)</li> <li>• Ovals</li> <li>• Beach Services</li> <li>• Swimming Pools</li> <li>• Recreation Centres</li> <li>• Public Toilets</li> <li>• Parks and Reserves</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>• Develop an approach to increasing sports events to the Shire</li> <li>• Undertake a sports study to identify participation rates, emerging sports and facility needs</li> <li>• Develop, in partnership with others, two workshops to support the development of sporting clubs</li> <li>• Review sports grants program and processes</li> <li>• Develop and implement a water safety education program</li> <li>• Review all booking procedures for parks, reserves and ovals</li> <li>• Implement the Boat Ramp Strategy and funded pathway at The Entrance</li> <li>• Implement Council's high priority projects identified in the 2011/12, Bicycle and Shared Pathway Strategy Action Plan (dependant on funding)</li> <li>• 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)</li> </ul>	<ul style="list-style-type: none"> <li>• Review recreation centres, pools, tennis courts management and operations</li> <li>• Rationalise parks and recreation areas to ensure they meet the community needs and are viable. Where there has been amalgamation identify commercial opportunities (e.g. partnering with developers on Council land)</li> </ul>



**Service Performance Indicators:**

- Complete the review of sports grants and implement January 2012
- Complete the sports study by December 2011
- No deaths within flagged beach areas
- Develop water safety education program by October 2011
- Implement water safety program to 1600 participants
- Decrease in rescues of males 18-35 by 5%
- 5% increase in community participation across all sports and recreation facilities
- Review booking procedures by December 2011
- Achievement of Council's high priority projects in the 2011/12 Bicycle and Shared Pathway Strategy Action Plan (dependant on funding)
- Undertake 2 workshops with sporting groups by April 2012



**The Central Coast  
Lifeguard Challenge**

## Principal Activity 3 – Economic & Property Development

### Service 3.1 Place Management

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 (including co-ordinating The Entrance, Toukley and Wyong Town Centre Management).

#### List of products:

- Place Management – Toukley
- Place Management - Other Areas/Iconic Sites
- Place Management – Wyong, Tuggerah
- Place Management - The Entrance

#### 1 year Annual Plan Actions 2011-2012

- Incorporate the revised Development Control Plan chapter for Wyong Town Centre into Development Control Plan 2011
- Work with individual property owners to develop site specific Development Control Plans for the nominated Iconic Development Sites
- Establishment of the Iconic Development Site Design Review Panel
- Develop the Iconic Development Sites Generic Development Control Plan
- Continue to work with Department of Planning and Infrastructure on the Tuggerah State Significant Site project
- Prepare Toukley Town Centre Masterplan

#### 4 Year Delivery Plan 2012-2015

- Manage and ensure delivery of public domain improvements created through the Iconic Development Sites program
- Refocus Place Management activities to enhance Lakehaven, Bateau Bay, Budgewoi and Ourimbah

#### Service Performance Indicators:

- Completion and adoption of the Masterplan for The Entrance Town Centre by February 2012
- Commence the preparation of a comprehensive draft Great Toukley Area Development Control Plan chapter informed by the Planning Strategy and Masterplan by June 2011

<b>Principal Activity 3 – Economic &amp; Property Development</b>	
<b>Service 3.2 General Manager – Major Projects</b> To oversee the management of major projects.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>General Manager - Major Projects</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>Completion of milestones in individual project plans as listed in Council's Service Delivery Review e.g:               <ul style="list-style-type: none"> <li>Warnervale Town Centre</li> <li>Establishment of the Central Coast Water Corporation</li> </ul> </li> <li>Oversight the Major Projects within the organisation</li> <li>Management of emergent projects as allocated</li> <li>Investigate the establishment of a Wyong Skills Centre</li> <li>Review the potential of Wyong Shire being an aged centre of excellence</li> </ul>	<ul style="list-style-type: none"> <li>Release of land at Warnervale Town Centre and achievement of income from sales. The development of the Town Centre will increase the Shire rate base</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>Percentage of project milestones, within the project management framework, that are completed within approved timeframe</li> <li>Percentage of major projects using Council's project management system</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of actual resource (staff, consultants) usage against resource estimates in approved project plan</li> <li>Impact (in FTE) of the creation of Major Projects on the overall Council staff establishment</li> </ul>

## Principal Activity 3 – Economic & Property Development

### Service 3.3 Economic & Property Development

To identify and develop sustainable income strategies for the organisation, strengthen the economic base of the Shire, and to provide property-related services for the organisation.

#### List of products:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Economic and Property</li> <li>• Property Administration</li> <li>• Economic Development</li> </ul> | <ul style="list-style-type: none"> <li>• Business Development</li> <li>• Commercial</li> <li>• Property Development</li> </ul> |
|--|--|

#### 1 year Annual Plan Actions 2011-2012

- Develop a Revenue Opportunity Plan
- Establish a Property Development and Investment Strategy
- Manage property leases
- Administer property acquisitions and disposals
- Administer road closures
- Develop an Economic Development Plan
- Prepare, and maintain a short list of priority both 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
- Strengthen alliances with private sector to combat the problems of the proximity to Sydney which impact on our ability to get public and private funds for transport, sport, major facilities and events
- Investigate appropriate advertising in public places as a source of Council revenue
- Support ecotourism development in Wyong Shire by investigating the allocation of resources to undertake this work
- Establishment of a Property Portfolio
- Development of a new Centrelink development at The Entrance

#### 4 Year Delivery Plan 2012-2015

- Ongoing management of property leases
- Continue to administer property acquisitions and disposals
- Ongoing administer road closures
- Potential to build up a property investment reserve to invest in sustainable income strategies
- Developed business development strategies
- Investigate the establishment of a Wyong Shire Loyalty System

**Service Performance Indicators:**

- The Revenue Opportunity Plan developed by 30 June 2012
- The Property Development and Investment Strategy adopted by Council by 30 June 2012
- Economic Development Plan adopted by Council by 30 June 2012
- Management of 67 Crown Reserves
- Management of 230 leases
- Undertake 50 property acquisitions a year
- Conduct 10 property sales a year
- Conduct 5 road closures a year





## Principal Activity 4 – Council Enterprises

### Service 4.1 Care & Education

To provide information, education, support and children's services to the community, in order to assist in making Wyong Shire a place where individuals are always learning.

#### List of products:

- Child Care

#### 1 year Annual Plan Actions 2011-2012

- Deliver quality care and education services throughout each centre
- Collaboration with library staff for story-time presentations and link with families for lifelong learning opportunities at the libraries

#### 4 Year Delivery Plan 2012-2015

- Integrate the educational elements of the Care and Education and library services to produce better lifelong learning opportunities for families using childcare

#### Service Performance Indicators:

- Each centre meets all its regulatory requirements and remains accredited
- Each care and education centre meets its targeted utilisation rate
- 85% child / family satisfaction at each service point
- Cooperative education programs are developed and implemented in collaboration with library staff



## Principal Activity 4 – Council Enterprises

### Service 4.2 Holiday Parks

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

#### List of products:

- Holiday Parks

#### 1 year Annual Plan Actions 2011-2012

- Once adopted by Council, implement the Holiday Parks Business Strategy's approved works for 2011/12

#### 4 Year Delivery Plan 2012-2015

- Further develop the Holiday Parks to improve the revenue and funding for reserves throughout the Shire
- Build a new Holiday Park

#### Service Performance Indicators:

- Works completed on time and budget
- 60% occupancy rate for all Holiday Parks



**A perfect family getaway**

## Principal Activity 5 – Regulatory

### Service 5.1 Building Certification & Health

To efficiently process Development Applications for residential buildings to achieve development which is of a high standard and meets statutory requirements.

To perform building certification as a business unit, in an open, competitive market.

To manage public health in areas of Wyong Council's control to achieve a healthy community.

#### List of products:

- Development Assessment and Other Applications
- Building Certification
- Public Health and Safety

#### 1 year Annual Plan Actions 2011-2012

- Process Development Applications (class 1 and 10)
- Process Construction Certificates
- Process Complying Development Applications
- Process Building Certificates
- Maintain Licensing system for all Public Health premises
- Carry out auditing of on-site sewage management systems
- Conduct Immunisation Program in a cost effective manner
- Administer the Annual Fire Safety Statement process

#### 4 Year Delivery Plan 2012-2015

- Improve processes and procedures (e.g. standard DA conditions, checklists and procedures manual)
- Maintain "market share" in building certification services
- Ensure service delivery targets (measures) are met

#### Service Performance Indicators:

- Complete 400 on-site sewage management system audits per calendar year
- Less than 20 working days net median processing times for small scale residential development applications
- 35% of the total market share for Complying Development Applications
- 70% of the total market share for Construction Certificate applications
- Profit / loss of Construction Certificate operation - achieve at minimum a cost neutral business
- Less than 7 median calendar days to process Complying Development Certificates

## Principal Activity 5 – Regulatory

### Service 5.2 Compliance & Regulation

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.

#### List of products:

- Animal Care Facility
- Auditing
- Noxious Weeds
- Ranger Services
- Land Use Compliance and Regulation

#### 1 year Annual Plan Actions 2011-2012

- Implement the Companion Animal Strategy
- Implement the Risk Based Prioritised Parking Enforcement Strategy
- Implement the Compliance and Regulation Unit's "agreed customer service principles" and "standards for complaint management"
- Implement the Residential Swimming Pool Audit program
- Implement the Weed Action Plan
- Undertake actions detailed in the Regional Strategy Implementation Plan
- Install parking sensors within The Entrance Town Centre
- Implement electronic infringement devices to enhance ranger parking enforcement

#### 4 Year Delivery Plan 2012-2015

- Explore cost savings opportunities in the provision of vet services for cats and dogs held at Council's animal care facility
- Explore income opportunities for the animal care facility in accordance with Council's Donation and Sponsorship Policy

#### Service Performance Indicators:

- Number of animals saved, expressed as a % of the total number of animals arriving at the Animal Care Facility is not less than 93%
- 90% of Ranger service requests are substantially responded to within 0 - 5 working days
- Minimum 12 inspections of high risk noxious weeds premises
- Cost recovery provisions have been applied to Clean-up, Prevention and Prohibition Notices
- No less than 450 residential pools have been inspected annually

## Principal Activity 6 – Environment & Land Use

### Service 6.1 Development Assessment

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 Development Assessment and Part 5 review processes.

#### List of products:

- Development Assessment

#### 1 year Annual Plan Actions 2011-2012

- Implement technological tools to streamline current development assessment practices and provide a more efficient, accessible service to the public
- Develop and implement a proactive strategy for advocacy, lobbying and targeted community engagement
- Develop opportunities for greater communication/liaison with the development industry through a "Developers Forum"
- Develop a strategic approach in development assessment consistent with the Community Strategic Plan and other key regional planning initiatives
- Develop and adopt best practice principles in Development Assessment applying adopted Independent Commission Against Corruption guidelines

#### 4 Year Delivery Plan 2012-2015

- Potential for increased Development Applications for Warnervale and Wyong Employment Zone
- Improve processes and procedures (i.e. standard Development Application conditions, checklists and procedures manual)
- Review and manage resources in response to potential increases in development activity

#### Service Performance Indicators:

- Less than 40 working days net median processing times for priority Development Applications
- Less than 25 working days net median processing times for Development Applications (Class 1(a)(ii) and 2 - 9).
- Measure of efficiency of resourcing - approximately 90 Development Applications/full time employee
- Less than 15 median calendar days to process subdivision certificates



## Principal Activity 6 – Environment & Land Use

### Service 6.2 Environment & Natural Resources

To provide strategic policy and planning, including Coastline Management, which enhances the Shire's natural resources and leads Council and the community towards a more sustainable future.

#### List of products:

- Environmental Planning
- Co-ordinate and Manage Natural Resources and Natural Asset Plans
- Catchment Maintenance
- Lake and Coastline Maintenance
- Natural Resources Planning
- Vegetation Maintenance
- Coastal Planning

#### 1 year Annual Plan Actions 2011-2012

- Continue the Environmental Audit Program
- Continue development of the Environmental Management System at a basic level
- Prepare Natural Resources Sustainability Strategy
- Complete the Coastline Management Plan
- Complete the construction of the toe drainage structure at Cabbage Tree Harbour
- Prepare Wyong Natural Areas Bush Fire Program
- Investigate the Porters Creek Stormwater Harvesting Scheme

#### 4 Year Delivery Plan 2012-2015

- Develop a system to record and manage natural assets
- Implement priority actions from the Coastline Management Plan
- Finalise the Biodiversity Management Plan

#### Service Performance Indicators:

- Completion of environmental audits in accordance with adopted program
- Completion of Natural Resources Sustainability Strategy by the 30 June 2011
- Prepare Wyong Natural Area Bush Fire Program by June 2012
- Completion of the Coastline Management Plan by November 2011

<b>Principal Activity 6 – Environment &amp; Land Use</b>	
<b>Service 6.3 Land Use Planning &amp; Policy Development</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, rezonings, including the comprehensive Local Environmental Plan, and Development Control Plans, in order to achieve quality land use which meets the objectives of the quadruple bottom line.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>• LEP</li> <li>• Developer Contributions</li> <li>• Client Management</li> <li>• DCP and Policy</li> <li>• Land Use Planning and Policy</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>• Prepare the Comprehensive Local Environmental Plan 2012</li> <li>• Finalise master planning for Precinct 7A</li> <li>• Further develop the Porters Creek Stormwater Harvesting Scheme</li> <li>• Finalise Development Control Plans, Section 94 Plans and biodiversity certification for Wyong Employment Zone and Warnervale Town Centre</li> <li>• Facilitate major / employment generating developments for Wyong Shire</li> <li>• Review and develop comprehensive Development Control Plan and planning policies</li> <li>• Review, amend and develop Section 94 Contribution Plans</li> <li>• Development of Voluntary Planning Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise grant applications and submissions</li> <li>• Increase revenue flowing from full cost recovery on client management services and rezoning fees</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>• 6 planning proposals prepared by 30 June 2012 for the Local Environmental Plan</li> <li>• 3 Section 94 Contribution Plans reviewed, amended and developed by 30 June 2012</li> <li>• Comprehensive Development Control Plan reviewed and developed by 30 June 2012</li> <li>• 5 planning policies reviewed and developed by 30 June 2012</li> <li>• 15 Voluntary Planning Agreements developed by 30 June 2012</li> </ul>	

<b>Principal Activity 7 – Waste</b>	
<b>Service 7.1 Waste</b> To provide safe, reliable and environmentally responsible waste collection and disposal services. To help reduce the Shire's environmental footprint.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>• Tip Operations</li> <li>• Closed Landfill Remediation</li> </ul>	
<ul style="list-style-type: none"> <li>• Domestic Waste</li> <li>• Commercial Waste</li> <li>• Litter Collection</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>• Provide domestic and commercial waste service of regular, reliable, convenient, comprehensive and cost effective waste management and recycling service</li> <li>• Provide flexible bin configuration and service delivery</li> <li>• Provide a safe, convenient, competitively priced and environmentally sound disposal and recycling facility at Buttonderry and other locations</li> <li>• Implement Litter Management Plan</li> <li>• Undertake a feasibility study for establishment of soil processing facility</li> <li>• Complete detailed design for Mardi, Gwandalan &amp; Toukley closed land fill remediation</li> <li>• Install new weighbridge software</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation of Halekulani quarry utilising Virgin Excavated Natural Material/ Excavated Natural Material from Council's operation</li> <li>• Establish processing facility (i.e. for soil/construction and demolition materials)</li> <li>• Establish a Central Coast Waste Entity</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>• 50% diversion of domestic waste from landfill</li> <li>• Remediation of 7 closed landfills in accordance with remediation program</li> </ul>	
<ul style="list-style-type: none"> <li>• 3500 waste collections per week</li> <li>• 1900 recycling services per week</li> <li>• Litter Management Plan implemented by Jun 12</li> <li>• +/- 5% variation on phased Operational Expenditure budget</li> </ul>	

## Principal Activity 8 & 9 – Roads & Drainage

### Service 9.1 Roads & Stormwater

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.

#### List of products:

- Street Lighting
- Design Preparation
- Car Parks
- Traffic Facilities
- Stormwater
- RTA Roads
- Quantities and Cost Control
- Local Roads
- Road and Foot Bridges

- Investigations, Inspection, Condition Monitoring Assessment and Reporting
- Project Management
- Engineering Survey
- Footpaths
- Street Furnishings, Bus Shelters and Landscaping
- Shared Pathways
- Geotechnical Services
- Kerb and Gutter

#### 1 year Annual Plan Actions 2011-2012

- Meet agreed targets/milestones for the Roads and Stormwater Unit under the Asset Management Improvement Strategy
- Implement the Unit's approved asset inspection program
- Review opportunities to share resources with Gosford City Council
- Continued focus on maintenance of existing car parks
- Footpaths inspected and defects prioritised and rectified as per program
- Install new bus shelters in accordance with priority criteria and budget availability
- Undertake vegetation control on road corridors within budget availability, giving preference to high profile locations, such as gateways to the Shire and main roads.
- Lobby for external funding to fund design and construction of projects in Shared Pathway Strategy
- Implement bridge replacement Program

#### 4 Year Delivery Plan 2012-2015

- Sharing of resources with Gosford City Council (e.g. spray sealing, geotechnical services, and works on adjacent roads)
- Further adoption of technology in the field to improve data capture and processing efficiencies
- Develop opportunities for resource recovery (e.g. materials processing and recycling, remediation of old sites)

**Service Performance Indicators:**

- Deliver at least 80% of the Capital Works budget as a measure of time and cost
- Engineering designs are completed at least 2 months in advance of programmed construction
- Manage Operational Expenditure budget within + / - 5% variation
- Complete 90% of approved asset inspection program
- Collection of automated road condition data on >15% of the road network per annum



**Renewing our current assets to improve its useability**



## Principal Activity 10 & 11 – Water & Sewerage Services

### Service 10.1 Water & Sewerage

To provide safe and reliable drinking water services and the treatment and disposal of sewerage collection. To provide essential community services in a cost-effective and sustainable manner.

#### List of products:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Dams and Weirs / Catchments</li> <li>• Water Supply Admin</li> <li>• Sewer Pump Stations</li> <li>• Sewer Mains</li> <li>• Water Mains</li> <li>• Water Treatment Plants</li> </ul> | <ul style="list-style-type: none"> <li>• Joint Water Supply Admin</li> <li>• Drought Management</li> <li>• Sewerage Services – General</li> <li>• Sewer Treatment Plants</li> <li>• Water Pump Stations</li> <li>• Water Reservoirs</li> </ul> |
|--|--|

#### 1 year Annual Plan Actions 2011-2012

- Develop the Water Corporation transition strategy
- Implement system cleaning program to enhance water quality
- Continue with degraded streambank remediation program
- Manage groundwater extractions to minimise ground settlement
- Implement mains rehabilitation program and strategies to manage overflows

#### 4 Year Delivery Plan 2012-2015

- Sharing of resources with Gosford City Council as part of the central Coast Water Corporation

#### Service Performance Indicators:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Capital budget is at least 80% of the agreed annual capital budget</li> <li>• Operational budget does not exceed +5% of the agreed annual budget</li> </ul> | <ul style="list-style-type: none"> <li>• Full compliance with Department Environmental Climate Change &amp; Water licence</li> <li>• Water quality meets Australian Drinking Water Guidelines or other standards as directed by Department of Health</li> <li>• Water quality complaints less than 1% of customer base</li> </ul> |
|--|---|

## Principal Activity 12 – Administration

### Service 12.1 Asset Management

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, environmental co-ordination, and transport planning functions. To help ensure sustainability and fiscal responsibility.

#### List of products:

- Asset Management
- Floodplain Management (W&S Funded)
- Transport Planning

#### 1 year Annual Plan Actions 2011-2012

- Implement the Road Side Marker Project
- Implement Council's Asset Management Improvement Strategy
- Plan and manage any traffic matters associated with major development and critical new planning initiatives
- Manage the risks associated with the flood prone areas of the Shire in relation to current and future development
- Improve Council's Asset Management practices beyond "core" level (achieved in December 2008) to integrate with other key components for the organisation by June 2011 and then complete the work in the Asset Management Improvement Strategy to achieve an appropriate "advanced" level by June 2012
- Undertake a rationalisation process to determine whether current assets held provide an appropriate investment both economically and in service delivery to the community and whether their use is maximised by June 2012

#### 4 Year Delivery Plan 2012-2015

- This service does not raise fees and charges
- The section is always on the look out for grant income opportunities to assist with revenue
- New government initiatives are assessed for the potential value to the organisation
- Opportunity to provide services on a shared basis with Gosford City Council to be fully explored in 2011/12
- Implement Council's 4 year delivery Asset Management Improvement Strategy

#### Service Performance Indicators:

- Road Side Marker Project is in place with training provided to all relevant staff by 1 January 2012
- Adopt the project evaluation criteria 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
- Maintain sound relationships with the State and Federal governments and other key transport / infrastructure providers to advocate for improved transport initiatives for the Wyong Shire

## Principal Activity 12 – Administration

### Service 12.2 Contract & Project Management

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.

#### List of products:

- Procurement

#### 1 year Annual Plan Actions 2011-2012

- Undertake all procurement requirements for Council
- Upgrade procurement procedures to more closely align to best practice

#### 4 Year Delivery Plan 2012-2015

- Explore any opportunities for savings or revenue creation from the creation of the new Water Authority and resulting closer cooperation/amalgamation with Gosford City Council

#### Service Performance Indicators:

- Managed within 2011/12 approved budget



<b>Principal Activity 12 – Administration</b>	
<b>Service 12.3 Corporate Governance</b> To provide the organisation with the necessary framework and tools to enable effective administration of its Governance activities including all Wyong Shire Council policies and the administration of all Wyong Shire Council outgoing grants.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>• Councillor Support</li> <li>• Civic Centre Management</li> <li>• Policy Management</li> </ul>	
<ul style="list-style-type: none"> <li>• Councillor Community Improvement Grants</li> <li>• Community Grants and Subsidies (Outgoing)</li> <li>• Councillor Facilities, Expenses and Fees</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>• Facilitation of Council and Committee meetings</li> <li>• Drafting of Business Paper and Minutes</li> <li>• Responding to Councillor enquiries</li> <li>• Develop a Workforce Management Transition Plan</li> <li>• Processing of Councillor Community Improvement Grants</li> <li>• Processing of outgoing community grants and subsidies</li> <li>• Administer the payment of fees and expenses and the provision of facilities for the Councillors</li> <li>• Manage and maintain the daily operations of the Civic Centre</li> <li>• Monitor and maintain the Corporate Policy Register</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to utilise the Civic Centre kitchen facilities commercially. This could also increase Council's revenue</li> <li>• Potential to raise revenue for Civic Centre parking (Council staff only)</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>• Managed service within budget of \$3.2M</li> <li>• \$113K expended by 30 June 2012 for Councillor Community Improvement Grants</li> <li>• 20 Councillor Community Improvement Grant processed a month</li> <li>• 75% of Council's corporate policies are reviewed by 30 June 2012</li> </ul>	
<ul style="list-style-type: none"> <li>• 18 Council meetings a year</li> <li>• 34 Committee meetings a year</li> <li>• 15 Councillor enquiries a month</li> <li>• New Council Transition Plan developed by 30 June 2012</li> <li>• The Civic Centre Management budget of \$1.3M utilised for management and maintenance of the Civic Centre</li> </ul>	

<b>Principal Activity 12 – Administration</b>	
<b>Service 12.4 Finance Unit</b> To provide operational finance accounting of Council's activities and money management.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>Accounting Services</li> <li>Accounts Payable</li> <li>Payroll</li> <li>Revenue Services</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>Produce statutory and internal financial reports</li> <li>Provide financial advice</li> <li>Process invoices</li> <li>Process timesheets</li> <li>Manage Council's wages and salary system</li> <li>Issue of rates and charges</li> <li>Collection of payments for rates and charges</li> <li>Explore commercial and alternative opportunities for the funding of assets through the Economic and Property Development Unit</li> <li>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</li> <li>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</li> <li>Monitor &amp; manage Councils Capital Works Program</li> </ul>	<ul style="list-style-type: none"> <li>Accounts Payable - Implementation of electronic scanning of invoices and associated authorisation</li> <li>Payroll - Introduction of technology to minimise the amount of keying for manual timesheets</li> <li>Revenue - Benchmarking with other similar councils and authorities.</li> <li>Accounting Services - Provision of financial services to individual Directorates</li> <li>Accounting Services - Call for banking tenders</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>12 monthly financial reports a year</li> <li>4 quarterly financial reports a year</li> <li>1 annual financial report</li> <li>Other statutory reports provided as required</li> <li>51,000 invoices processed a year</li> <li>240,000 rate notices issued a year</li> <li>120,000 water notices issued a year</li> <li>Collection of outstanding rates and charges</li> </ul>	



<b>Principal Activity 12 – Administration</b>	
<b>Service 12.5 Human Resources</b> 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.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>Recruitment</li> <li>Occupational Health</li> <li>Workers Compensation</li> <li>Learning and Development</li> <li>HR – Operations</li> </ul>	
<ul style="list-style-type: none"> <li>Workforce Capability Development</li> <li>Industrial Relations</li> <li>Safety</li> <li>Risk Management / Insurance</li> <li>HR - Business Partners</li> <li>HR - Remuneration</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>Provide advice and fulfil operational requirements to meet all recruitment process requirements from attraction through to induction for all approved hires</li> <li>Develop and manage scholarship, internship, work experience, apprenticeships, and trainee programs</li> <li>Create talent pool from attended expos</li> <li>Development and implementation of a targeted selection program to Managers and Supervisors</li> <li>Establish and implement workforce development programs (products)</li> <li>Implement succession plans</li> <li>Develop and deliver leadership development programs</li> <li>Provide advice and complete actions within project plan timeframes for industrial relation matters in relation to Central Coast Water Corporation</li> <li>Prepare Council for Occupation Health &amp; Safety Act and Regulations changes in accordance with National Harmonisation of Laws. Review Occupation Health &amp; Safety system documents to ensure alignment to new laws</li> <li>Support and maintain Council's Self Insurance Licence through the effective maintenance of Council's Workers Compensation Claims</li> </ul>	<ul style="list-style-type: none"> <li>Tighter focus on meeting compliance and legislative requirements</li> <li>Provide advice and complete actions within project plan timeframes for Central Coast Water Corporation</li> </ul>

**Service Performance Indicators:**

- End to end recruitment process completed 100%
- Scholarship, internship, work experience, apprenticeships, and trainee programs successfully managed, program reviewed and updated if required launched by 10/2011
- Annually promote Wyong Shire Council and create potential quality talent pool by attracting candidates at expos
- Executive development program developed and implemented by 04/2012
- Youth employment program developed and implemented by 10/2011
- Develop a Online Performance Management program by 06/2012
- 26 leadership development programs developed and implemented
- WorkCover continue to approve Wyong Shire Council as a self insurer

## Principal Activity 12 – Administration

### Service 12.6 Information Management

To provide key support "tools" (e.g. Information Technology) to enable efficient delivery of Wyong Shire Council's services. To provide robust and sustainable custodianship of Wyong Shire Council information databases and records.

#### List of products:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Applications</li> <li>• Corporate Information Services</li> <li>• Architecture</li> </ul> | <ul style="list-style-type: none"> <li>• Land Information Services</li> <li>• Operations</li> </ul> |
|--|---|

#### 1 year Annual Plan Actions 2011-2012

- Develop and implement a Business System Strategy in conjunction with the appropriate business system owners
- Provide support for system upgrades, enhancement and project manage user acceptance testing
- Review all application security accesses
- Implement printer centralisation project
- Convert the residual key customers to e-services
- Review and implement process and policy improvements with Corporate Information services
- Review the current "Council on Line" computer system

#### 4 Year Delivery Plan 2012-2015

- Early National Broadband Implementation should provide costs savings and improved service.
- Potential reductions in cost associated with Council's Online.

#### Service Performance Indicators:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Business System Strategy developed by 2012</li> <li>• Printer centralisation project implemented by 2012</li> <li>• Maintain delivery of 99.9% availability of service across the organisation</li> </ul> | <ul style="list-style-type: none"> <li>• 76,000 properties maintained within the property system database</li> <li>• 10% reduction in hardcopy archives</li> <li>• 81,000 electronic documents captured and processed a year</li> </ul> |
|--|---|

## Principal Activity 12 – Administration

### Service 12.7 Integrated Planning

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.

#### List of products:

- Continuous Improvement Program
- Integrated Business Planning
- Government Relations
- Measures and Reporting

#### 1 year Annual Plan Actions 2011-2012

- Complete Council's second Strategic Plan (2012)
- Coordinate compilation of Council's Annual Report (2010/11) including a State of the Shire Report
- In cooperation with Gosford Council compile a program and Community Engagement Strategy for a Central Coast Community Strategic Plan
- Use unit skills and experience in providing assistance throughout the organisation for analysis of issues dealing with continuous improvement and corporate planning
- Coordinate development of corporate measures by Departments and Units approved by the Executive down to the Unit level.
- Prepare a program outline improving State and Federal government relations and integrating these with corporate goals
- Commence a system of corporate measure and reporting that is in keeping with the Global Reporting Initiative (GRI)
- Establish an integrated single reporting system for Managers for statutory, financial and performance measures by 1 January 2012

#### 4 Year Delivery Plan 2012-2015

- Continue the role for Integrated Planning staff in facilitating workshops and systems analysis in support of any proposals for closer cooperation/amalgamation with Gosford Council (subject to a review of programs and staffing levels)
- Maintain a system for monitoring outcomes and reviewing progress on completed Best Value Reviews
- Improving State and Federal government relations and integrating these with corporate goals
- Refine the corporate measures and reporting system to achieve "level C" requirement under the Global Reporting Initiative
- 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
- 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

**Service Performance Indicators:**

- Complete the WSC Strategic Plan (2012) by 30 June 2012 that complies with Department of Local Government guidelines
- Council's Annual Report 2011/12 is completed by 1 December 2012 and complies with Department of Local Government guidelines
- A program and Community Engagement Strategy for a Central Coast Community Strategic Plan are formulated by 1 July 2012 and is endorsed by both councils for implementation
- A single system for monitoring outcomes and reviewing progress on Best Value Reviews is completed and it is integrated with corporate measures and reporting systems
- An integrated system of corporate measures and reporting is endorsed by the Executive and in place by 1 July 2012
- Each Unit has a clear set of corporate measures gauging their service delivery



<b>Principal Activity 12 – Administration</b>	
<b>Service 12.8 Legal &amp; Risk Services</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 probity requirements and is conducted with fairness, openness and transparency.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>Internal Audit</li> <li>Internal Ombudsman</li> <li>Legal Actions and Advice - Corporate</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>Manage compliance with Government Information (Public Access) Act 2009 and PIPPA Act</li> <li>Meet requirements of the "public officer" under the Local Government Act 1993</li> <li>Deliver audits in accordance with the Audit Plan</li> <li>Resolution of complaints while maintaining impartiality and independence</li> <li>Improve administration of Council</li> <li>Develop and maintain positive relationships with external agencies</li> <li>Provide legal advices to Council staff and representation in proceedings that would previously have been provided by external legal service providers</li> </ul>	<ul style="list-style-type: none"> <li>Develop closer relationships with internal solicitors, internal ombudsmen and public officers at other local councils, leading to the sharing of knowledge and resources</li> <li>Potential to utilise reduced cost external legal services proposed to be provided by Hunter councils</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>Compliance with statutory timetable for implementation of Government Information (Public Access) Act 2009, compliance with provisions for the processing of applications for access under the Government Information (Public Access) Act 2009, and drafting of policies as required by that Act and PIPPA Act</li> <li>Provide recommendations to external agencies and to complainants on the outcomes of investigations</li> <li>Number of external investigations referred to Internal Ombudsman for investigation</li> <li>Reduction in expenditure with external legal service providers</li> <li>Compliance with the timelines and outcomes set out in the adopted Audit Plan</li> </ul>	

<b>Principal Activity 12 – Administration</b>	
<b>Service 12.9 Plant, Fleet &amp; Depot</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.	
<b>List of products:</b> <ul style="list-style-type: none"> <li>• Depots and Sites</li> <li>• NSW Fire Brigade</li> </ul>	
<ul style="list-style-type: none"> <li>• Plant - Mobile Equipment and Vehicles</li> <li>• Stores</li> <li>• Rural Fire Services</li> <li>• Other Emergency Services</li> </ul>	
<b>1 year Annual Plan Actions 2011-2012</b>	<b>4 Year Delivery Plan 2012-2015</b>
<ul style="list-style-type: none"> <li>• Source, maintain and repair mobile assets to effectively support Council's operations</li> <li>• Provide skilled equipment operators and machinery through internal and external supply options to support Council's field operations.</li> <li>• Develop key customers to effectively forward plan in order to optimise utilisation of fleet assets</li> <li>• Provide a cost effective service to issue a broad range of products to support Council's field operations and other Sections of Council</li> <li>• Provide safe and effective depot facilities</li> <li>• Support the Rural Fire Services through Council's contribution to budgets and asset management</li> <li>• Support the Emergency Services through Council's contribution to budgets and asset management</li> <li>• Undertake a review of all plant items in relation to "fit for purpose" and utilisation</li> </ul>	<ul style="list-style-type: none"> <li>• Potential saving for Council internal customers through further increases to plant utilisation</li> <li>• Align with Gosford City Council fleet in the ordering of vehicles and plant in order to obtain greater purchasing power.</li> <li>• Greater support in the utilisation of assets between Wyong Shire Council and Gosford City Council</li> <li>• For stores to increase the level of field deliveries to worksites to reduce the frequency of field-based staff returning to the depots</li> <li>• All passenger vehicles in Council's fleet to be 4 cylinder or hybrid by 31 December 2013</li> </ul>
<b>Service Performance Indicators:</b> <ul style="list-style-type: none"> <li>• Manage 217 major plant items</li> <li>• Manage 351 light vehicles</li> </ul>	
<ul style="list-style-type: none"> <li>• Manage 1 Depot – Charmhaven</li> <li>• Manage 5 sub-depots</li> <li>• Support 15 RFS Brigades (12 fire fighting and 3 support)</li> </ul>	



Encouraging our little ones to grow

## Financial Information 2011-2015

## FINANCIAL SUMMARY 2011/12

\$ million

Operating Income	227.1
Operating Expenditure	242.0
<b>Operating Deficit (before capital amounts)</b>	<b>(14.9)</b>
Capital Income	18.0
<b>Net Profit</b>	<b>3.1</b>
Capital Expenditure	78.9
<b><u>Assets</u></b>	
Infrastructure, Property, Plant & Equipment	2,005.0
Current Assets	144.0
<b>Total Assets</b>	<b>2,149.0</b>
<b><u>Liabilities</u></b>	
New Borrowings	18.6
Other Liabilities	289.4
<b>Total Liabilities</b>	<b>308.0</b>
<b>Total Equity</b>	<b>1,841.0</b>

## Budget 2011/12 Highlights

- Increased roads maintenance
- Continuation of works on Estuary Management Plan and new maintenance regimes
- Improvements in waste management compliance
- Improved corporate governance through information and management systems: – Enterprise Risk Management System; improved integrated business and financial systems, development of policy, best value service reviews, improved planning and performance management reporting
- Continuing work on formation of Central Coast Water Corporation and assessment of impact on Wyong Shire Council operations
- Development of Council's property investment portfolio
- Improved asset management systems
- Childcare and education reduced subsidy
- Renovation of Information Systems
- Change the Rating Structure from 1 July 2013
- Re-examine the Community Services and asset requirements
- Improved Library Services



## Financial Information 2011 to 2015

Council's budget is comprised of the Operating Budget and the Capital Budget. The Operating Budget represents the day-to-day cost of Council's Services. The Capital Budget represents the priority capital projects that Council plans to complete in 2011/12 to ensure the replacement and renewal of public infrastructure and investment in Council's operational assets to meet service delivery e.g. information technology, library books, plant and equipment etc. The Capital Budget also identifies new capital projects.

## Funding the Four Year Delivery Program and Operational Plan

The 2011/12 Budget recognises that the trend of operating short-falls cannot continue and is predicated on achieving financial sustainability through the long term financial strategy by;

- *Targeted reductions in operating losses (before capital) over four years – break-even in 2015.*
- *Continuation and review of all existing services whilst focused on best value.*
- *Maximising revenue to fund existing services and where possible ensuring user pays*
- *Maintaining Council's existing assets and addressing critical assets such as roads, bridges and pedestrian bridges*
- *Effective waste management practices including funding of \$49.6m in future remediation costs of closed landfills*
- *Allocation of resources to address the issues around the formation of the Central Coast Water Corporation and demerger of Council's Water, Sewer, and Drainage business activities effective 1 July 2013.*

Due to the significant changes that the formation of the Central Coast Water Corporation will have on Council and the number of decisions yet to be made on structures of service delivery, it is not yet possible to accurately model these impacts in the future years. The options and detailed scenarios with costings will be independently verified and reported to Council and the new Central Coast Water Corporation Board in 2011/12.

Council's Revenue Policy details the basis of all revenue assumptions for Rates, Annual Charges and Fees and Charges. In addition to these revenue sources Council's operations will be funded by grants, contributions, and investment income.

In 2011/12 the significant assumptions and changes to revenue funding include:

## General Fund

### Rating Structure

The “rate pegging system” limits the total amount Council can increase its rates income by, however each year Council is required to review and determine an appropriate rating structure. In doing so Council has proposed two changes for 2011/12:

- A new sub-categorisation to the Business Rate Category for Major Commercial which identifies four major commercial centres of activity
  - Bay Village Bateau Bay,
  - Lake Haven Shopping Centre and Mega Centre, and
  - Westfield Tuggerah
- A reallocation of the rating burden between the different rating categories – Residential, Farmland, Business, and Mining. Changes are outlined in the Revenue Policy and have resulted in a reallocation between categories of the amount of rates collected from each category.

The Revenue Policy outlines the rating structure for 2011/12 with the continuation of the “base amount plus ad valorem structure”, however Council has identified in the Long Term Financial Strategy a review of this structure for 2012/13 with a view to moving to a “an ad valorem with a minimum rate”. This will involve public consultation over the coming 12 months.

**Ordinary and Special Rates** increased by the Independent and Regulatory Tribunal’s allowable rate pegging increase of 2.8%, resulting in a income (including growth) of Ordinary Rates \$60.28 million and Special Rates \$1.01.

**Continuation of Council’s three existing special rates** – The Entrance Special Rate, Toukley Special Rate and Wyong Special Rate. These special rates raise funds which are used to fund activities that support business activities in those areas.

**Stormwater Management Charge** – the existing base charge and structure of the charge remains unchanged, however in the past this charge was only levied on properties east of the Freeway and the Freeway Service Centres, however from 2011/12 it is proposed to apply this charge to all applicable rateable properties which will assist in funding stormwater management works. This charge generates \$1.8m in revenue which Council is using to fund its share of the works to improve the Lakes System and manage stormwater across the Shire.

**Childcare & Education Fees** – Council has had a long standing commitment to the provision of quality childcare and education in the Shire and currently operates five childcare centres and seven vacation care services. These services are integral to community well-being providing access to quality childcare and education, however there are a number of challenges Council must address. In the past Council has subsidised these services up to \$1.2M (2009/10 Operating Deficit including

Taxation Equivalents). In 2011/12 and 2012/13 fee increases have been proposed to reduce this subsidy in two stages, year 1 to \$0.8m and year 2 to \$0.6m (including Taxation Equivalents).

**Tipping Fees** – Tipping fees have been increased to reflect higher operating costs with improvements to management controls and includes a \$14.20 per tonne increase (up 22%) in the NSW State Government EPA Waste Levy from \$65.30 per tonne to \$79.50 per tonne (plus GST). This cost flows onto tip customers and impacts on domestic waste charges, and is also a net cost to Council for any materials taken to the tip. Council has also budgeted for an increase in waste audits / inspections and monitoring of closed landfills of \$0.2m per annum and the back payment of EPA Waste Levies (\$1.6m in total, final payment 2011/12 \$0.5m). Council is investigating establishing soil reprocessing plants to minimise the cost of the EPA Waste Levy and maximise reuse (refer 2011/12 Capital Expenditure plan).

For mixed waste the overall increase is \$33.70 per tonne to \$212.60 per tonne (2010/11 \$178.90), of which \$16.43 per tonne is due to increased costs for landfills as Council implements improved management systems for waste and remediates closed landfills. The State Waste Levy increase represents 46% of the total increase.

**Domestic Waste Charges** – Council provides residents with a comprehensive waste and recycling service, set on user pays basis for domestic waste services. In 2011/12 this charge is increasing by \$68.50 from \$348.50 to \$417.00. Included in this price increase is the increase in the EPA Waste Levy from \$65.30 to \$79.50 per tonne of which \$47.49 flows onto the Annual Domestic Waste Charge. The other major increases in costs relate to revised estimates of the remediation costs for Council's seven closed landfill sites up from 30 June 2010 estimated \$35m to \$49.6m.



### Domestic Waste Services provided per Property

Weekly waste Collection from kerbside including

1 x Green Waste Bin – 240 litre bin, includes collection and waste processing

1 x Recycling Waste Bin – 240 litre bin, includes collection and waste processing

1 x Domestic (Household) waste Bin – 140 litre bin

Up to 6 x kerbside collection services for household & green waste per annum, upon request

1.5 items free eWaste Disposal Services for household eWaste when delivered to the Buttonderry waste management facility (service available daily) – replaces bi-annual eWaste collection days

Bi annual (2 per annum) free household Chemical Clean-up Days to be delivered to Buttonderry Waste management facility

State Government Waste levies average \$47.49 per year

Community Litter programs to clean up open spaces areas

Ranger Services to regulate illegal dumping

Remediation of Buttonderry Waste management facility and of Council's closed land-fill sites

Domestic waste – Cost per property	\$ / per property
Operating Costs	243.01
EPA waste levy	47.49
Community Litter Collection & Ranger Services	27.19
Tip Rehabilitation allocation – closed landfills Gwandalan, Mardi, Toukley, Shelly Beach, Warnervale, Tumby Umbi, Halekulani and Bateau Bay (Total future Estimated cost of rehabilitation \$49.6million)	17.74
<b>Domestic Waste – Cost per Property</b>	<b>417.00</b>
<b>Cost per week – per property</b>	<b>8.02</b>

## Water & Sewer Fund

Being constituted as a Water Supply Authority under the Water Management Act 2000 all of Council's water, drainage and sewerage charges are subject to approval by the Minister for Water following determination by the Independent Pricing and Regulatory Tribunal (IPART).

Water, drainage and sewerage charges for 2011/12 are as per IPART's Water – Determination and Final Report - May 2009. For these charges, Council has used a CPI figure of 2.85% pending official notification from IPART on the actual CPI for the 12 months ended 31 March 2011.

## Typical Residential Ratepayer

### Impact on Typical Residential Ratepayer

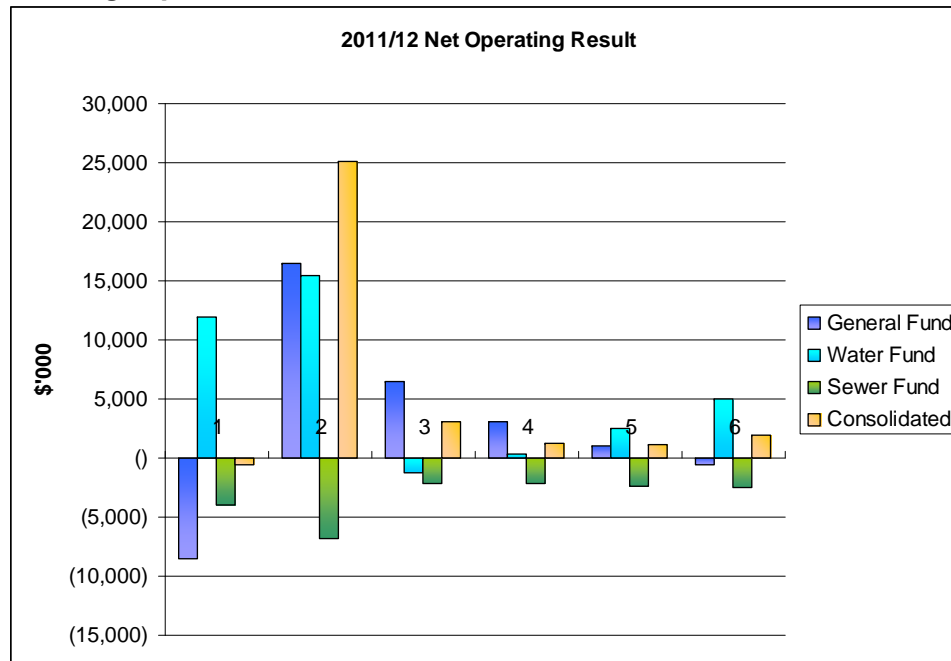
The typical residential ratepayer has a property value of \$157,000 and water usage of 152Kl per annum (which is the average residential demand for all residences). The increase for the typical residential ratepayer, as shown below, is \$133.13 per annum or approximately \$2.56 per week.

Typical Ratepayer	2010-11	2011-12	Increase \$	Increase %
<b>Median Valuation</b>	<b>\$157,000</b>	<b>\$157,000</b>		
General Rates	\$686.46	\$698.51	\$12.05	1.76%
Domestic Waste	\$348.50	\$417.00	\$68.50	19.66%
Stormwater Management	\$25.00	\$25.00	\$0.00	0.00%
Water Access	\$136.05	\$157.31	\$21.26	15.63%
Sewerage	\$437.39	\$449.62	\$12.23	2.80%
Drainage	\$84.72	\$87.09	\$2.37	2.80%
Sub-Total	\$1,718.12	\$1,834.53	\$116.41	6.78%
Water Usage (152Kl)	\$284.24	\$300.96	\$16.72	5.88%
Total	\$2,002.36	\$2,135.49	\$133.13	6.65%

## Operating Result

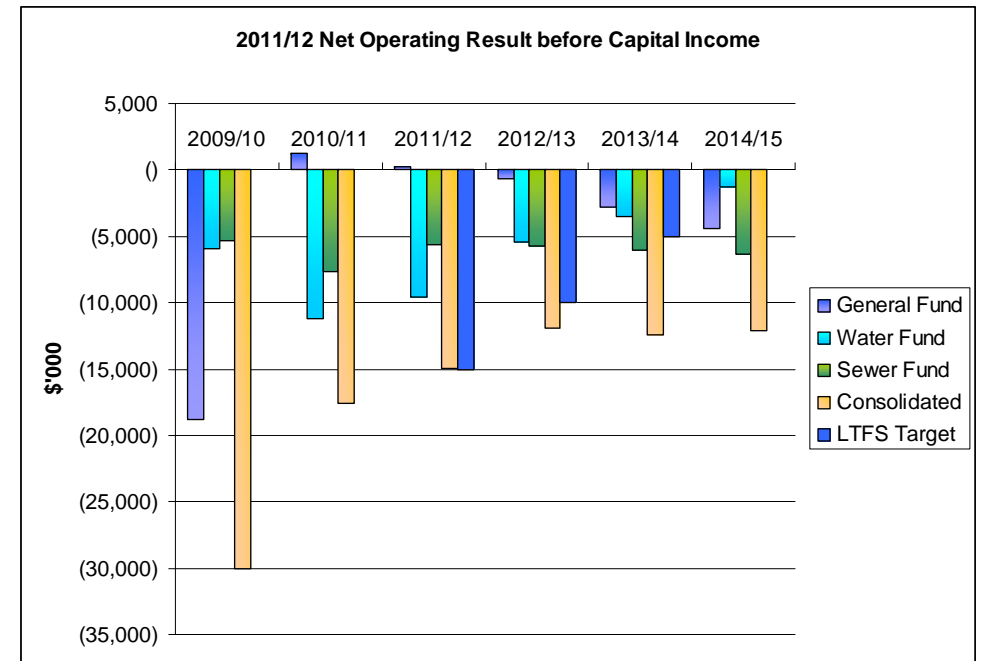
The following graphs illustrate financial performance by fund from actual results in 2009/10 through to projected performance in 2014/15.

### Including Capital Grants and Contributions



**In 2011/12 Council has adopted strategic targets to reduce the Operating Short-fall (excluding capital income) over 4 years.**

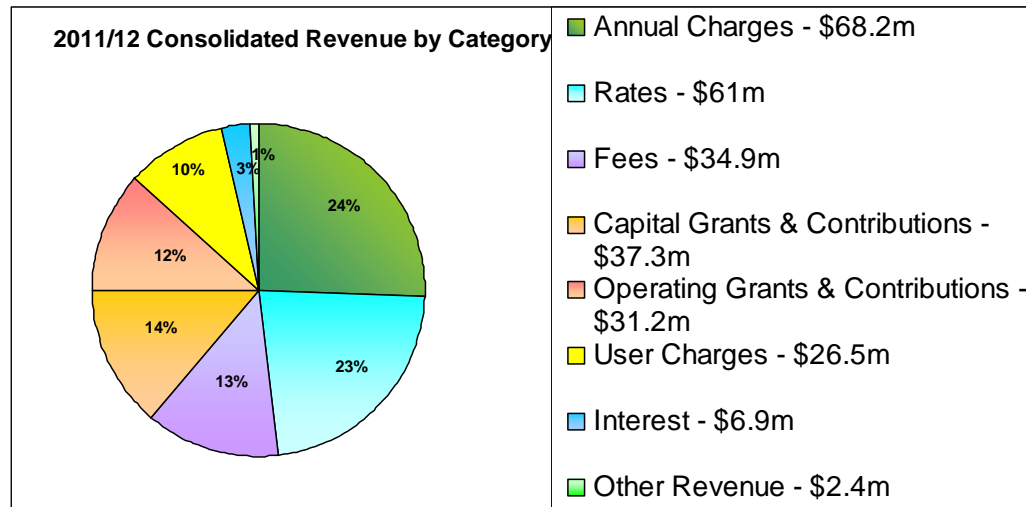
### Excluding Capital Grants and Contributions





## Consolidated Revenue by Category

The graph below shows Council's budgeted revenue by category for 2011/12. Rates and Annual charges are the largest source of revenue and in 2011/12 account for 53% of Council's total Revenue.

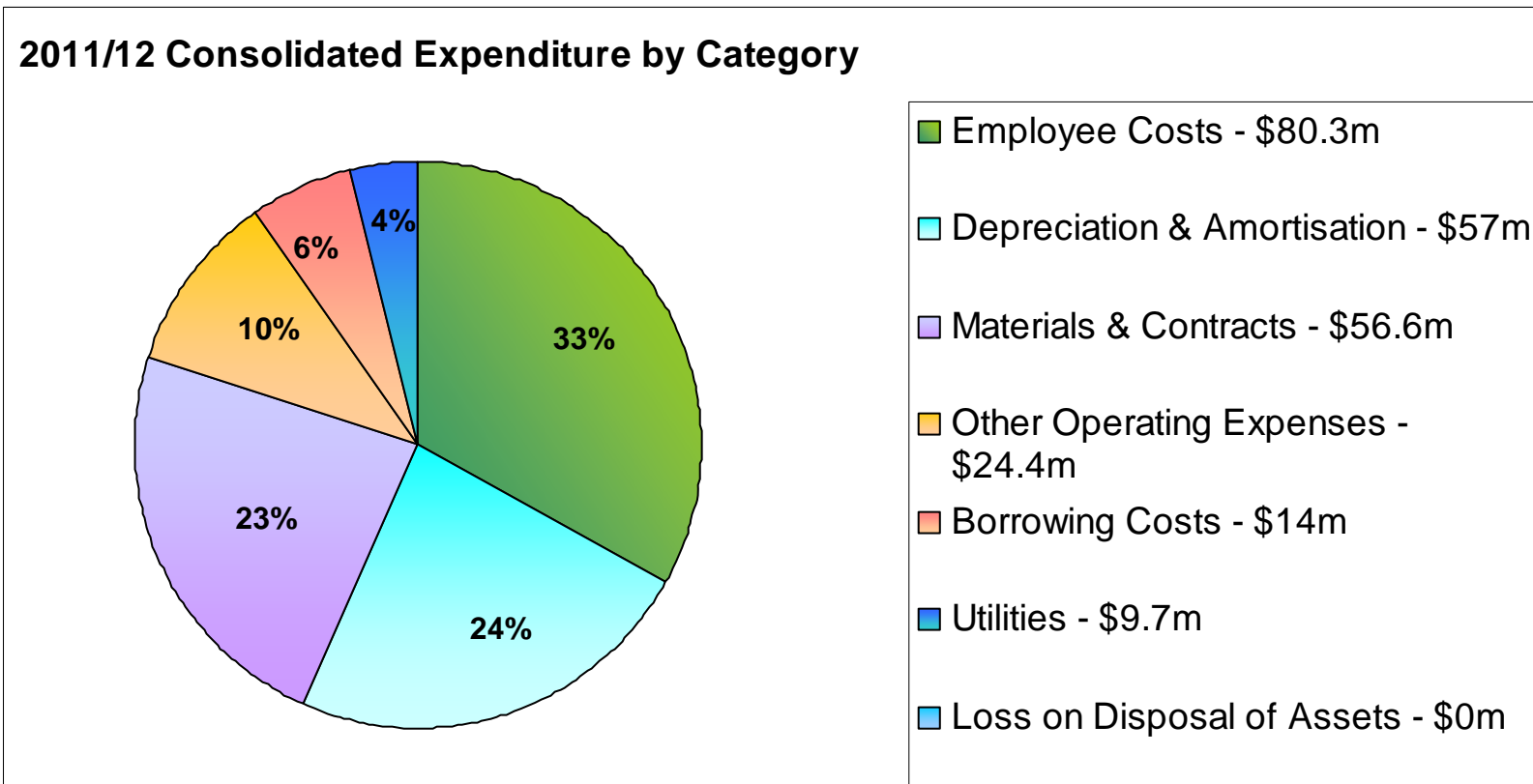


### Did you know...

- **Council's rate coverage ratio ranges between 48% to 53%, which is a measure of Council's reliance on rate revenue to fund operations – 2011/12 Budget ratio is 52.7%**
- **61,300 residential rate assessments**
- **58,000 domestic waste management services**
- **63,000 water and sewer supply services**
- **Servicing 150,000 water supply customers**
- **Key operating grants:**
  - Financial Assistance Grant \$11.0m**
  - Estuary Management Plan \$6.4m**
  - Sustainability Grants \$0.7m**
  - Bushfire Prevention Grants \$0.5m**
  - Library Grants \$0.4m**
  - LEP grant funding \$0.3m**
  - Street Lighting Grant \$0.2m**

## Consolidated Expenditure by Category

The graph below shows Council's budgeted expenditure by category for 2011/12.



## Profit & Loss Budget - Consolidated

	Actuals 2009/2010 \$'000	Annual Budget 2010/2011 \$'000	Budget 2011/2012 \$'000	Projected 2012/2013 \$'000	Projected 2013/2014 \$'000	Projected 2014/2015 \$'000
<b>Revenue</b>						
Rates	56,599	58,941	61,013	62,847	65,801	68,894
Annual Charges	57,337	61,618	68,225	72,635	76,743	81,092
User Charges	22,285	23,413	26,451	28,390	30,566	32,912
Fees	29,428	31,062	34,854	36,806	38,450	40,172
Interest	8,522	7,988	6,911	6,918	6,926	6,935
Other Revenue	5,700	2,799	2,445	2,512	2,581	2,652
Operating Grants	20,511	17,088	24,260	25,012	26,032	27,097
Capital Grants	19,110	36,983	5,193			
Operating Contributions / Donations	2,819	2,148	2,902	2,508	2,587	2,668
Capital Contributions / Donations	10,313	5,662	12,828	13,145	13,537	14,021
<b>Total Revenue</b>	<b>232,624</b>	<b>247,702</b>	<b>245,081</b>	<b>250,774</b>	<b>263,225</b>	<b>276,443</b>
<b>Expenses</b>						
Salaries	41,944	42,425	41,217	42,688	44,169	45,700
Wages	21,809	20,604	24,775	25,341	26,684	28,099
Other Employee Costs	12,709	13,543	14,312	15,107	16,099	17,167
Borrowing Costs	9,621	13,911	14,012	13,529	12,937	12,306
Materials & Contracts	47,214	43,951	56,581	56,983	59,401	61,124
Depreciation & Amortisation	59,902	56,529	57,009	59,068	61,829	64,725
Utilities	6,501	8,301	9,685	9,704	10,791	11,514
Other Operating Expenses	33,423	23,012	24,385	27,064	30,162	33,805
Loss on Disposal of Assets	68	362	10	23	36	49
<b>Total Expenses</b>	<b>233,191</b>	<b>222,638</b>	<b>241,986</b>	<b>249,506</b>	<b>262,107</b>	<b>274,489</b>
<b>Net Operating Result - Surplus / (Deficit)</b>	<b>(567)</b>	<b>25,064</b>	<b>3,095</b>	<b>1,268</b>	<b>1,118</b>	<b>1,954</b>
Less Capital Grants & Contributions	29,423	42,645	18,021	13,145	13,537	14,021
<b>Net Operating Result before Capital Income - Surplus / (Deficit)</b>	<b>(29,991)</b>	<b>(17,581)</b>	<b>(14,926)</b>	<b>(11,877)</b>	<b>(12,420)</b>	<b>(12,067)</b>

## Profit & Loss Budget - General Fund

	Actuals 2009/2010	Annual Budget 2010/2011	Budget 2011/2012	Projected 2012/2013	Projected 2013/2014	Projected 2014/2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue</b>						
Rates	56,599	58,941	61,013	62,847	65,801	68,894
Annual Charges	19,849	21,800	26,101	27,337	28,827	30,399
User Charges	445	470	503	503	503	503
Fees	29,210	30,717	34,637	36,583	38,221	39,936
Interest	5,203	3,900	3,742	3,750	3,758	3,766
Other Revenue	2,062	1,926	1,892	1,944	1,997	2,051
Operating Grants	19,047	15,420	22,561	23,254	24,197	25,180
Capital Grants	6,275	11,983	2,471			
Operating Contributions / Donations	2,819	2,148	2,468	2,058	2,120	2,183
Capital Contributions / Donations	4,009	3,193	3,818	3,793	3,830	3,945
Total Gain on Disposal of Assets	677	454	410	410	410	410
Internal Revenue	20,343	25,629	32,794	39,326	36,643	39,255
<b>Total Revenue</b>	<b>166,537</b>	<b>176,581</b>	<b>192,412</b>	<b>201,805</b>	<b>206,306</b>	<b>216,521</b>
<b>Expenses</b>						
Salaries	37,581	36,386	37,463	38,802	40,147	41,538
Wages	11,843	11,378	14,026	14,577	15,338	16,141
Other Employee Costs	12,550	13,383	14,091	14,879	15,865	16,926
Borrowing Costs	1,699	1,415	1,398	1,478	1,420	1,367
Materials & Contracts	42,711	39,197	50,311	50,306	52,193	54,156
Depreciation & Amortisation	31,678	27,096	27,789	28,737	30,012	31,349
Utilities	3,610	4,633	4,946	5,422	6,006	6,401
Other Operating Expenses	32,270	22,036	23,127	25,768	28,827	32,431
Loss on Disposal of Assets	745	816	420	433	446	459
Non-Operating Expenses						
Internal Expenses	340	3,807	12,323	18,322	15,057	16,267
<b>Total Expenses</b>	<b>175,027</b>	<b>160,148</b>	<b>185,894</b>	<b>198,724</b>	<b>205,311</b>	<b>217,033</b>
<b>Net Operating Result - Surplus / (Deficit)</b>	<b>(8,490)</b>	<b>16,434</b>	<b>6,518</b>	<b>3,082</b>	<b>995</b>	<b>(512)</b>
Less Capital Grants & Contributions	10,284	15,176	6,289	3,793	3,830	3,945
<b>Net Operating Result before Capital Income - Surplus / (Deficit)</b>	<b>(18,773)</b>	<b>1,257</b>	<b>229</b>	<b>(712)</b>	<b>(2,835)</b>	<b>(4,457)</b>

## Profit & Loss Budget - Water Fund

	Actuals 2009/2010 \$'000	Annual Budget 2010/2011 \$'000	Budget 2011/2012 \$'000	Projected 2012/2013 \$'000	Projected 2013/2014 \$'000	Projected 2014/2015 \$'000
<b>Income</b>						
Rates						
Annual Charges	12,332	14,038	15,620	17,788	19,059	20,423
User Charges	20,671	21,650	24,575	26,462	28,568	30,841
Fees	101	201	99	102	105	109
Interest	1,409	2,520	1,366	1,366	1,366	1,366
Other Revenue	3,484	720	374	385	397	408
Operating Grants	802	970	999	1,034	1,077	1,122
Capital Grants	12,835	25,000	2,722			
Operating Contributions / Donations			434	450	467	485
Capital Contributions / Donations	4,991	1,640	5,575	5,787	6,007	6,235
Internal Revenue	3,943	3,260	1,439	1,482	1,527	1,572
<b>Total Income</b>	<b>60,570</b>	<b>69,999</b>	<b>53,203</b>	<b>54,856</b>	<b>58,572</b>	<b>62,561</b>
<b>Expenses</b>						
Salaries	3,085	3,365	1,947	2,015	2,086	2,159
Wages	4,787	4,799	4,944	5,016	5,287	5,572
Other Employee Costs	118	129	212	218	225	232
Borrowing Costs	6,454	10,881	11,107	10,524	9,970	9,373
Materials & Contracts	5,599	8,042	7,052	7,278	7,562	7,858
Depreciation & Amortisation	14,577	15,242	14,628	15,184	15,928	16,708
Utilities	978	1,469	2,686	2,013	2,251	2,406
Other Operating Expenses	1,078	976	1,187	1,223	1,259	1,297
Internal Expenses	12,001	9,652	10,689	11,073	11,505	11,954
<b>Total Expenses</b>	<b>48,678</b>	<b>54,556</b>	<b>54,452</b>	<b>54,544</b>	<b>56,072</b>	<b>57,560</b>
<b>Net Operating Result - Surplus / (Deficit)</b>	<b>11,892</b>	<b>15,443</b>	<b>(1,249)</b>	<b>312</b>	<b>2,500</b>	<b>5,001</b>
Less Capital Grants & Contributions	17,826	26,640	8,297	5,787	6,007	6,235
<b>Net Operating Result before Capital Income - Surplus / (Deficit)</b>	<b>(5,934)</b>	<b>(11,197)</b>	<b>(9,546)</b>	<b>(5,475)</b>	<b>(3,507)</b>	<b>(1,234)</b>
<i>Net Operating Result including Taxation Equivalents:</i>						
Less Taxation Equivalents Payments	(331)	(333)	(335)	(346)	(356)	(367)
<b>Total Operating Result After Taxation Equivalent Payments - Surplus / (Deficit)</b>	<b>11,561</b>	<b>15,110</b>	<b>(1,585)</b>	<b>(34)</b>	<b>2,144</b>	<b>4,635</b>

## Profit & Loss Budget - Sewer Fund

	Actuals 2009/2010 \$'000	Annual Budget 2010/2011 \$'000	Budget 2011/2012 \$'000	Projected 2012/2013 \$'000	Projected 2013/2014 \$'000	Projected 2014/2015 \$'000
<b>Revenue</b>						
Rates						
Annual Charges	25,156	25,780	26,504	27,510	28,857	30,270
User Charges	1,168	1,293	1,372	1,425	1,494	1,568
Fees	117	144	117	121	124	128
Interest	1,909	1,568	1,803	1,803	1,803	1,803
Other Revenue	154	153	179	183	188	193
Operating Grants	662	698	699	725	759	794
Capital Grants	1					
Operating Contributions / Donations						
Capital Contributions / Donations	1,313	829	3,435	3,566	3,701	3,842
Internal Revenue			192	198	204	210
<b>Total Revenue</b>	<b>30,481</b>	<b>30,465</b>	<b>34,302</b>	<b>35,530</b>	<b>37,130</b>	<b>38,808</b>
<b>Expenses</b>						
Salaries	1,278	2,674	1,807	1,870	1,936	2,003
Wages	5,179	4,427	5,805	5,748	6,059	6,386
Other Employee Costs	41	30	9	9	9	10
Borrowing Costs	1,469	1,615	1,507	1,527	1,546	1,566
Materials & Contracts	3,117	6,264	3,737	3,867	4,027	4,194
Depreciation & Amortisation	13,647	14,191	14,592	15,147	15,889	16,668
Utilities	1,914	2,199	2,053	2,269	2,534	2,707
Other Operating Expenses	74		71	73	75	78
Internal Expenses	7,731	5,878	6,894	7,144	7,431	7,731
<b>Total Expenses</b>	<b>34,450</b>	<b>37,278</b>	<b>36,475</b>	<b>37,654</b>	<b>39,507</b>	<b>41,342</b>
<b>Net Operating Result - Surplus / (Deficit)</b>	<b>(3,969)</b>	<b>(6,813)</b>	<b>(2,174)</b>	<b>(2,125)</b>	<b>(2,377)</b>	<b>(2,535)</b>
Less Capital Grants & Contributions	1,314	829	3,435	3,566	3,701	3,842
<b>Net Operating Result before Capital Income - Surplus / (Deficit)</b>	<b>(5,283)</b>	<b>(7,642)</b>	<b>(5,609)</b>	<b>(5,690)</b>	<b>(6,078)</b>	<b>(6,377)</b>
<i>Net Operating Result including Taxation Equivalents:</i>						
Less Taxation Equivalents Payments	(221)	(223)	(224)	(230)	(237)	(244)
<b>Total Operating Result After Taxation Equivalent Payments - Surplus / (Deficit)</b>	<b>(4,190)</b>	<b>(7,036)</b>	<b>(2,397)</b>	<b>(2,355)</b>	<b>(2,614)</b>	<b>(2,779)</b>



## Profit & Loss Budget - Waste

	Actuals 2009/2010 \$'000	Annual Budget 2010/2011 \$'000	Budget 2011/2012 \$'000	Projected 2012/2013 \$'000	Projected 2013/2014 \$'000	Projected 2014/2015 \$'000
<b>Revenue</b>						
Rates						
Annual Charges	19,849	21,800	26,401	27,337	28,827	30,399
User Charges						
Fees	9,980	10,083	13,014	13,731	14,488	15,287
Interest	107	110	115	116	117	118
Other Revenue		3	285	294	303	312
Operating Grants	628	647	667	690	714	739
Capital Grants						
Operating Contributions / Donations	578					
Capital Contributions / Donations			150	75		
Internal Revenue	2,720	5,932	14,142	20,326	17,073	19,097
<b>Total Revenue</b>	<b>33,862</b>	<b>38,575</b>	<b>54,773</b>	<b>62,569</b>	<b>61,522</b>	<b>65,952</b>
<b>Expenses</b>						
Salaries	376	372	713	703	724	745
Wages	979	929	799	821	845	870
Other Employee Costs	6	15	3	3	3	3
Borrowing Costs		1,200	1,200	1,200	1,200	1,200
Materials & Contracts	15,056	14,331	15,644	15,743	16,266	16,808
Depreciation & Amortisation	5,397	2,076	2,699	2,699	2,699	2,699
Utilities	24	19	31	32	33	34
Other Operating Expenses	21,675	9,969	10,999	13,196	15,831	18,993
Internal Expenses	1,350	3,086	12,453	18,415	14,952	16,748
<b>Total Expenses</b>	<b>44,863</b>	<b>31,996</b>	<b>44,541</b>	<b>52,812</b>	<b>52,553</b>	<b>58,100</b>
<b>Net Operating Result - Surplus / (Deficit)</b>	<b>(11,001)</b>	<b>6,579</b>	<b>10,232</b>	<b>9,757</b>	<b>8,969</b>	<b>7,852</b>
Less Capital Grants & Contributions			150	75		
<b>Net Operating Result before Capital Income - Surplus / (Deficit)</b>	<b>(11,001)</b>	<b>6,579</b>	<b>10,082</b>	<b>9,682</b>	<b>8,969</b>	<b>7,852</b>
<i>Net Operating Result including Taxation Equivalents:</i>						
Less Taxation Equivalents Payments	(72)	(76)	(81)	(84)	(86)	(89)
<b>Total Operating Result After Taxation Equivalent Payments - Surplus / (Deficit)</b>	<b>(11,073)</b>	<b>6,503</b>	<b>10,151</b>	<b>9,673</b>	<b>8,883</b>	<b>7,763</b>

## Profit & Loss Budget – Child Care (Reportable Business Category)

	Actuals 2009/2010 \$'000	Annual Budget 2010/2011 \$'000	Budget 2011/2012 \$'000	Projected 2012/2013 \$'000	Projected 2013/2014 \$'000	Projected 2014/2015 \$'000
<b>Revenue</b>						
Rates						
Annual Charges						
User Charges						
Fees	3,777	4,063	4,301	4,833	4,978	5,128
Interest						
Other Revenue			30	30	31	32
Operating Grants	462	526	543	547	563	580
Capital Grants						
Operating Contributions / Donations						
Capital Contributions / Donations						
Internal Revenue						
<b>Total Revenue</b>	4,240	4,589	4,874	5,410	5,572	5,740
<b>Expenses</b>						
Salaries	3,581	4,031	3,756	3,914	4,041	4,172
Wages	247	5	221	236	244	252
Other Employee Costs	19	22	23	23	23	24
Borrowing Costs						
Materials & Contracts	513	583	501	526	542	558
Depreciation & Amortisation	137	157	129	129	134	139
Utilities	41	53	60	61	63	65
Other Operating Expenses	20	13	34	38	39	40
Internal Expenses	727	539	741	794	822	850
<b>Total Expenses</b>	5,285	5,402	5,466	5,721	5,908	6,100
<b>Net Operating Result - Surplus / (Deficit)</b>	(1,046)	(813)	(592)	(311)	(335)	(361)
Less Capital Grants & Contributions						
<b>Net Operating Result before Capital Income - Surplus / (Deficit)</b>	(1,046)	(813)	(592)	(311)	(335)	(361)
<i>Net Operating Result including Taxation Equivalents:</i>						
Less Taxation Equivalents Payments	(236)	(240)	(244)	(252)	(259)	(267)
<b>Total Operating Result After Taxation Equivalent Payments - Surplus / (Deficit)</b>	(1,282)	(1,053)	(837)	(563)	(595)	(628)

## Profit & Loss Budget – Holiday Parks (Reportable Business Category)

	Actuals 2009/2010 \$'000	Annual Budget 2010/2011 \$'000	Budget 2011/2012 \$'000	Projected 2012/2013 \$'000	Projected 2013/2014 \$'000	Projected 2014/2015 \$'000
<b>Revenue</b>						
Rates						
Annual Charges						
User Charges						
Fees	8,070	8,400	8,680	9,010	9,452	9,915
Interest						
Other Revenue						
Operating Grants						
Capital Grants		200				
Operating Contributions / Donations						
Capital Contributions / Donations						
Internal Revenue						
<b>Total Revenue</b>	8,070	8,600	8,680	9,010	9,452	9,915
<b>Expenses</b>						
Salaries	178	192	190	197	204	211
Wages	31					
Other Employee Costs	2					
Borrowing Costs	1	130	194	275	217	163
Materials & Contracts	2,007	2,015	1,994	2,064	2,150	2,241
Depreciation & Amortisation	2,588	1,217	1,233	1,280	1,343	1,409
Utilities	431	488	456	496	547	582
Other Operating Expenses	2,217	2,525	2,455	2,529	2,605	2,683
Loss on Disposal of Assets	1					
Internal Expenses	3,211	2,809	2,840	2,942	3,072	2,407
<b>Total Expenses</b>	10,667	9,377	9,363	9,783	10,137	9,696
<b>Net Operating Result - Surplus / (Deficit)</b>	(2,597)	(777)	(682)	(772)	(685)	219
Less Capital Grants & Contributions		200				
<b>Net Operating Result before Capital Income - Surplus / (Deficit)</b>	(2,597)	(977)	(682)	(772)	(685)	219
<i>Net Operating Result including Taxation Equivalents:</i>						
Less Taxation Equivalents Payments	(264)	(265)	(267)	(275)	(283)	(291)
<b>Total Operating Result After Taxation Equivalent Payments - Surplus / (Deficit)</b>	(2,861)	(1,042)	(949)	(1,047)	(968)	(72)

<b>Balance Sheet (Consolidated)</b>	<b>Actual 2009/10</b>	<b>Adopted Budget 2010/11</b>	<b>Budget 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Projected 2013/2014</b>	<b>Projected 2014/2015</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>

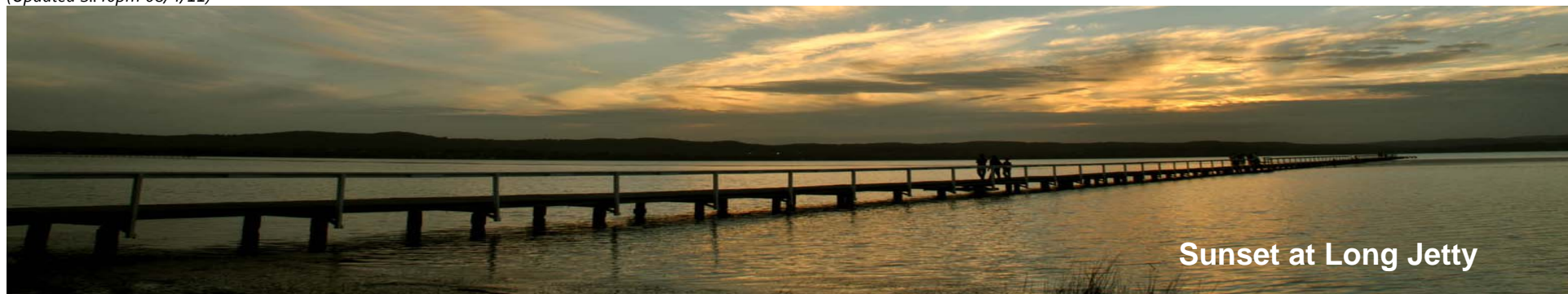
(a) Current Assets	175	156	144	126	134	150
(b) Non-Current Assets	1,914	1,973	2,005	2,058	2,062	2,058
<b>(c) Total Assets (a+b)</b>	<b>2,090</b>	<b>2,129</b>	<b>2,149</b>	<b>2,184</b>	<b>2,196</b>	<b>2,208</b>
(d) Current Liabilities	96	83	77	76	76	76
(e) Non-Current Liabilities	199	231	231	260	262	269
<b>(f) Total Liabilities (d+e)</b>	<b>295</b>	<b>314</b>	<b>308</b>	<b>336</b>	<b>338</b>	<b>344</b>
(g) Revaluation Reserve	562	562	582	586	590	594
<b>(h) Total Revaluation Reserve (g)</b>	<b>562</b>	<b>562</b>	<b>582</b>	<b>586</b>	<b>590</b>	<b>594</b>
(i) Total Equity	1,233	1,253	1,259	1,262	1,268	1,270
<b>(j) Total Equity (i)</b>	<b>1,233</b>	<b>1,253</b>	<b>1,259</b>	<b>1,262</b>	<b>1,268</b>	<b>1,270</b>

(Updated 3.40pm 08/4/11)



<b>Cash Flow (Consolidated)</b>	<b>Actual 2009/10</b>	<b>Adopted Budget 2010/11</b>	<b>Budget 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Projected 2013/2014</b>	<b>Projected 2014/2015</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Receipts	238	245	246	243	252	250
Payments	171	167	188	176	184	186
<b>Cash Flow from Operating Activities</b>	67	78	58	67	68	64
Receipts	2	6				
Payments	103	115	73	113	89	61
<b>Cash Flow from Investing Activities</b>	(101)	(108)	(73)	(113)	(89)	(61)
Receipts	70	27	18	36	41	28
Payments	11	10	10	10	12	13
<b>Cash Flow from Financing Activities</b>	59	17	8	26	29	15
Net Increase (Decrease) in Cash and Cash Equivalents	25	(13)	(8)	(20)	8	18
Cash and Cash Equivalents at Beginning of Period	102	127	114	107	87	95
Cash and Cash Equivalents at End of Period	127	114	107	87	95	113

(Updated 3.40pm 08/4/11)





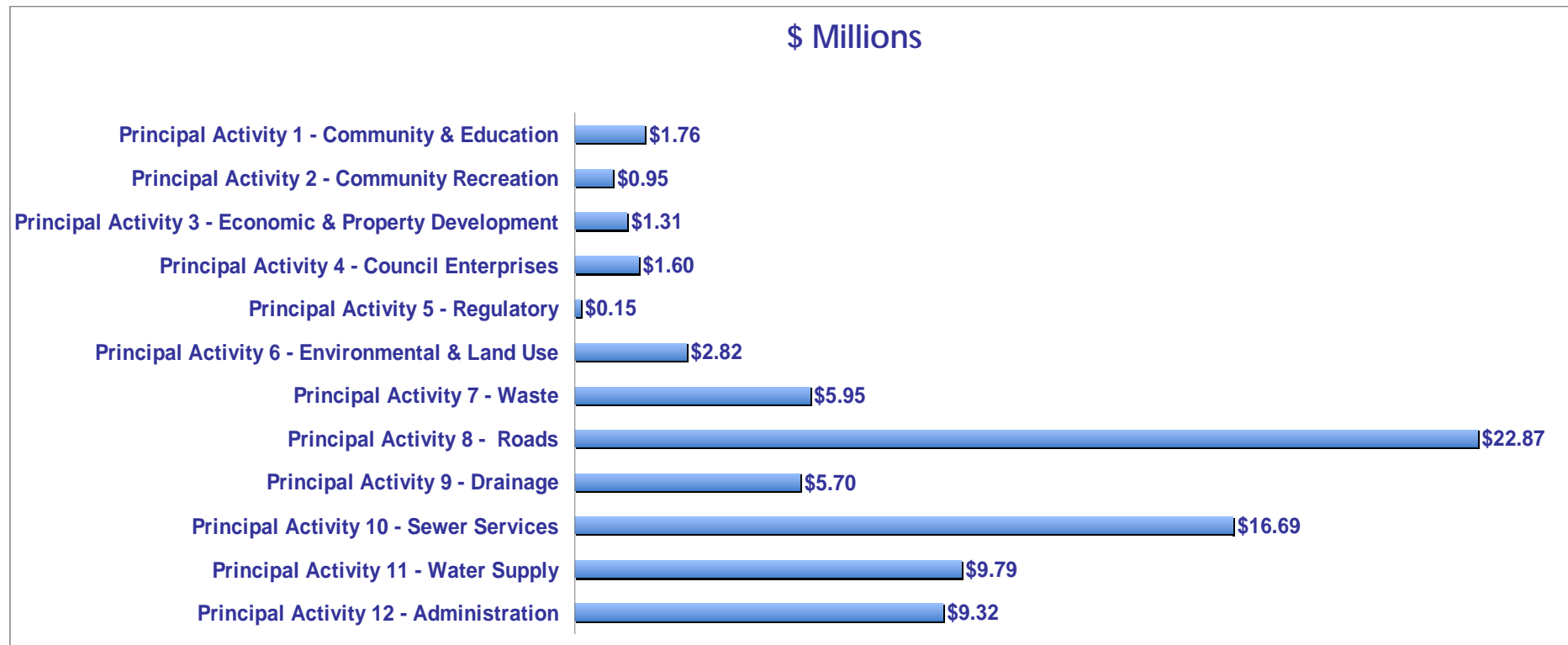


## **Capital Expenditure 2011-2012**



## Capital Expenditure – 2011/12 \$78.91 million

Where is the money spent?



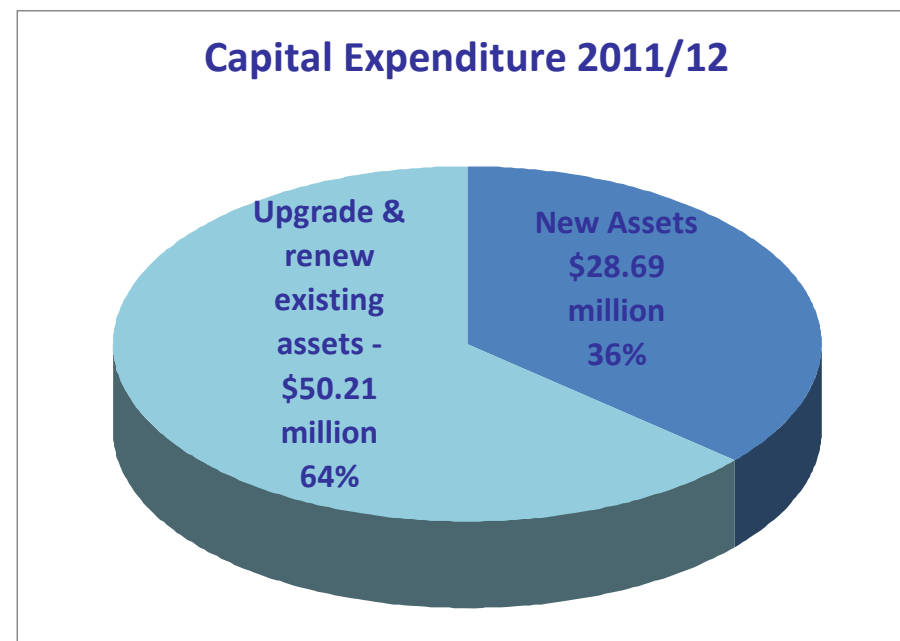
## 2011/12 FOCUS – Maintaining and improving existing Assets

Council's \$2.4b assets are in need of renewal. Estimates at the end of June 2010 identified a renewal gap of \$184m which needed to be spent to bring Council's assets up to a satisfactory standard and an annual shortfall of \$17.5m on maintenance (source: 2010/11 Annual Financial Statements – Special Schedule 7 Condition of Public Infrastructure).

In line with achieving Council financial sustainability objective Council has made maintaining and improving existing assets a priority strategic direction for the Four Year Delivery Plan.

In establishing a Long Term Financial Strategy Council recognises we can't get there over night, and we just don't have the resources to do everything in one year. So Council is working on correcting the priority assets in 2011/12 which are in critical need of repair, especially roads, timber bridges, pedestrian bridges, closed landfills, drainage and sewer infrastructure. During 2011/12 information will be collected from the community over how best to maximise the services Council's community buildings and open space assets provide. This information will then be used to establish what community assets are a priority and to develop an asset plan.

Included in Council's Long Term Financial Strategy is a target capital expenditure of \$90m – with a 60% allocation to renewal and upgrade, and 40% allocation to new assets. In general new assets are to be funded by grants, contributions, and income from Council's investments and commercial activities, or through specified existing reserves.



What you will see in 2011/12?

## COMMUNITY SERVICES highlights

**\$0.35m** – Stage 2 **Shelly Beach Foreshore** and **refurbishment of The Entrance Surf Club**

**\$0.44m** – **boat ramps and jetties** Norah Head, Sunshine Reserve Ourimbah Creek, Chittaway

**\$0.16m** - **EDSACC sub-soil drainage** in conjunction with The Entrance Leagues Club

**\$0.87m** – new **library resources**, increased use / access to technology, and new air conditioning at Lake Haven library

**\$0.45m** – renewal of **Community Buildings** to address priority issues (full refurbishments are pending the review of services and community facilities in 2011/12)

**\$0.06m** – improved **Childcare Centres facilities**

**\$0.16m** – improvements to **cemeteries** and feasibility study for a crematorium service

What you will see in 2011/12?

## ENVIRONMENTAL highlights

**\$4.40m** – continue **rehabilitation of closed landfill sites**, current estimate of total works **over next 10 years \$49.60m**.

**\$0.94m** – upgrade / extend **Buttonderry Waste Management Facility** to meet demand and legislative compliance

**\$0.60m** – establish **soil reprocessing sites** to enable reuse of Council's operations by-products to reduce costs and impacts on tip

**\$0.28m** – **Green Power initiatives** for Council's services and assets to improve energy efficiencies and reduce Council's carbon footprint in the long term

**\$0.15m** – investment in technology to **improve management of parking** across the shire

**\$2.80m** – works on the **lakes and estuary management** plan to improve quality of the waterways and lake foreshores including; recreational facilities / cycle ways / and boat ramps at Lions Park Chittaway Bay, Wallahra Point Park Peace Park, Wyongah Foreshore Reserve, Tuggerwong Road, Budgewoi, McCulloch Reserve

**\$1.45m** – **Emergency and Rural Fire Service** vehicles, plant and equipment, upgrade of fire stations at Ourimbah and Mannering Park and improved facilities at Berkley Vale station

What you will see in 2011/12?

## ECONOMIC highlights

**\$1.07m** – investment in Council's **property portfolio** to improve Council's long term financial sustainability

**\$1.40m** – upgrade to **Holiday Park** facilities to promote tourism, economic activity, and generate revenue for investment in crown reserves and amenities

**\$0.33m** – **Toukley Town Centre** footpath rehabilitation

## What you will see in 2011/12?

### INFRASTRUCTURE highlights

**\$12.20m** – renew and upgrade of **local roads** including Berkeley Road Upgrade \$1.00m, Dog Trap Road \$0.50m, Goorooma Ave \$0.65m and Lindsay Street (stage 3) \$0.50m. Also included is a capital program budget of \$0.50m for the prioritised reactive work that occurs due to environmental factors which emerge throughout the year.

**\$3.25m** – repair **road and foot bridges** at Walmsley, Side Track, Little Jilliby, Berry's Lane, Mandalong, Kidmans, Palmdale 2 and 4, Pococks, Sohler Park, Stinsons Lane, and Teralba Street to improve public safety

**\$1.10m** – repair **foot bridges** at Saltwater Creek, Long Jetty and Peninsular Point, Killarney Vale to improve public safety

**\$1.25m** – new **shared pathways** (subject to grant funding, prioritised program to be confirmed)

**\$5.70m** – **Stormwater management** including \$2.08m Network cleaning and rehabilitation, \$1.40m on Wyong CBD works and \$0.67m on Minnesota Road Culverts

**\$9.41m** - **Renewals and upgrade Sewer infrastructure system** to minimise system blockages

**\$7.21m** - **New Sewer infrastructure** for Warnervale Town Centre; Wyong Employment Zone; and extension of the rising main to support the extended system

**\$5.58m**- **Renewals and upgrade Joint Water Infrastructure** (50% of joint projects funded by Gosford City Council)

**\$4.22m**- **Maintain Water infrastructure**



What you will see in 2011/12?

## ADMINISTRATION highlights

**\$0.67m** – investment in Council's **business and financial management systems** to improve financial management with improvements to performance reporting, contract management, purchasing and costing systems with improved use of in-field technology to improve accuracy and timeliness of financial information

**\$0.32m** – investment in Council's **people management** to support the Workforce Strategy and improve training facilities

**\$0.50m** – investment in Council's **information systems hardware** to improve flexibility of systems architecture to enable future systems improvements

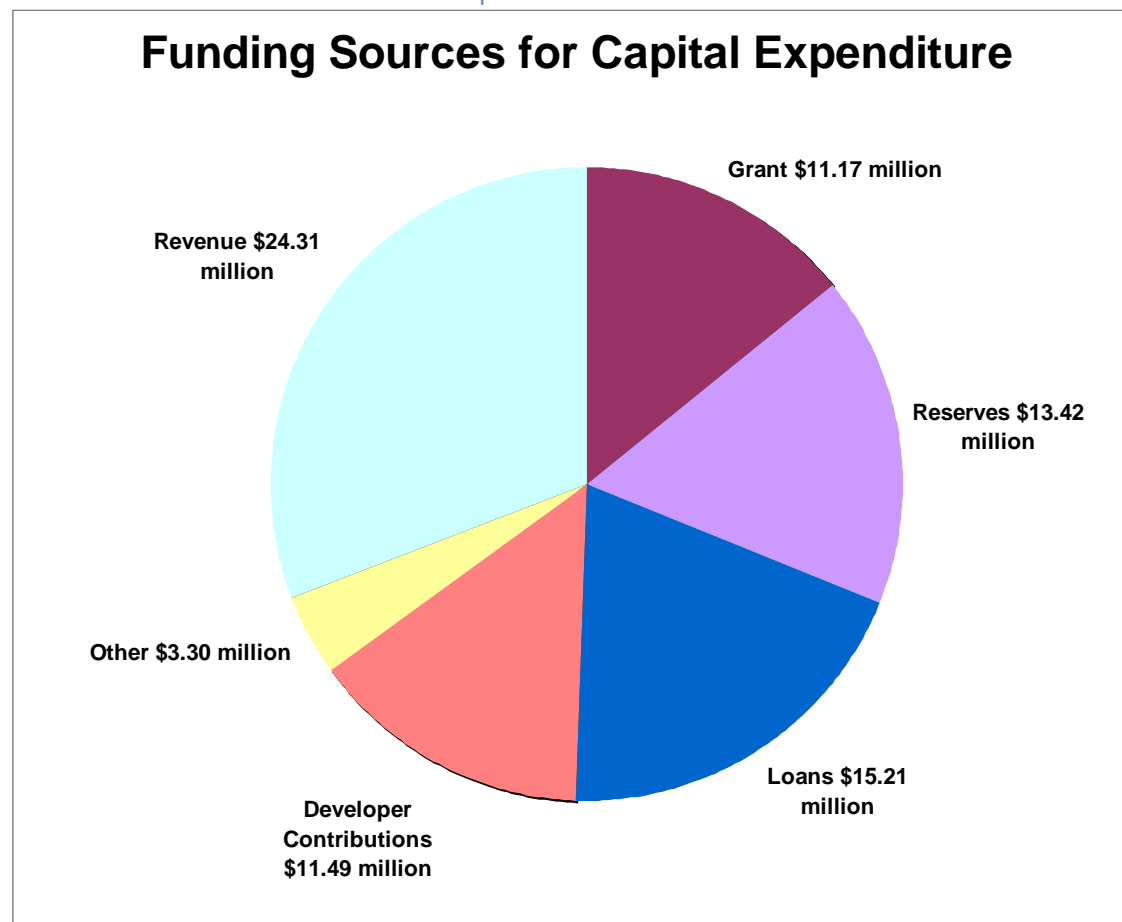
**\$0.92m** – investment in Council's **Civic Centre Building** to comply with fire safety, legislated lift upgrades, replacement of air conditioning units, and ongoing program of floor covering replacements

**\$5.18m** – annual replacement program for **fleet, plant and equipment** to achieve Council's operations and service delivery

**\$0.30m** – improvements to **Charmhaven Depot mobile workshop and tarmac**

## How will we pay for the Capital?

Council uses a combination of general revenue, specific reserves (such as property investment reserves), developer contributions, and donations / contributions from others to fund capital works.



Loans are used to finance major capital infrastructure works where the assets are going to service more than the current generation. This is especially true for Water and Sewer Assets where the Independent and Regulatory Tribunal set prices which recover the investment in new assets over the future life of the asset.

The 2011/12 Budget includes borrowings for capital of \$15.2m - with a total loan borrowing of \$18.6m which will be used to finance holiday park improvements and Council's Water and Sewer funds. This will rebalance the Water Authorities debt profile to better match inter generational equity and within the allowed pricing path.

## Capital Works Program 2011-2012

Council will spend \$79 million on replacing assets in 2011/12 and a further \$264.0m over the following 3 years to maintain the quality of existing services and improve the quality of our roads and bridges

Capital Works Program Summary by Principal Activity				
Principal Activity	Budget 2011/2012	Budget 2012/2013	Budget 2013/2014	Budget 2014/2015
Community & Education	1,762,709	5,185,000	3,446,000	1,075,000
Community Recreation	953,500	8,447,000	11,630,000	2,390,000
Economic & Property Development	1,306,000	4,864,685	7,232,175	1,000,000
Council Enterprises	1,595,217	2,857,000	1,700,000	1,500,000
Regulatory	150,000			
Environment & Land Use	2,820,419	1,845,000		
Waste	5,945,000	21,635,000	11,760,000	11,160,000
Roads	22,869,715	14,991,000	14,199,000	14,199,000
Drainage	5,704,000	9,505,000	12,480,000	13,578,000
Water	9,794,745	24,336,000	11,370,000	4,942,000
Sewer Services	16,685,850	13,129,000	8,230,000	4,474,000
Administration	9,320,500	6,770,000	7,004,000	7,064,000
<b>TOTAL Budget</b>	<b>78,907,655</b>	<b>113,564,685</b>	<b>89,051,175</b>	<b>61,382,000</b>



**Horns Bridge Ourimbah - Before**

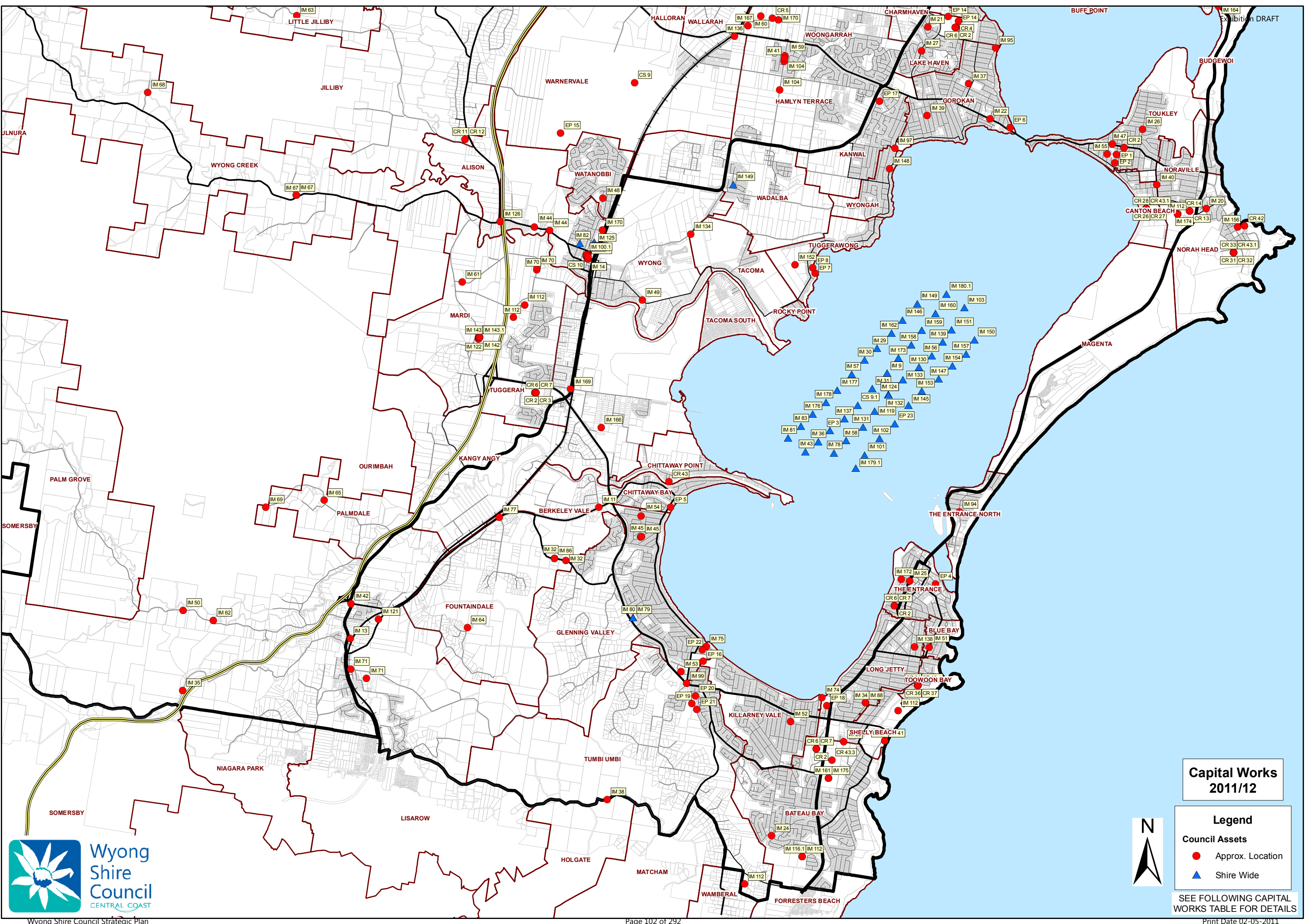


**Horns Bridge Ourimbah - After**









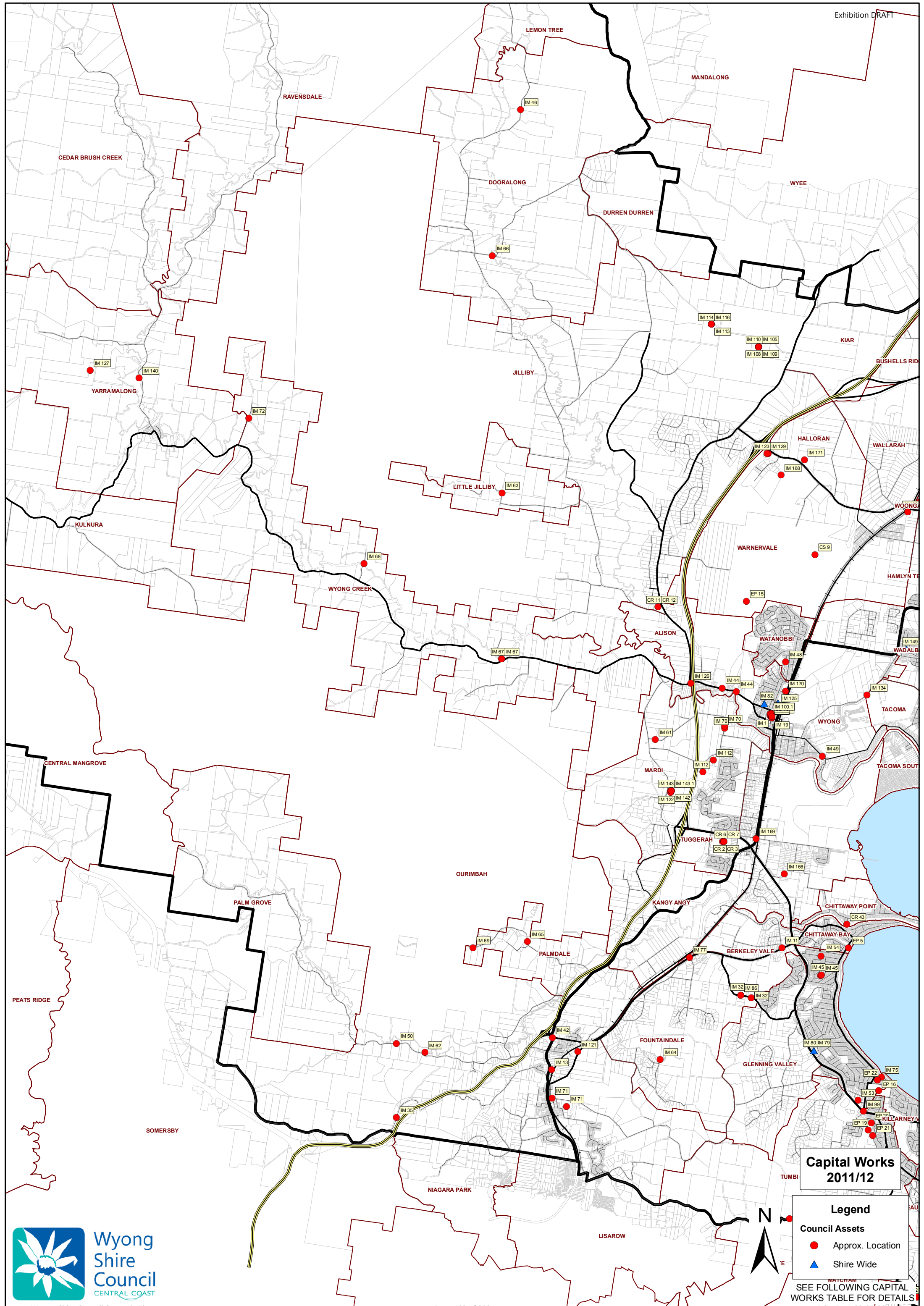
**Capital Works 2011/12**

**Legend**  
**Council Assets**  
● Approx. Location  
▲ Shire Wide

SEE FOLLOWING CAPITAL WORKS TABLE FOR DETAILS









2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
<b>Principal Activity 1 – Community &amp; Education</b>									
C&R 2	Library Services	Library Resource Purchases 2011/2012	526,709	335,000					191,709
C&R 3	Library Services	Local History/Family History section refurbishment	17,000						17,000
C&R 4	Library Services	Lake Haven Library Replacement Air Conditioning	8,000						8,000
C&R 5	Community Facilities	Cultural Centre - Warnervale Town Centre Knowledge Centre Design	150,000				150,000		-
C&R 6	Library Services	Radio Frequency Identification (RFID) technology for each library branch that allows self service for customers	300,000	35,000					265,000
C&R 7	Library Services	Electronic PC Booking service	21,000						21,000
C&R 8	Community Engagement	Engagement Database, Web-based application to manage, analyse, report and evaluate engagement activities and stakeholder feedback	75,000						75,000
C&R 9	Customer Contact	Contact Centre Call Recording Solution for IPFX, software to enable full time recording of inbound and outbound calls	52,000						52,000
C&R 10	Community Facilities	Cemeteries - Design/concept plans & tenders for a future/improved crematorium (including chapel and cemetery)	100,000						100,000
C&R 11	Community Facilities	Cemeteries - Jilliby - Landscaping works along boundary	15,000		15,000				-
C&R 12	Community Facilities	Cemeteries - Jilliby Entry Statement	15,000		15,000				-
C&R 13	Community Facilities	Cemeteries - Noraville - Avenue Planting and Landscaping	8,000		8,000				-

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
C&R 14	Community Facilities	Cemeteries - Noraville - Boundary Planting	20,000		20,000				-
C&R 43.2	Community Facilities	Community Facilities - Community building maintenance and upgrades	455,000	-	-				455,000
Principal Activity 2 - Community Recreation									
C&R 40	Sport Leisure & Recreation-Operations	Beach Services - Stage 2 Landscape Shelly Beach Foreshore reserve	245,000					245,000	-
C&R 41	Sport Leisure & Recreation-Operations	Beach Services - The Entrance Surf Club refurbishment/upgrades. (Works dependant on other funding that may be received by the surf club).	108,500					108,500	-
C&R 42	Sport Leisure & Recreation-Operations	Boat Ramps & Jetties - Norah Head Boat Ramp - Upgrade; Investigation and preliminary design and scoping documents	200,000	200,000					-
C&R 43	Sport Leisure & Recreation-Operations	Boat Ramps & Jetties - Sunshine Reserve, Ourimbah Ck, Chittaway, Boat Ramp	240,000	120,000	120,000				-
C&R 43.3	Sport Leisure & Recreation-Operations	Ovals - EDSACC Drainage - Sub-soil drainage works at the EDSACC South Oval him as	160,000	-	-			80,000	80,000
Principal Activity 3 – Economic & Property Development									
E&P 1	Place Management	Toukley Town Centre Footpath Rehabilitation Stage 1 - The western side of Canton Beach Road from the corner of Hargraves Street (430m2).	170,000						170,000
E&P 2	Place Management	Toukley Town Centre Footpath Rehabilitation Stage 2 - Council owned arcade connecting Canton Beach Road and Toukley carpark (160m2).	66,000						66,000
CS 9	Property	Property Development – Survey and design and DA for residential at Warnervale	70,000		70,000				

### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
CS9.1	Property	Property Investments – Opportunities to be identified and reported to Council for approval	1,000,000		1,000,000				
CS 9	Property	Property Development - Survey, design and DA for residential development at Warnervale	70,000						70,000
<b>Principal Activity 4 – Council Enterprises</b>									
C&R 1	Care & Education	Childcare Services - Building & Playground upgrades: Outdoor playgrounds Tom Stone and Treelands \$40,000; Floor coverings Spotted Gum \$5,000; Shade sail Treelands \$8,000; Veranda Tom Stone \$6,000	59,000						59,000
C&R 15	Holiday Parks	Budgewoi – 2 new cabins	237,000			237,000			-
	Holiday Parks	Canton Beach – Camp Kitchen	170,000			170,000			
	Holiday Parks	Norah Head – landscaping costs	27,000			27,000			
	Holiday Parks	Toowoomba bay – Landscaping/BBQ Shelters/Studio accommodation	146,000		129,000	17,000			
C&R 16	Holiday Parks	Budgewoi - Amenities Refurbishment - (Stingray Dr + Lobster Lane)	50,000		50,000				-
C&R 17	Holiday Parks	Budgewoi - Replace Guttering	30,000		30,000				-
C&R 18	Holiday Parks	Budgewoi - Upgrade Defects (P1 & P2) as identified in Council's asset maintenance register	33,000		33,000				-
C&R 19	Holiday Parks	Budgewoi - Boundary Landscaping (Weemala Street)	45,000		45,000				-
C&R 20	Holiday Parks	Budgewoi - Security Upgrade - CCTV cameras including monitors in reception area	50,000		50,000				-
C&R 21	Holiday Parks	Canton Beach - Design works for infants playground	10,000		10,000				-

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
C&R 22	Holiday Parks	Canton Beach - Amenities Refurbishment - (First Ave + Brisbane Boul)	50,000		50,000				-
C&R 23	Holiday Parks	Canton Beach - Replace Guttering	30,000		30,000				-
C&R 24	Holiday Parks	Canton Beach - Upgrade Defects (P1 & P2) as identified in Council's asset maintenance register	33,000		33,000				-
C&R 25	Holiday Parks	Canton Beach - Security Upgrade - CCTV cameras including monitors in reception area	50,000		50,000				-
C&R 26	Holiday Parks	Canton Beach - Installation infants playground	30,000		30,000				-
C&R 27	Holiday Parks	Canton Beach - Outdoor furniture & gazebo's (foreshore BBQ)	20,000		20,000				-
C&R 28	Holiday Parks	Canton Beach - Camp kitchen furniture	3,000		3,000				-
C&R 29	Holiday Parks	Canton Beach - Pathway next to Assistant Manager's residence to improved safety / appearance	15,000		15,000				-
C&R 30	Holiday Parks	Norah Head - Tender & design work for pool heating	10,000		10,000				-
C&R 31	Holiday Parks	Norah Head - Amenities Refurbishment - (Wattle St + Emu Ave)	50,000		50,000				-
C&R 32	Holiday Parks	Norah Head - Replace Guttering	30,000		30,000				-
C&R 33	Holiday Parks	Norah Head - Upgrade Defects (P1 & P2) as identified in Council's asset maintenance register	33,000		33,000				-
C&R 34	Holiday Parks	Norah Head - Install Pool heating	40,000		40,000				-
C&R 35	Holiday Parks	Toowoomb Bay - Replace Powerheads	140,000		140,000				-
C&R 36	Holiday Parks	Toowoomb Bay - Amenities Refurbishment - (10th + 16th Ave)	50,000		50,000				-
C&R 37	Holiday Parks	Toowoomb Bay - Replace Guttering	30,000		30,000				-

### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
C&R 38	Holiday Parks	Toowoomb Bay - Upgrade Defects (P1 & P2) as identified in Council's asset maintenance register	42,000		42,000				-
C&R 39	Holiday Parks	Toowoomb Bay - Studies / concept designs foreshore walking / viewing platform	50,000		50,000				-
C&R 43.1	Holiday Parks	Electricity-Green Power initiatives	32,217	-	-				32,217
<b>Principal Activity 5 – Regulatory</b>									
E&P 3	Ranger Services	Electronic infringement issuing - Replace labour intensive, paper based system with hand held automated system (12 devices), software and 12 months maintenance	100,000						100,000
E&P 4	Ranger Services	Parking infringement sensors (in ground) at The Entrance	50,000						50,000
<b>Principal Activity 6 – Environment &amp; Land Use</b>									
E&P 5	Estuary Management Plan	Lions Park Chittaway Bay, Lakedge Avenue Berkley Vale. Upgrade foreshore facilities. (Cluster plan funded subject to LPMA approval)	115,000					115,000	-
E&P 6	Estuary Management Plan	Wallarah Point Park Peace Park, Wallarah Road Gorokan. Regional recreational facilities - upgrade to all access facility.(Cluster plan funded subject to LPMA approval)	105,000					105,000	-
E&P 7	Estuary Management Plan	Wyongah Foreshore Reserve, Tuggerawong Road Tuggerawong Extension of cycleway and construction of recreational facilities and upgrade boat ramp. (Cluster plan funded subject to LPMA approval)	247,000					247,000	-
E&P 8	Estuary Management Plan	Tuggerawong Foreshore reserve, Tuggerawong Road Tuggerawong. Foreshore beautification. (Cluster plan funded subject to LPMA approval)	58,000					58,000	-

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
E&P 9	Estuary Management Plan	Budgewoi Channel Foreshore Reserve, Budgewoi Road West & Weemala Street Budgewoi. Improve access on foreshore & upgrade facilities for regional centre.(Cluster plan funded subject to LPMA approval)	78,000					78,000	-
E&P 10	Estuary Management Plan	Budgewoi foreshore (Budgewoi to Halekulani), Reclaimed Land Sunrise Avenue Budgewoi. Extension of cycleway.(Cluster plan funded subject to LPMA approval)	286,000					286,000	-
E&P 11	Estuary Management Plan	Budgewoi foreshore (Budgewoi to Halekulani). Reclaimed Land Sunrise Avenue Budgewoi. Upgrade boat ramp and facilities.(Cluster plan funded subject to LPMA approval)	58,000					58,000	-
E&P 12	Estuary Management Plan	McCulloch Reserve, Kamilaroo Avenue Lake Munmorah. Upgrade boat ramp and facilities - Elizabeth Bay.(Cluster plan funded subject to LPMA approval)	58,000					58,000	-
E&P 13	Estuary Management Plan	Wallarrah Creek Park, Emu Drive San Remo. Upgrade boat ramp and facilities. (Cluster plan funded subject to LPMA approval)	158,000					158,000	-
E&P 14	Estuary Management Plan	Lake Haven oval Gross Pollutant Trap (GPT) as identified in EMP	400,000					400,000	-
E&P 15	Estuary Management Plan	Watanobbi Wetland Project as identified in EMP	550,000					550,000	-
E&P 16	Estuary Management Plan	Tumbi Creek Channel Stabilisation works (adjacent to Reach 16) as identified in EMP	50,000					50,000	-
E&P 17	Estuary Management Plan	Heritage Drive New GPT design as identified in EMP	40,000					40,000	-
E&P 18	Estuary Management Plan	Maintenance - Saltwater Creek as identified in EMP	150,000					150,000	-
E&P 19	Estuary Management Plan	Maintenance - Tumbi Ck (+GPT) as identified in EMP	77,000					77,000	-



### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
E&P 20	Estuary Management Plan	Maintenance - Wendi Close Project identified in EMP	10,000					10,000	-
E&P 21	Estuary Management Plan	Maintenance - Morgan Ave Project identified in EMP	6,000					6,000	-
E&P 22	Estuary Management Plan	Maintenance - Loxley Close Project identified in EMP	10,000					10,000	-
E&P 23	Estuary Management Plan	Administration as identified in EMP	210,000					210,000	-
E&P 23.1	EPS Major Project Mgt	Sustainability within council - Electricity-Green Power initiatives	154,419						154,419
Principal Activity 7 – Waste									
IM 105	Waste-Processing & Disposal	Construct Perimeter Fencing Buttonderry Waste Management Facility (BWMF)	150,000		150,000				-
IM 106	Waste-Processing & Disposal	Design of cell 4.3 at BWMF	130,000		130,000				-
IM 107	Waste-Processing & Disposal	Commence construction of Cell 4.3 at BWMF	100,000		100,000				-
IM 108	Waste-Processing & Disposal	Roof for Recycling Bays at BWMF	200,000		200,000				-
IM 109	Waste-Processing & Disposal	Commence construction of bridge at BWMF	150,000		150,000				-
IM 110	Waste-Processing & Disposal	Lining of Leachate Ponds at BWMF	40,000		40,000				-
IM 111	Waste-Processing & Disposal	Sealing Access Road at BWMF	50,000		50,000				-
IM 112	Waste-Processing & Disposal	Closed landfills rehabilitation program	4,305,000		4,305,000				-
IM 113	Waste-Processing & Disposal	Soil Processing Facility at BWMF	500,000		500,000				-

### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 114	Waste-Processing & Disposal	Purchase Water Tank at BWMF	20,000		20,000				-
IM 115	Waste-Processing & Disposal	Feasibility Study Toukley Soil Processing facility	100,000		100,000				-
IM 116	Waste-Processing & Disposal	Site Development Area 5 at BWMF	100,000		100,000				-
IM 116.1	Waste-Processing & Disposal	Stormwater Works Bateau Bay Closed Landfill	100,000		100,000				-
Principal Activity 8 – Roads									
IM 20	Roads	Footpaths - DENISON ROAD	71,000						71,000
IM 21	Roads	Footpaths - TWIN LAKES DRIVE	40,000						40,000
IM 22	Roads	Footpaths - WALLARAH ROAD (BERYL/THE CORSO)	48,000						48,000
IM 23	Roads	Footpaths - YAKALLA STREET	18,000						18,000
IM 24	Roads	Footpaths - CRESTHAVEN RD	25,000						25,000
IM 25	Roads	Footpaths - OAKLAND AVE	30,000						30,000
IM 26	Roads	Footpaths - FRAVENT ST	40,000						40,000
IM 27	Roads	Footpaths - WALLARAH ROAD (LAKEHAVEN DR)	40,000						40,000
IM 28	Roads	Kerb & Gutter - PANORAMA AVE	13,000						13,000
IM 29	Roads	Kerb & Gutter - STH TACOMA RD	9,000						9,000
IM 30	Roads	Kerb & Gutter - Various K&G works	73,000						73,000
IM 31	Roads	Local Roads - STREET TREES	50,000						50,000
IM 32	Roads	Local Roads - BERKELEY RD UPGRADE (+ DRAINAGE)	1,000,000						1,000,000

### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 33	Roads	Local Roads - GOORAMA AVE Stage 1 (+ Drainage)	650,000						650,000
IM 34	Roads	Local Roads - LINDSAY ST STAGE 3 (+ DRAINAGE) - KOORINDA TO LIDDELL RD	500,000						500,000
IM 35	Roads	Local Roads - DOG TRAP RD	500,000						500,000
IM 36	Roads	Local Roads - NON ROLLING WORKS	500,000						500,000
IM 37	Roads	Local Roads - ASTLEY STREET	15,000						15,000
IM 38	Roads	Local Roads - THE RIDGEWAY @ TUMBI RD	10,000						10,000
IM 39	Roads	Local Roads - ARLINGTON ST	14,000						14,000
IM 40	Roads	Local Roads - EVANS ROAD @ OLEANDER RD	50,000						50,000
IM 41	Roads	Local Roads - MINNESOTA (BETWEEN WARNERVALE Rd & sparks)	50,000						50,000
IM 42	Roads	Local Roads - BURNS RD INTERSECTION	35,000						35,000
IM 43	Roads	Local Roads - BUMBLE HILL - GUARD RAIL	50,000						50,000
IM 44	Roads	Local Roads - ALISON RD	1,000,000						1,000,000
IM 45	Roads	Local Roads - BUCKINGHAM RD	500,000						500,000
IM 46	Roads	Local Roads - DOORALONG RD	200,000						200,000
IM 47	Roads	Local Roads - ELDEN ST	110,000						110,000
IM 48	Roads	Local Roads - CEDAR CLOSE	25,000						25,000
IM 49	Roads	Local Roads - BOYCE AVE	70,000						70,000
IM 50	Roads	Local Roads - OURIMBAH CREEK RD	240,000						240,000
IM 51	Roads	Local Roads - BAY RD	470,000						470,000
IM 52	Roads	Local Roads - HUME BLVD	185,000						185,000

### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 53	Roads	Local Roads - CLARE-MACE CR	320,000	320,000					-
IM 54	Roads	Local Roads - ALBATROSS RD	500,000	500,000					-
IM 55	Roads	Local Roads - YARALLA RD	210,000	210,000					-
IM 56	Roads	Local Roads - RESEALS	4,900,000	2,000,000					2,900,000
IM 57	Roads	Local Roads - FLOWCON	50,000						50,000
IM 58	Roads	Local Roads - Preparation of designs & estimates (all plans) roads s94 funded	50,000				50,000		-
IM 59	Roads	Local Roads - Minnesota Road Construction - s94 funded	2,500,000				2,500,000		-
IM 60	Roads	Local Roads - WTC Access Rd TC2/3 - s94 funded	1,000,000				1,000,000		-
IM 61	Roads	Road & Foot Bridges - WALSMLEY	370,000						370,000
IM 62	Roads	Road & Foot Bridges - SIDE TRACK	305,000						305,000
IM 63	Roads	Road & Foot Bridges - LITTLE JILLIBY	30,000						30,000
IM 64	Roads	Road & Foot Bridges - BERRYS LANE	240,000						240,000
IM 65	Roads	Road & Foot Bridges - PALMDALE 2	290,000						290,000
IM 66	Roads	Road & Foot Bridges - MANDALONG	30,000						30,000
IM 67	Roads	Road & Foot Bridges - KIDMANS	405,000						405,000
IM 69	Roads	Road & Foot Bridges - PALMDALE 4	300,000						300,000
IM 70	Roads	Road & Foot Bridges - POCOCKS	420,000						420,000
IM 71	Roads	Road & Foot Bridges - SOHIER PARK	660,000						660,000
IM 72	Roads	Road & Foot Bridges - STINSONS LANE	30,000						30,000

### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 73	Roads	Road & Foot Bridges - TERALBA STREET BRIDGE ( Boundary Road agreement)	175,000						175,000
IM 74	Roads	Road & Foot Bridges - Saltwater Ck, Long Jetty, foot bridge	600,000						600,000
IM 75	Roads	Road & Foot Bridges - Peninsular Point, Killarney Vale shared pathway foot bridge	1,000,000	500,000					500,000
IM 76	Roads	RTA Roads - ELIZABETH BAY DRIVE - 1.410km to 1.649km (to be confirmed)	75,715	75,715					-
IM 77	Roads	RTA Roads - ENTERPRISE DR - 3.23km to 3.9km (to be confirmed)	342,000	342,000					-
IM 78	Roads	RTA Roads - REGIONAL 3X3 COMPONENT	151,000	151,000					-
IM 79	Roads	Shared Pathways - Shared Pathways To be advised	250,000	125,000					125,000
IM 80	Roads	Shared Pathways - Shared Pathways To be advised	1,000,000	500,000					.....500,000
IM 81	Roads	Street Furnishings, Bus shelters & Landscaping - Various - Street Furnishings, Bus shelters & Landscaping	35,000						35,000
<b>Principal Activity 9 – Drainage</b>									
IM 82	Stormwater	Stormwater - NETWORK REHABILITATION	750,000						750,000
IM 83	Stormwater	Stormwater - NETWORK CLEANING AND INSPECTION	100,000						100,000
IM 84	Stormwater	Stormwater - QUINALUP ST STAGE 2A & 2B	800,000						800,000
IM 85	Stormwater	Stormwater - GOORAMA AVE Stage 1(WITH ROADWORKS)	480,000						480,000
IM 86	Stormwater	Stormwater - BERKELEY RD WITH ROADWORKS	100,000						100,000
IM 88	Stormwater	Stormwater - LINDSAY ST STAGE 3 WITH ROADWORKS	200,000						200,000

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 90	Stormwater	Stormwater - ROSEMOUNT ST	300,000						300,000
IM 93	Stormwater	Stormwater - MOALA RD (Cat 2) TLL	200,000						200,000
IM 94	Stormwater	Stormwater - HUTTON RD STAGE 2 WITH ROADWORKS	100,000						100,000
IM 95	Stormwater	Stormwater - MALVINA PDE STAGE 1 WITH ROADWORKS	150,000						150,000
IM 96	Stormwater	Stormwater - 24 WENTWORTH AVE	20,000						20,000
IM 97	Stormwater	Stormwater - GUIDES CLOSE	50,000						50,000
IM 98	Stormwater	Stormwater - LAKESHORE AVE	100,000						100,000
IM 99	Stormwater	Stormwater - Hansens and Tumbi	30,000						30,000
IM100.1	Stormwater	Stormwater - Wyong CBD Works	1,400,000						1,400,000
IM 101	Stormwater	Stormwater - ACQUISITION OF LAND FOR DRAINAGE	100,000						100,000
IM 102	Stormwater	Stormwater - F3 Pipeline - stormwater harvesting scheme - s94 funded	100,000				100,000		-
IM 103	Stormwater	Stormwater - Preparation of designs & estimates (all plans) drainage - s94 funded	50,000				50,000		-
IM 104	Stormwater	Stormwater - Minnesota Road Culverts - s94 funded	674,000				674,000		-
Principal Activity 10 – Sewer Services									
IM 145	Sewerage Service	Sewer Mains - Gravity Sewer Main refurbishment	750,000			750,000			-
IM 146	Sewerage Service	Sewer Mains - Manhole program	100,000			100,000			-
IM 147	Sewerage Service	Sewer Mains - Odour control	100,000			100,000			-
IM 148	Sewerage Service	Sewer Mains - T19 rising main	300,000			300,000			-



2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 149	Sewerage Service	Sewer Pump Stations - Mechanical refurbishment	100,000			100,000			-
IM 150	Sewerage Service	Sewer Pump Stations - Electrical refurbishment	100,000			100,000			-
IM 151	Sewerage Service	Sewer Pump Stations - Sewer pump station ladder and platform replacement program	100,000			100,000			-
IM 152	Sewerage Service	Sewer Mains - Prepaid Services (Sewer)	50,000			50,000			-
IM 153	Sewerage Service	Sewer Pump Stations - Diesel generators	70,000			70,000			-
IM 154	Sewerage Service	Sewer Pump Stations - Replace heavy lids	100,000			100,000			-
IM 155	Sewerage Service	Sewer Pump Stations - SPS C3 & C6 upgrades preconstruction activities	15,000			15,000			-
IM 156	Sewerage Service	Sewer Pump Stations - SPS T8 preconstruction activities	15,000			15,000			-
IM 157	Sewerage Service	Sewer Treatment Plants - Civil/mechanical/electrical refurbishment	200,000			200,000			-
IM 158	Sewerage Service	Sewer Treatment Plants - Refurbish dewatering equipment	20,000			20,000			-
IM 159	Sewerage Service	Sewer Treatment Plants - Flow meter refurbishment	130,000			130,000			-
IM 160	Sewerage Service	Sewer Treatment Plants - STP Fencing Program	130,000			130,000			-
IM 161	Sewerage Service	Sewer Treatment Plants - Bateau Bay Effluent Disposal Main soft starters	30,000			30,000			-
IM 162	Sewerage Service	Sewerage Services-General - Information Technology for customer response management, early warning system, telemetry and infield technology.	250,000			250,000			-
IM 163	Sewerage Service	Sewer Pump Stations - SPS C16 capacity upgrade	2,000,000				2,000,000		-
IM 164	Sewerage Service	Sewer Pump Stations - SPS T22	2,200,000			2,200,000			-

### 2011/12 Capital Works (Expenditure) Program by Principal Activity

SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 165	Sewerage Service	Sewer Pump Stations - SPS MP7	140,000			140,000			-
IM 166	Sewerage Service	Sewer Treatment Plants - Wyong South STP upgrade design	450,000			450,000			-
IM 167	Sewerage Service	Sewer Mains - Warnervale Town Centre Sewer	1,000,000				1,000,000		-
IM 168	Sewerage Service	Sewer Mains - Wyong Employment Zone Sewer	1,400,000				1,400,000		-
IM 169	Sewerage Service	Sewer Mains - B9 Rising Main Extension	4,500,000			2,250,000	2,250,000		-
IM 170	Sewerage Service	Sewer Pump Stations - SPS WS11 Wet Well refurbishment and valve replacement	50,000			50,000			-
IM 171	Sewerage Service	Sewer Treatment Plants - B.B STP RCW Tank Railing and Access Ladder	25,000			25,000			-
IM 172	Sewerage Service	Sewer Treatment Plants - Gwandalan Aeration Tank Refurbishment	100,000			100,000			-
IM 173	Sewerage Service	Sewerage Services-General - Contributions to Tip Rehabilitation	90,000			90,000			-
IM 174	Sewerage Service	Sewer Treatment Plants - Toukley Gas Bell	250,000			250,000			-
IM 175	Sewerage Service	Sewer Treatment Plants - Bateau Bay Inlet Works	1,500,000			1,500,000	-		-
IM 176	Sewerage Service	Sewer Pump Stations - SPS Level Detection	60,000			60,000			-
IM 177	Sewerage Service	Sewer Treatment Plants - Replacement of PLCs at various STPs	200,000			200,000			-
IM 178	Sewerage Service	Sewer Pump Stations - SPS Civil Refurbishment Unallocated	100,000			100,000			-
IM 180.1	Sewerage Service	Sewer - Electricity-Green Power initiatives	60,850						60,850
<b>Principal Activity 11 – Water</b>									
IM 117	Water	Drought Management - Desalination plant (Joint Water Authority)	240,000			240,000			-

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 119	Water	Drought Management - Water Savings Fund stormwater harvesting projects	950,000	605,000		345,000			-
IM 121	Water	Joint Water Supply Admin - WPS17 & Western Trunk Main (Joint Water Authority)	350,000			350,000			-
IM 122	Water	Joint Water Supply Admin - JWA minor capital works (Joint Water Authority)	100,000			100,000			-
IM 123	Water	Water Mains - Provide 2nd source of supply to Tonkiss St. Tuggerah	100,000			100,000			-
IM 124	Water	Water Mains - Water main refurbishment	200,000			200,000			-
IM 125	Water	Water Mains - Mains adjustments (roads & drainage)	500,000			500,000			-
IM 126	Water	Water Mains - Mardi to Mangrove Transfer System	3,700,000	3,700,000		-		-	-
IM 127	Water	Water Mains - Valve bypasses	150,000			150,000			-
IM 128	Water	Water Mains - Fitting & tapping band replacement	500,000			500,000			-
IM 129	Water	Water Mains - Wyong Employment Zone Water	50,000			50,000			-
IM 130	Water	Water Mains - Prepaid Services	200,000			-		200,000	-
IM 131	Water	Water Mains - Water meter refurbishment	100,000			100,000			-
IM 132	Water	Water Mains - Dismantling Pits for water main fittings	150,000			-			150,000
IM 133	Water	Water Pump Stations - Electrical refurbishment	100,000			100,000			-
IM 134	Water	Water Mains - Water Main Wyong Dist. DSP1	340,000			170,000	170,000		-
IM 135	Water	Water Pump Stations - Mardi High Lift PS (Joint Water Authority)	5,000			5,000			-
IM 136	Water	Water Mains - Warnervale Town Centre Water	150,000				150,000		-

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 137	Water	Water Pump Stations - Mechanical refurbishment	100,000			100,000			-
IM 138	Water	Water Reservoirs - The Entrance reservoir repainting	80,000			80,000			-
IM 139	Water	Water Reservoirs - Valve replacements	50,000			50,000			-
IM 140	Water	Water Reservoirs - Scaddens Ridge Tower	290,000			290,000			-
IM 141	Water	Water Treatment Plants - Equipment refurbishment	100,000			100,000			-
IM 142	Water	Water Treatment Plants - Water Treatment Plant Fencing	75,000			75,000			-
IM 143	Water	Water Treatment Plants - Mardi Dam Pre-treatment Facilities (Joint Water Authority)	225,000			225,000			-
IM 143.1	Water	Water Treatment Plants - Mardi Water Quality Works – Curtain (Joint Water Authority)	255,000			255,000			-
IM 144	Water	Water Treatment Plants - Mardi Dam Contingency works (Joint Water Authority)	700,000			700,000			-
IM 179.1	Water	Water - Electricity-Green Power initiatives	34,745						34,745
Principal Activity 12 – Administration									
CS 1	Civic Centre Management	Civic Centre Management - Floor Coverings (carpet tiles) yr1	40,000						40,000
CS 2	Civic Centre Management	Civic Centre Management - Air Conditioning Units yr1	334,000	75,000					259,000
CS 3	Civic Centre Management	Civic Centre Management - Automatic Fire Alarm Upgrade yr1	200,000						200,000
CS 4	Civic Centre Management	Civic Centre Management - Lift Upgrade	350,000						350,000
CS 5	Finance	Accounts Payable - Procurement system / Invoice Scanning	150,000						150,000

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
CS 6	Finance	Payroll - Infield (electronic) time recording	100,000						100,000
CS 7	Information Management	Architecture - Middleware Architecture - Replace current point to point integration with middleware	500,000						500,000
CS 8	Measures & Reporting	Measures & Reporting - Integrated reporting & measurement - Replace labour intensive manual system with automated system	300,000						300,000
CS 10	Staff Learning and Development	Learning and Development - Upgrade training rooms	100,000						100,000
CS 11	Staff Learning and Development	Work Force Capability Development - Performance Management Appraisal online tool, including consultant advice	225,000						225,000
IM 1	Contract & Project Management	Procurement - Contract Management system	120,000						120,000
IM 2	Depot & Sites	Replace failed tarmac outside Charmhaven Depot Stores receiving area	200,000						200,000
IM 3	Depot & Sites	Recover Mobile Plant workshop space - Charmhaven Depot	100,000						100,000
IM 4	Emergency Services	Other Emergency Services - Allowance for replacement plant & machinery	50,000						50,000
IM 5	Emergency Services	Rural Fire Service - Replacement of 2 of category 7 fire fighting appliances	378,000	378,000					-
IM 6	Emergency Services	Rural Fire Service - Replacement of 2 of category 9 "striker" fire fighting mop-up appliances	220,500	220,500					-
IM 7	Emergency Services	Rural Fire Service - Catering vehicle	250,000	250,000					-
IM 8	Emergency Services	Rural Fire Service - Group vehicle	37,000	37,000					-
IM 9	Emergency Services	Rural Fire Service - Station security upgrade	30,000	30,000					-

2011/12 Capital Works (Expenditure) Program by Principal Activity									
SOURCE OF FUNDING									
Ref No.	Service	Project	TOTAL BUDGET	Grant	Reserves	Loans	Developer Contributions	Other	Revenue
IM 10	Emergency Services	Rural Fire Service - Station upgrade - Mannering Park	200,000	200,000					-
IM 11	Emergency Services	Rural Fire Service - Provision of amenities, Berkeley Vale station	48,000	48,000					-
IM 12	Emergency Services	Rural Fire Service - Brigade station ADSL	12,000	12,000					-
IM 13	Emergency Services	Rural Fire Service - Funds to complete Ourimbah fire station replacement	200,000	200,000					-
IM 14	Plant-Mobile Equip & Vehicles	Purchase of Trucks	1,315,000		1,315,000				-
IM 15	Plant-Mobile Equip & Vehicles	Purchase of Heavy Plant	421,000		421,000				-
IM 16	Plant-Mobile Equip & Vehicles	Purchase of Small Plant	450,000		450,000				-
IM 17	Plant-Mobile Equip & Vehicles	Purchase of Passenger cars	1,620,000		1,620,000				-
IM 18	Plant-Mobile Equip & Vehicles	Purchase of Light Commercials	1,320,000		1,320,000				-
IM 19	Plant-Mobile Equip & Vehicles	Purchase of Workshop equipment	50,000		50,000				-
			<b>78,907,655</b>	<b>11,169,215</b>	<b>13,422,000</b>	<b>15,211,000</b>	<b>11,494,000</b>	<b>3,299,500</b>	<b>24,311,940</b>



## Key Performance Indicators & Service Performance Indicators

Council has a number performance measure that they are legally required to be reported plus additional measure which are good business practice in ensuring that the business is meeting the needs of the community.

Key Performance Indicators	2009/2010 Actual	2010/2011 Target	2011/2012 Target %	2012/2013 Target %	2013/2014 Target %	2014/2015 Target %
Unrestricted current ratio	1.45	Not provided	>1.5	>1.5	>1.5	>1.5
Debt service ratio	10.32	10.7	<15	<15	<15	<15
Rate coverage ratio	48.84	46.06	0.50	0.50	0.50	0.50
Rates outstanding percentage	6.78	6.5	<5.00	<5.00	<5.00	<5.00
Building & infrastructure renewals ratio	0.61	Not provided	>1.0	>1.0	>1.0	>1.0

Service Performance Indicators	2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
Kilometres of streambank rehabilitated <i>(Future reporting will be under the Global Reporting Initiative) Subject to alignment with the Estuary Management Plan reporting requirements</i>	1km	5km	0.85km	1.2km	TBA	TBA
Number of streambank rehabilitated sites <i>(Future reporting will be under the Global Reporting Initiative) Subject to alignment with the Estuary Management Plan reporting requirements</i>	21	5	18	9	TBA	TBA
Percentage of the total market share for Construction Certificate applications	75.3%	70%	70%	70%	70%	70%
Prepare the Comprehensive Local Environmental Plan 2012	N/A	10%	100%	N/A?	N/A	N/A
Average pavement condition index as a measure of the road quality	4.85	4.2	5	5.5	5.5	6

Service Performance Indicators	2009/2010 Actual	2010/2011 Target	2011/2012 Target	2012/2013 Target	2013/2014 Target	2014/2015 Target
Proportion of drainage system inspected & returned to original design capacity per annum	10%	10%	10%	10%	10%	10%
Compliance with Australian drinking water guidelines <i>(Future reporting will be under the Global Reporting Initiative)</i>	100%	100%	100%	100%	100%	100%
Customer satisfaction with water supply service	96%	95%	95%	95%	95%	95%
Compliance with Department of Environment Climate Change & Water licence for effluent discharge to the ocean	100%	100%	100%	100%	100%	100%
Customer satisfaction with sewage service	96%	95%	95%	95%	95%	95%
Proportion of domestic waste diverted from landfill	49%	50%	50%	50%	50%	50%
Customer satisfaction with waste services	95%	95%	95%	95%	95%	95%
Permanent staff turnover <i>(Future reporting will be under the Global Reporting Initiative)</i>	4.6%	<10%	<10%	<10%	<10%	<10%
Lost time injury duration <i>(Future reporting will be under the Global Reporting Initiative)</i>	16.3 days	15 days	15 days	15 days	15 days	15 days
Lost time injury frequency rate per million hours worked <i>(Future reporting will be under the Global Reporting Initiative)</i>	30.4	28	25	22	22	22
10% increase in utilisation of 10/11 of community facilities	N/A	N/A	10%	TBA	TBA	TBA
Attitudinal and behaviour change of 25% (pre and post survey) via community education programs	N/A	N/A	25%	TBA	TBA	TBA
20 community and cultural programs conducted each year	N/A	N/A	20	TBA	TBA	TBA
Condition of all community buildings / infrastructure meets statutory requirements	N/A	N/A	Compliance met	TBA	TBA	TBA

<b>Service Performance Indicators</b>	<b>2009/2010 Actual</b>	<b>2010/2011 Target</b>	<b>2011/2012 Target</b>	<b>2012/2013 Target</b>	<b>2013/2014 Target</b>	<b>2014/2015 Target</b>
85% of service requests being assessed within timeframes	N/A	N/A	85%	TBA	TBA	TBA
80% level of satisfaction with engagement advice and guidance provided	N/A	N/A	80%	TBA	TBA	TBA
75% of residents satisfied with information on Council services and activities	N/A	N/A	75%	TBA	TBA	TBA
Community satisfaction for parks, reserves and sportsfields is 7.5	N/A	N/A	7.5	TBA	TBA	TBA
85% of service requests being assessed within timeframes	N/A	N/A	85%	TBA	TBA	TBA
5% increase in community participation across all sports and recreation facilities	N/A	N/A	5%	TBA	TBA	TBA
Each care and education centre meets all its regulatory requirements and remains accredited	N/A	N/A	accreditation	TBA	TBA	TBA
Each care and education centre meets its targeted utilisation rate	N/A	N/A	various	TBA	TBA	TBA

## Scenario Analysis – Impact of the Central Coast Water Corporation on Council's Strategic Plan

### Impact of the new Central Coast Water Corporation

A Central Coast Water Corporation is to be formed from the existing water authorities of Gosford City Council and Wyong Shire Council. The new Corporation will come into being in July 2011. The transition of staff and assets is planned to occur on 1 July, 2013

There will be a significant impact on each of the two councils during the transition period 2011-2013. At this stage insufficient detail exists to include estimates in this plan and the associated budgets.

However, it is important to outline the project for the community and staff to understand the impact of the creation of the Central Coast Water Corporation will have on Wyong Shire Council. In essence it means that Council will have to re-shape its activities to accommodate a big loss of resources which currently allow economies of scale. This has been estimated as being worth approximately \$8 million per year. The converse is that the changes present an opportunity to take a fresh, new look at the way Council provides all services.

The Scenario presented here is based on the best knowledge available and is presented as “likely” on that basis; however given the steps that must be taken to form and operate Central Coast Water Corporation the picture shown here must be taken as estimates at best.

### **Definitions**

*Givens – Agreements and commitments that have already been obtained on the issue or item*

*Assumptions – Likely situation based on current information and professional judgement, yet to be confirmed by the parties and/or the Central Coast Water Corporation*

*Parties –Wyong Shire Council, Gosford City Council and the Central Coast Water Corporation*

*Phases – The Memorandum Of Understanding outlines 5 phases for creation of the Central Coast Water Corporation. In short these phases require:*

- 1. Strategic Planning*
- 2. Strategic Asset Management*
- 3. Water headworks, assets and people start to move over to the Corporation*
- 4. Sewerage treatment and major water and sewer transfer of assets and associated staff move to the Corporation*
- 5. All remaining water and sewerage staff/assets and drainage assets move to Water Corporation*

*The Memorandum of Understanding should be consulted concerning details and conditions that can impact the timing of each phase.*

**Table 2: Scenario for the Water Corporation**

<b>First Year (2011/12)</b>		<b>Second Year (2012/13)</b>	
<b>Givens</b>	<b>Assumptions</b>	<b>Givens</b>	<b>Assumptions</b>
<ul style="list-style-type: none"> <li>Phase 1 to start on 1 July, 2011</li> <li>All parties to benefit from each phase (e.g. no major disadvantages to any of the parties)</li> <li>The Central Coast Water Corporation Board of Directors will commence operations and there will be expenses applicable (budget required)</li> <li>The annual Tax Equivalent Return will be the minimum return to each council</li> <li>The councils will continue to bill, budget, employ staff, own assets and retain the functions as water supply authorities until 1/7/2013</li> <li>There will be continued payments to councils for specific services</li> </ul>	<ul style="list-style-type: none"> <li>Detailed implementation planning will take place for Phases 2-5</li> <li>Some external specialist skills will be needed as part of this planning</li> <li>Programmed Council works may be affected through resources being allocated to assist with the accelerated transition to the Corporation</li> <li>A budget for the implementation program will be required</li> </ul>	<ul style="list-style-type: none"> <li>A significant number of staff will be transferred to the Central Coast Water Corporation on 1/7/2013</li> <li>Assets will be transferred at an agreed value</li> <li>Each council will retain a 50% share in the Central Coast Water Corporation</li> <li>The annual Tax Equivalent Return will be the minimum return for each council</li> <li>There will be opportunities for cost sharing, resource sharing and asset rationalisation between the 2 councils</li> </ul>	<ul style="list-style-type: none"> <li>Phases 3, 4 and 5 will all be in place by 1 July 2013</li> <li>Programmed Council works may be affected through resources being allocated to assist with the accelerated transition to the Corporation (budget required)</li> <li>There will be some saving to councils as a result of accelerated transition</li> <li>May be cash flow issues for councils as a result of accelerated transition</li> <li>All current Water and Sewerage operational staff will be transferred to the Corporation</li> <li>Most asset and liabilities transfers will occur on 1 July 2013</li> <li>The Central Coast Water Corp. will pay for specific services supplied by councils during this period</li> <li>Right-sizing of staff and other resources may occur by all parties</li> <li>There will be impacts on current office and depot space to meet the new requirements of all parties</li> <li>The Corporation will require Information Technology systems that can meet their needs. Current systems may not meet the needs</li> <li>Fixed costs for Council services which the new Water Corporation does not require to be continued (e.g. Occupation Health &amp; Safety self-insurance) need to be minimised by the councils</li> </ul>

Two Principal Activities currently undertaken by Council will be handed over to the Water Corporation (Water Supply and Sewer Services).

While every Unit in Council will be impacted to a degree, the extent of impact will frequently depend on the service delivery model chosen by the new Water Corporation in negotiation with councils. In addition, the proposed Implementation Plan is needed to clarify the staff and financial requirements to achieve the accelerated implementation by 1 July 2013. An initial assessment of how Units might be impacted is shown in the following table.

During the 2011/2010, 2012/13 financial years Units will be required to reprioritise programs, allocate staff and adjust activities to achieve the Water Corporation Implementation Plan. The Plan must also identify specific financial commitments required to achieve the accelerated implementation.

Creation of the Water Corporation will also have a significant impact on the Asset Management Strategy, Workforce Management Strategy and the Long Term Financial Strategy as follows:

**Table 3: Central Coast Water Corporation Probable Impact on Units**

<b>Units Totally Transferred to CCWC or Highly Impacted by Service/Staff Reallocation</b>	<b>Units Impacted With Possible Partial Staff Transfers to CCWC, but Extent Depends on Service Model</b>	<b>Units Impacted by Change of Practices</b>
Water & Sewerage Plant, Fleet & Depots	Community Engagement Contract & Project Management Asset Management Finance Human Resources Information Management  Building Certification & Health	Roads & Stormwater Community Buildings Sport, Leisure & Recreation Open Space Development Assessment Building Certification & Health Environment & Natural Resources Land Use Planning & Policy Development Place Management Waste Economic & Property Development



## Asset Management Strategy

The scenario will impact current work programs, as staff will need to be diverted to work on the issues associated with the formation of the Corporation. These are matters that will consume substantial staff time and require careful consideration during formulation of the Implementation Plan. The accelerated timeframe will shorten the period in which these matters need to be considered and resolved and will have a greater impact on the work programs of staff.

Amongst specific actions during 2011/12 and 2012/13:

- The Asset Management Improvement Plan will need to be redrawn to allow staff to ensure that the Water, Sewerage and Drainage asset registers are accurate and up to date and that the fair value of the assets to be transferred is accurate.
- It will be necessary to review the Information and Communications Technology asset systems that both councils use and consider the merits of moving to either a common system or linked system for Water & Sewer assets. That decision will raise the matter of moving to a common or linked system for the remaining assets. The integration/dependency of the Information & Communications Technology systems other than the specific infrastructure asset systems also needs to be considered. This issue is also complicated by the expiry date for the current "Council on Line" contract of June 2012. It also puts into question any plans to further invest in the development of staff skills and utilising more of the capacity of the Asset Lifecycle Management current specific asset software.
- The Water & Sewerage Unit has a degree of skill in the Asset Lifecycle Management suite of software and skills are in Project Management. It has one of the few Council trained "experts" in Council's Strategic Asset Management system. This skill set will need to be transferred to Council and the matter of having the sunk cost of the intellectual property that Council has invested into Strategic Asset Management paid for will need to be considered, if Council continues to use the Asset Lifecycle Management software.
- Clarity will be needed around what drainage functions and charge raising capacity are transferred to the Corporation. Currently, almost all of Council's Capital Expenditure for stormwater drainage work is obtained via charges regulated by the Independent Pricing and Regulatory Tribunal. The Water & Sewerage Unit manages the Tribunal submission process on behalf of Council. Water & Sewage also fund a significant proportion of the flood plain management work of Council. If this funding source is removed and the work is expected to continue the General Fund will be under significant pressure. Further, the asset register for drainage is not well developed. It is not maintained by the Water & Sewage Unit, but by the Roads & Stormwater Unit. Work will be needed to update the current register and to clarify the boundary at which those assets move from being a Water & Sewage asset to a Road asset.
- The Water & Sewage Unit also has a degree of expertise in sustainability issues and that gap will need to be considered if those staff move to the Corporation.
- The matter of interface issues between Water & Sewage assets and Wyong Shire Council's other works needs to be considered. At the moment there is a high level of coordination when these issues arise. They arise during planning matters, consideration of Development Applications, during field operations and when designing capital works. The issues involve coordination of work, the costs of the work needing to be paid by the various units, preparation of Section 64 plans

### Asset Management Strategy

and Development Servicing Plans and working together in emergencies. These matters are all considered and resolved in house at present, using a cooperative approach. With a separate body, theoretically we still should be able to communicate well, but there will be an inevitable challenge in maintaining a high degree of shared knowledge and mutual support.

### Workforce Management Strategy

The impacts of the scenario analysis for Wyong Shire Council, is significant for Council's Workforce Management Strategy. Priority for task allocation will need to be given to formation of the Water Corporation but the timelines of other objectives detailed in the resourcing strategy will likely be impacted.

The following activities would be required to be reviewed and adjusted to fit within the accelerated timeframe.

- Determination of Water Corporation Strategy
- Wyong Shire Council's remaining structure
- Impact on Council's workforce arising from possible new partnerships arising (e.g. provision of payroll, purchasing or contract services)
- Resourcing of Units, service and products provided by Council
- Recruitment of new resources or skills where required
- Temporary water and sewer project roles currently filled by Council
- The current use of trainees/ apprenticeships within the Water & Sewerage services and any other impacted Units
- Contract Staff
- Review of the current remuneration for remaining staff
- Current workforce policies and procedures
- Workforce locations such as the depots and Council Chambers
- Industrial relations
- The management of "change" throughout the remainder of the organisation

### Long Term Financial Strategy

The Long Term Financial Strategy outlines a framework for all of Council's operations including Principal Activities undertaken by Council's Water Authority (i.e. Water Supply, Drainage and Sewerage Services). Council's Water Authority is, therefore already identified as a separate "Fund" in Council's financial system and is already subject to regulation by the Independent Pricing and Regulatory Tribunal. As such, the Wyong Shire Water Authority has separate financial strategies and

targets which reflect this regulatory framework.

The new Central Coast Water Corporation will be regulated by the Central Coast Water Corporation Act 2006. Its constitution outlines the principal objectives of the Corporation which includes being a successful business and to this end "operates at least as efficiently as any comparable business" and "to maximise the net worth of the Constituent Council's investment in the Corporation".

Formation of Central Coast Water Corporation will; however have significant financial impacts on both the remaining Council operations and the newly structured Central Coast Water Corporation. Council's initial assessment in 2005 of the net cost to Council was that \$6 million of "fixed" overheads would not be able to be absorbed. This is approximately \$7-8 million in today's dollars. Council is currently working closely with Gosford City Council to develop detailed implementation plans for the transition to a fully operational Central Coast Water Corporation effective 1 July 2013 and to minimise any negative financial impacts on Council and for the community.

From a financial perspective there are a number of issues that need to be addressed as part of the implementation prior to 1 July 2013:

- Identification of differences and development of strategies for aligning accounting policies between Wyong and Gosford Water Authorities.
- Independent valuations of Council's water and sewerage liabilities and assets including:
  - Transfer arrangements on existing loans and refinancing of Central Coast Water Corporation to achieve intergenerational pricing objectives
  - Valuation of employee leave entitlements
  - Identification of contingent liabilities and assets which may lead to future liabilities that will potentially be recognised after Central Coast Water Corporation formation
  - Valuation of investments, especially the share in remaining managed funds including Blackrock Care and Maintenance Fund
  - Identification and valuation of Wyong Water Authority's assets, and review of asset impairment
  - Definition of "drainage" and which activities under this definition are to be transferred and future funding arrangements between Central Coast Water Corporation and Council
  - Identification of property and treatment of easements relating to assets.
  - Review and transfer of contracts and agreements.
- Review pricing structures and develop strategy for the 2014 Independent Pricing and Regulatory Tribunal Pricing Determination and engage with the Tribunal to ensure a smooth transition.
- Review meter reading, billing systems and credit management to align with Gosford Water Authority.
- Review operations, plant and fleet requirements, depots, and impacts on roads and drainage operations.

- Assess corporate overhead impacts (i.e. costs Council is committed to, but will no longer be part of the separate Central Coast Water Corporation).
- Determine any cost sharing between entities in an equitable and fair manner.
- Determine a best value service delivery model for the Central Coast Water Corporation and Council's operations.
- Develop accounting systems, policies and procedures for the new Central Coast Water Corporation.
- Develop a communication and engagement strategy to inform the community about the financial impacts on both the Central Coast Water Corporation and Council



Building for our current and future community needs

## Part 3 - Resourcing Strategies

# Long Term Financial Strategy

## Introduction

The Community Strategic Plan presents a 20 year vision of the community's aspirations; however the reality is that Council's resources will only be able to physically provide a portion of this, and there are other community and government stakeholders which will also be partners in delivery. Council's Annual Plan and 4 Year Delivery Plan deal with the short and medium term services which Council will resource and provide, whilst this Long Term Financial Strategy looks at the longer term (10 year) financing options.

Council is both a Local Government Authority and a Water Authority and is therefore regulated by the Local Government Act (1993) and the Water Management Act (2000). This means that Council's general operations are regulated by the Division of Local Government which has used a rate capping system to limit Council's ability to increase revenues for Property Rates – it is this revenue stream which funds Council's general operations. While the Water and Sewer Pricing is regulated by the Independent Pricing and Regulatory Tribunal. Wyong Council's current Water and Sewer Pricing Determination runs from 1 July 2009 to 30 June 2013.

### *The past*

Wyong Shire Council has increased its rating in accordance with the allowable rate increases and introduced three special rates to fund services in the business centres of Wyong (2005), Toukley (1997), and The Entrance (1997).

Over this time many things have changed both internally and externally to Council including:

- **Increases in number of services and the community (consumer expectations of levels of service)**

What the community wanted and was prepared to fund in 1950-1980 is very different today. Many services are delivered more efficiently, but being a service provider Council's cost structure is highly dependent on labour to provide. Employee costs \$76.5 million (source: audited Annual Financial Statements 2009/10) represent 33% of Council's operating costs.

- **Increases in Council's cost base over and above the Consumer Price Index**

In most years the allowable rate pegging increase was less than the increase in the cost of providing services. At the same time, Council has had to maintain many more assets and older assets and there has been increased legislative responsibilities.

- **Shifting of responsibilities from other levels of government (cost shifting)**

Over a number of years, other levels of government have added to the roles of Council in providing services without fully funding the additional cost. In 2009/10 the cost to Wyong Council's residents of cost shifting was \$22.2 million.



- **Waste management legacy issues**

Council has significant legal obligations regarding past waste activities on community owned lands. In recent years Council has commenced rehabilitation of closed landfills and has estimated it will cost \$49.6m (2011/12 Budget estimate) to complete the remediation of these sites including Gwandalan, Mardi, Toukley, Halekulani, Tumbi, Shelley Beach and Bateau Bay (almost complete). These works have been provided for up to the end of 30 June 2010 (estimate of remediation costs \$35m), but have to be funded in future years. Additionally, in 2009/10 council was required to pay \$1.6m over three years for state tipping levies relating to past activities and is still facing possible legal penalties.

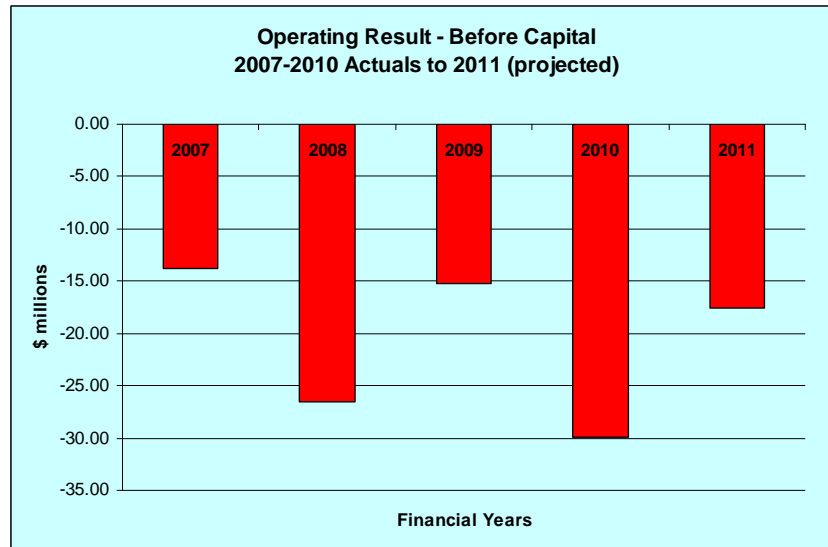
- **The drought and water supply**

The drought from 2001-2007 placed significant pressure on Council's water supply which at it's lowest reached 12% of total capacity. As a result Wyong Shire Council has had water restrictions at Level 3 since

2004. This has had a two-fold effect on Council's financial position with water usage decreasing dramatically and increased costs for alternative supplies (e.g. purchasing water from the Hunter Water Authority). Establishing water security has included building a larger pipeline link between the Hunter Water Authority and Wyong and Gosford Water Authorities and the building of the Mardi-Mangrove Pipeline.

For Council this has meant a deteriorating financial position over time with the last five years showing Council's current level of income is unable to fund daily operations.

The following table shows the last 5 Operating Short-falls, and how the Operating Revenue (excluding any capital grants) has not cover the required Operating Expenditure to maintain the existing services and levels of service. Additionally, Council has reported that they cannot fund the required maintenance and renewals of the existing assets (refer Special Schedule 7)



This means that over the last 5 years it has cost Council \$103m more than it raised in income. During this time Council has been unable to fully finance required asset maintenance, so this means we have delivered the services for the community at the expense of the Council's assets. This financial position is not sustainable in the long term as eventually assets will start to critically fail – this can be seen in Council's Annual Plan and 4 Year Delivery Plan priorities where there are timber bridges (2011/2012 \$3.4m plus 2012-2019 \$3.4m) and pedestrian bridges (2011/12 \$1.6m) that are in need of urgent repair.

Special Schedule 7	Est.Cost to bring to Satisfactory (2 Good)	Est.Cost to bring to Satisfactory (3 Average)	Required Annual Maintenance Expense	Current Annual Maintenance Expense	Annual Maintenance Over / (Under) spend
	\$m	\$m	\$m	\$m	\$m
Public Buildings	5.7	4.3	3.2	1.7	(1.5)
Public Roads	349.5	139.3	7.6	4.7	(2.9)
Water	25.1	7.9	11.9	4.6	(7.3)
Sewer	55.4	17.4	10.3	5.5	(4.8)
Drainage	17.6	15.1	2.3	1.3	(1.0)
<b>Total</b>	<b>453.3</b>	<b>184.0</b>	<b>35.3</b>	<b>17.8</b>	<b>(17.5)</b>

This can also be seen in Council's Financial Ratios which are generally unfavourable against industry benchmarks and have trended poorly over the five years.

## The current situation

Council's must ensure the long term financial viability of the organisation to continue to meet the community's needs. To do this Council is establishing a Long Term Financial Framework in order to;

- Meet strategic financial objectives
- Ensure that essential services are provided
- Achieve legislative requirements and
- Adequately maintain the \$2b assets under Council's control

In addition to this, Council faces a number of immediate (short-medium term) challenges which also need to be managed and resourced, including;

- Ensuring an equitable rating structure
- Balancing service delivery and service levels with ability to pay
- Funding the current asset renewal and maintenance gaps
- Increasing requirement for waste management and compliance
- Rate pegging and review of rating structure and rating income
- Regulating development and the managing the funding and timing of required new infrastructure
- Formation of the Central Coast Water Corporation

The current 4 Year Delivery Plan assumes that the full transition to the Central Coast Water Corporation occurs in 2 years, however pending the establishment of the Board and the finalisation of the new organisations structure and the transition plan the financial impacts cannot be fully modelled. For Council's base 10 Year Financial Plan it is assumed the continuation of the existing structure, but this will be updated in 2011/12 once these issues are resolved and a brief summary of the possible financial impacts.

The future challenges

Council's Long Term Financial Strategy deals with the 5-10 year horizon. Council's mix of challenges is driven by being a designated centre of growth and also facing many issues such as;

- Population growth in the Shire
- Mix of young and aging populations
- Climate change and rising sea levels
- Responsible management of natural resources
- Economic development and jobs in the community
- Development of the Warnervale Town Centre
- Waste management and increasing environmental regulation
- Ensuring long term water supply to meet increasing population demands
- Working towards the aspirations of the community

## Long Term Financial Strategy Framework

The Department of Local Government has established the requirements for Long Term Financial Strategy which states "A long term financial plan provides a framework in which council can assess its revenue building capacity to meet the activities of and level of services outlined in the Community Strategic Plan" (page 4 of the IP&R Long-Term Financial Plan December 2010).

The framework developed for WSC encompasses the DLG requirements and will enable:

- Transparency
- Accountability to the community
- Identification of financial issues
- Identification of the longer term impacts of decisions

- Equitable rating structure
- Intergenerational equity
- Solutions to financial problems as a whole
- Performance measurement
- Integration of Council's strategies and decisions from a financial perspective
- Ensuring the long term financial sustainability of Council

The Long Term Financial Strategy will be used to inform the Community Strategic Plan and the development of the 4 Year Delivery Plan, and should reflect in the decisions by Council for financing the Annual Plan.

Council's Long Term Financial Strategy Framework provides a set of strategies, policy, key performance targets which will guide the setting of organisational strategies and plans to ensure Council has the capability to deliver into the future. It will be based around the 12 Principal Activities and definitions of services and service levels, underpinned by products.

The Long Term Financial Strategy will become a decision making tool that allows various assumptions and scenarios to be modelled, and for risk and sensitivity analysis to be carried out within the framework of financial sustainability. The Long Term Financial Strategy will therefore allow Council and the community to:

- Meet legislative requirements
- Undertake responsible management of Council's resources
- Address community need
- Work towards addressing community wants
- Determine who should provide the service / and who should fund it. For example:
  - Are there other providers?

- Is it another tier of government's responsibility?
- Can the community do it?
- Understand the costs of services. For example understanding:
  - Full absorption cost
  - Variable costs, fixed costs and marginal cost
  - Full whole of life costs
  - Future recurrent costs –operating, management, maintenance, depreciation, financing, and renewal
  - Best value service delivery
- Determine who should pay and how much. Options include:
  - Free goods
  - Merit goods
  - User pays
- Determine how Council will finance operations. Such as:
  - Raise Income through rates, special rates changes or fee
  - User pays
  - Contributions
  - Grants (lobbying)
  - Loans and financing (internal vs external)

To assist in determining responsibilities and priorities Council has adopted a set of Project Assessment Criteria which will come into effect on 1 July 2011, these criteria have been used to assess the 2011-2012 Annual Plan capital requests.

#### **Project Assessment Criteria - Rating Scale -2 to 2:**

- |    |                                       |
|----|---------------------------------------|
| -2 | Significant Negative Impact Alignment |
| -1 | Minor Negative Impact / Alignment     |
| 0  | Neutral                               |
| 1  | Minor Improvement / Alignment         |
| 2  | Significant Improvement / Alignment   |

<b>PROJECT ASSESSMENT CRITERIA</b>	<i>Description</i>
<b>Community Need</b>	<i>Address a Community Need Improve Lifestyle &amp; Amenity</i>
<b>Identity</b>	<i>Build Local Identity of Town / Suburb Contribute to sense of Regional Identity</i>
<b>Availability</b>	<i>Address identified deficiency / unequal distribution of Facilities &amp; complementary placement</i>
<b>Self Sufficiency</b>	<i>Of town or suburb / enhance useability of existing assets Whole of Life Costs – sustainability? Best Practice Principles</i>
<b>Connectivity</b>	<i>Enhance connectivity between towns / suburbs Links between Retail &amp; Employment Centres Enhance Major Connections to employment zones Enhance Pedestrian &amp; Bicycle transport modes to destinations</i>
<b>Future Options</b>	<i>Address changing demographics trends &amp; land use Address limitations of existing infrastructure for future demand &amp; changing needs</i>
<b>Unlock future Options</b>	<i>Catalyst for further development / investment in the Shire Will failure to proceed result in a lost opportunity forever?</i>
<b>Other Criteria:</b>	
<b>Legislative Requirements</b>	<i>Unavoidable and legislative compliance / requirements</i>
<b>Risk</b>	<i>People, assets, financial</i>
<b>Positive return on investment</b>	<i>Commercial / economic return Positive cost / benefit</i>
<b>Future impacts on Expenditure &amp; Income (Whole of Life Cost)</b>	<i>Financially sustainable – able to be afforded in the future without reduction in other services</i>



## Financial Sustainability Strategies & Targets

- Continuous improvement in financial position and performance
- Achieve and maintain operating surpluses
- Maintain a fair and equitable rating structure
- Establish “best value” service delivery to maintain or improve service level standards
- Achieve full cost recovery for the provision of services
- Increase funding for asset maintenance and renewal
- Rationalise assets and maximise value of assets to the community
- Manage Council’s investments and resources in a prudent manner
- Manage debt to maximise community value
- Manage Council’s financial risks

Financial Sustainability	Targets	Comments
Operating Surplus	2011/12 Deficit (\$15) million 2012/13 Deficit (\$10) million 2013/14 Deficit (\$5) million 2014/15 Break-even million	Strategic targets recognising Council’s past operating trends and the gap in asset maintenance and renewals that needs to be addressed. In 2011/12 Council will review Services and assets employed, to maximise service delivery and economic outcomes to the community. Long term financial sustainability is dependent on Council being able to meet daily operations (recurrent) expenditure within the Operating Income sources.
Performance against budget	% and \$ Variation – Consolidated Result % and \$ Variation – Consolidated Result Number of Budget Revotes and Value <ul style="list-style-type: none"> <li>○ Internal factors</li> <li>○ External factors</li> </ul> Risks with financial costs reported to Council monthly	In accordance with principles of the Global Reporting Index
Working Capital	Equal to 3% of Operating Cash Expenses	Adopted by the Strategic Finance Committee (23 March 2011)
Unrestricted current ratio	> 1.5	
Debt service ratio	< 15% (growth Council)	Adopted by the Strategic Finance Committee (23 March 2011)
General Fund Indebtedness Ratio	Maximum 80%	Adopted by the Strategic Finance Committee (23 March 2011)
Rates coverage ratio	50.0%	Division of Local Government benchmark
Rates outstanding percentage	< 5.00	Division of Local Government benchmark
Building & infrastructure renewals ratio	> 1.0	The long term average of investment in renewals of existing assets should be no less than 1, which will equate to the deterioration of assets over time. Note: the asset management system determines the timing of the best value renewal points.
Asset sustainability ratio	Greater than 0.50 per year	In any particular year the investment in renewals should not be less than 50% of the estimated depreciation of the asset base

## Financial Planning Assumptions

Base Scenario assumes:

- Current services and service levels are maintained
- Significant continuous improvement projects and impacts are included
- Future projections are based on the 2011/12 Annual Budget and Four Year Delivery Plan
- Rate income is estimated based on forecast rate pegging assumed in-line with the Consumer Price Index
- Future income and expenditure is based on anticipated future Consumer Price Index and allowances for growth
- Employee numbers will remain constant and employee costs are based on estimated award increases
- Development of new community assets and commitment to their “whole of life costs” is based on Section 94 Plans.
- Carbon tax has not been allowed for on the basis that costs will be passed on to consumer including any administration costs (refer to Long Term Financial Risks for details)
- Future loan borrowings are based on forecast financing requirements and are in accordance with Council’s Strategic Finance Committee resolution (March 2011)
- Future investment earnings have been estimated based on the investments allowed under the Minister’s Order and Council’s Investment Policy
- Council’s Major Projects have been incorporated

Long Term Financial Assumptions		Year +2	Year +3	Year +4	Year +5	Year +6	Year +7	Year +8	Year +9	Year +10
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2019/20	2020/21	2022/23
Growth	Wyong Shire Council Population Forecast and Household Growth	0.80%	1.90%	1.90%	1.90%	1.90%	1.75%	1.75%	1.75%	1.75%
Rate Pegging	Estimated	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
CPI	Estimated	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Wages Indexation	Includes estimated award increases and progression	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Salaries Indexation	Includes estimated award increases and progression	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Workers Compensation	Estimate 10%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Training	CPI plus 2% Yr+2 & Yr+3 due to impacts of Water Supply demerger, then CPI	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Electricity	Based on rising costs forecasts	10.00%	10.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Fuel index	Estimated in-line with CPI increase	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance	Insurance Index - CPI +2.5%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%	5.30%
Activity Based Budget	Manual Entry	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Water Service	Independent Pricing & Regulatory Tribunal 2009 - 2013, remainder estimate*	14.48%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Water Usage	Independent Pricing & Regulatory Tribunal 2009 - 2013, remainder estimate*	4.06%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%

The Financial Strategy has identified funding gaps for recurrent operations. This has led to proposed funding options that include:

- Special rate increases in 2013 to fund asset maintenance and renewals gaps
- Special rate increase in 2017 to match anticipated future recurrent levels of expenditure

### Key Financial Policy Statements

Strategy	Target	Policy
<b>Investments</b>	UBSW Index > 20 basis points	Manage 11am Accounts to for daily cash flows < 3 weeks operating unless favourable interest rate  Updated Investment Strategy has been drafted to be forwarded.
<b>Debt Management</b>	Debt Service Ratios < 15% General Fund Indebtedness ratio of less than 80%	Allows for debt to be used to finance long term intergenerational assets or where the return on investment inclusive of financing costs is positive.  Complies with directives of IPART in the case of water and sewer.  Adopts a target for the Consolidated Debt Service Ratio of below 15% and a General Fund Indebtedness Ratio less than 80%.  Adopts a strategy to use Internal Borrowings over External Borrowings in order to capture the financial benefit between investment returns and financing costs where available funds are available.

### Risk and Sensitivity Analysis

The risk and sensitivity analysis identifies;

- Council's reliance on different income types,
- What the cost of services is and
- Where there are external factors.

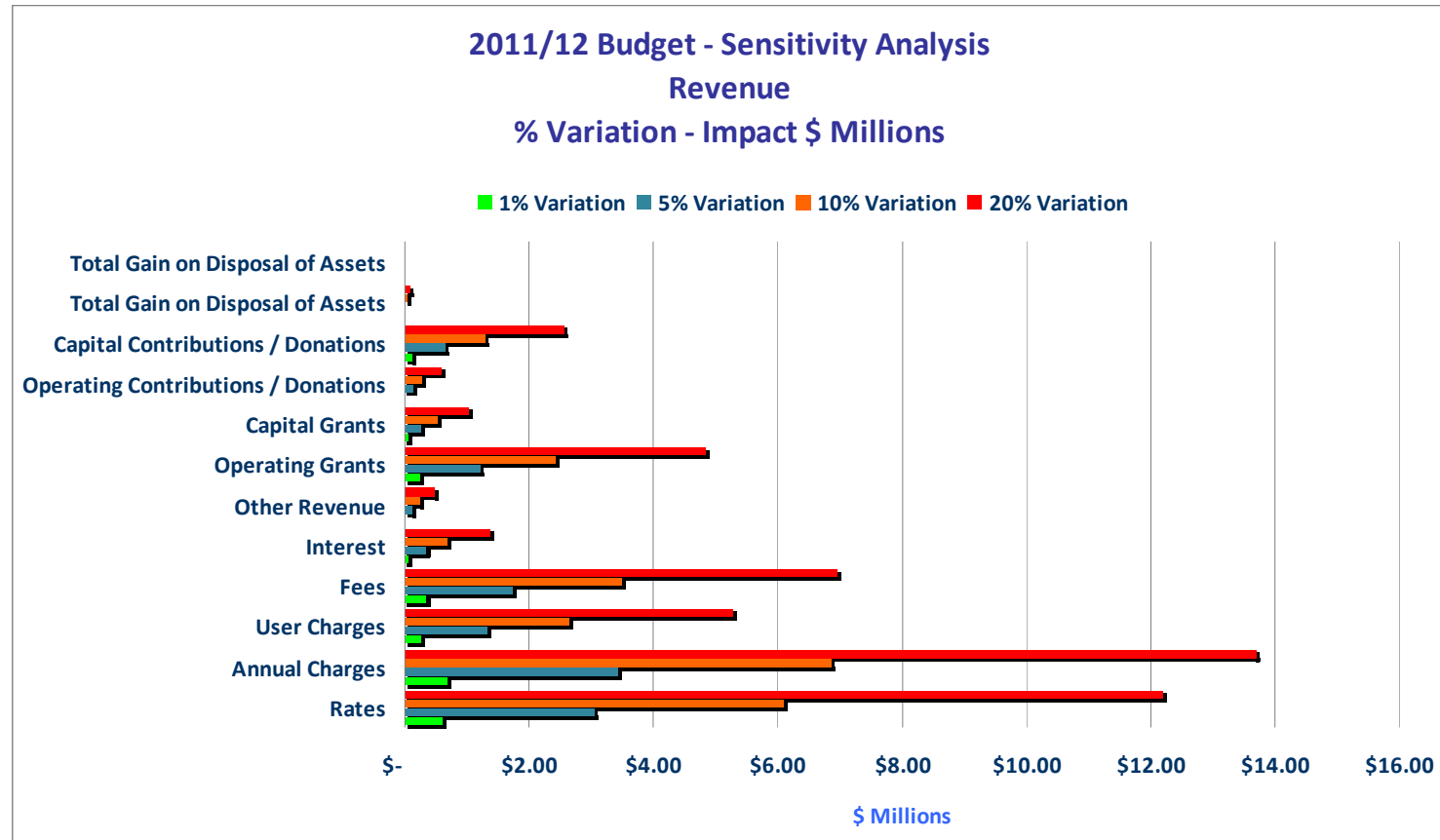
It also models what types of variability may result in unexpected or volatile impacts on Council's long term financial sustainability.

All financial modelling makes assumptions, which may or may not become true. For example the Long Term Financial Strategy has to predict future Consumer Price Index increases and what the Independent Pricing and Regulatory Tribunal will determine as the rate pegging. Indeed assumptions need to be made about the long term continuation of the rate pegging model. The Long Term Financial Strategy has also had assumptions built in that costs will move in a particular way (e.g. wage and salary indexation and the Federal government's superannuation rates).

Significant income and expenditures have been modelled in the following graphs to show the level of sensitivity and the types of financial impacts arising – ie what impact does a 1% variation have

## REVENUE SENSITIVITY

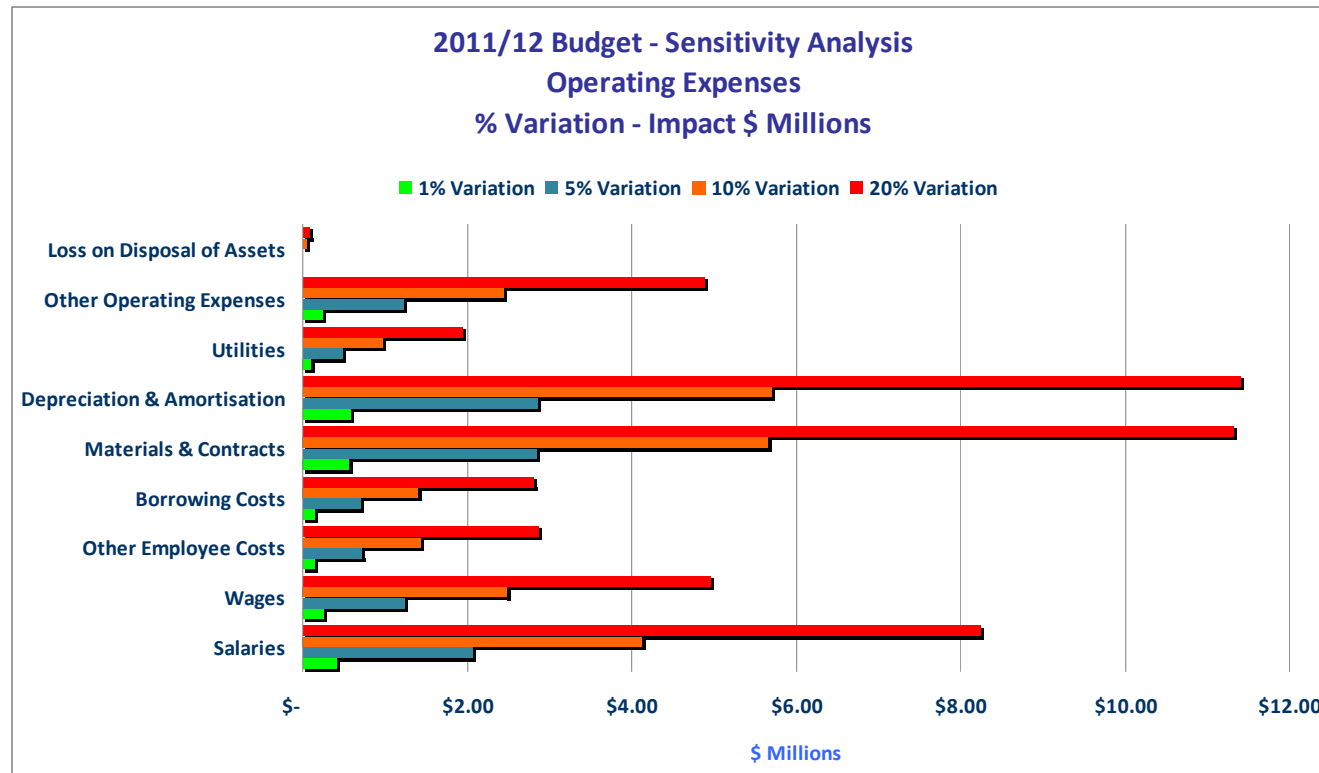
- ✓ Council's two biggest operating income sources are Rates 25% and Annual Charges 28% but they are also the most stable being and are secured as debts.
- ✓ This is reflected in Council's target sustainability Rates Coverage Ratio which aims to be at 50%. The 2011/12 Budget is 53%.
- ✗ Water, Sewer and User Charges are secured over the property, however Council's biggest operational income risk is in User Charges for Water where user consumption has continued to be restricted due to the drought and continuation of water restrictions, a 1% reduction in usage causes a \$0.3m reduction in income, a 5% reduction causes a \$1.3m reduction in income. As the majority of the Water Supply costs are fixed any reduction or increase in water usage impacts on Council's financial position and results in under or over funding of operations.
- ✗ Fees are also a budget risk being activity driven – a 1% reduction resulting in plus or minus income of \$0.4 million and 5% \$1.74m. Areas that experience volatility in levels of activity and income are Regulatory and Statutory certificates, Holiday Park utilisations, Childcare utilisations, and levels of tipping (excluding domestic waste collection service and tipping). These revenues are impacted by the economy and when there is an economic downturn the incomes trend downward. The bottom-line impact is difficult to manage in the short-term as these business units have a relatively fixed cost structure (including staff time).
- ✗ Operating grant income is generally non-recurring, however is essential to the provision of Council's services, representing approximately 10% of operating expenditure. Council's reliance can result in a reduction of service levels and activity, if the funding sources are not available from State and Federal governments.
- ✓ Investment earnings also experience external volatility, as was observed during the global financial crisis, however with the current conservative restrictions on investments the likelihood of capital losses are reduced. Council has in place hold to maturity strategies on remaining managed funds which will see full recovery of capital. Interest earnings are driven by levels of cash and investments and are relatively stable for unrestricted funds.





## EXPENDITURE SENSITIVITY

- ✓ Employee Costs represent 33% of total expenditure and are a relatively fixed cost, in that permanent employees of Council have an on-going relationship and therefore need to be paid on an ongoing basis. Additionally, \$9.0m are included in capital works. The risk is not in the employee costs, however is in the manner in which labour resources are effectively managed to ensure that such a significant cost is not exceeded. In 2010/11 and for 2011/12 Council has been implementing improved reporting on employee costs and entitlements.
- ✗ Materials and Contracts represent 23% of Council's operations and \$52.6m is also included in Council's \$78.9m capital program. This cost can be impacted by interest rates and economic conditions, scarcity, exchange rates, and fuel and energy costs.
- ✗ Utilities represent 4% of Council's operations however with energy costs rising quickly and the proposed introduction of carbon taxes this cost could become more significant. A 5% increase represents a \$0.1m movement, a 15% increase and additional \$1.0m in costs.
- ✓ Borrowing costs are fixed given that Council's loans are currently all fixed rate and fixed term. However, if Council used a different variable loan structure then this cost would be more sensitive to interest rate markets.
- ✓ Depreciation is a significant cost to Council reflecting the \$2.0b in community assets employed in delivering services. Due to the age and nature of the infrastructure (eg drains and pipes under the ground) having an accurate assessment of the condition of these assets is difficult, which can result in volatility in depreciation expenses when asset conditions are written down quickly – this effectively results in a "write-off" because the asset has been under charged. This can apply in reverse if condition and useful life are revised upward.



## Financial Performance Monitoring and Reporting

Council's Long Term Financial Framework enables Council's Annual and 4 Year Delivery Plans to be developed in line with sound financial management principles to achieve long term financial sustainability.

By setting financial strategy, policy and performance Council can then manage the operations to achieve these targets.

Council's Long Term Financial Strategy has a target of achieving an operating surplus before capital grants over four years.

The DLG also requires certain ratios to be reported as part of the Annual Financial Statements in Note 13 – Statement of Performance Measures which include:

- Current ratio
- Unrestricted current ratio
- Debt service ratio
- Rate coverage ratio
- Rates and annual charges outstanding percentage
- Asset renewals ratio

In addition to these, Council has adopted the asset sustainability ratio, and the Strategic Finance Committee has recommended working capital targets.

Council will also review the Long Term Financial Strategy each year during development of our the Annual Plan and evaluate all proposed changes to the Annual and 4 Year Development Plan in light of what the estimated impacts will be.

Key assumptions of the Long Term Financial Strategy will also be monitored and updated in Council's Financial Risk Register as required and reported in the Quarterly Budget Reviews in order to effectively manage financial risk.

Council will maintain the Long Term Financial Strategy on an ongoing basis and complete a full review of the Strategy every 4 years, in line with the review of the Community Strategic Plan.

## Ratios Explained:

The “target” figures for the indicators reported represent the DLG’s benchmarks. In evaluating performance against these targets we should consider Wyong’s situation as a multi-purpose authority with continuing, significant, green field development.

**Unrestricted Current Ratio** - demonstrates that enough unrestricted current assets are available on hand to meet unrestricted current liabilities. A ratio of less than 1:1.5 is unsatisfactory; A ratio above 1:5 shows Council has sufficient liquid assets on hand to meet its short term liabilities.

“Unrestricted” means money not earmarked for a special purpose like developer contributions, special purpose grants, and domestic waste management charges.

**Unrestricted Current Ratio Target > 1.5**

**Debt Service Ratio** - assesses the degree to which revenues from Continuing Operations are committed to the repayment of debt. It is generally higher for Councils in growth areas where loans have been required to fund infrastructure.

**Debt Service Ratio Target < 15% (Consolidated - for growth Council’s)**

Council’s water and sewerage charges are regulated by the Independent Pricing and Regulatory Tribunal and are set in such a way that capital costs for assets which have a long service life, such as new pipelines have to be funded from loans. The use of loans is used to achieve intergenerational equity.

**Rate Coverage Ratio** – to assess Council’s degree of dependence on rate and annual charges revenue against other non-property related income. This ratio provides an assessment of the security of Council’s income.

A higher ratio indicates a higher dependence on rate revenue and the greater the certainty of total revenue.

Some factors affecting this indicator are:

- Levels of Council’s entrepreneurial and investment activity,
- Socioeconomic characteristics of the area,
- Relative level of Federal/State funding and the rate of new development.

**Rate Coverage Ratio Target 50%**

**Rates and Annual Charges Outstanding (Arrears) Percentage Ratio** - assesses the effectiveness of Council’s revenue collection. The lower the percentage, the less income is tied up in receivables and the more cash is available for working purposes.

**Rates and Annual Charges Outstanding Percentage Target <= 5%**

**Buildings and Infrastructure Renewal Ratio** – indicates how well Council is looking after its working assets. A ratio of 1 or more is desirable, that is, Council needs to be renewing its assets at a level higher than the estimated yearly loss through wear and tear, as reflected in the Depreciation charge.

**Buildings and Infrastructure Renewal Ratio Target > 1.0**

## Risk and Contingent Liabilities

<i>Service / Liability</i>	<i>Comment</i>	<i>Potential Financial Cost / Liability</i>
Asset Renewals Gap	Council's Asset condition gap to satisfactory was estimated to be \$184m at 30 June 2010. At this stage the issues in assets other than Roads and Bridges have not been funded. The program to renew Roads & Bridges is a long term program and has been provided for in the Annual Plan, 4YDP and LTFP.	
Coastal Zone Management Plan	At this stage the Coastal Zone Management Plan is still being finalised A budget of \$0.1m is included in 2011/12 to fund legislative compliance works.	\$2.4m
Water Corporation Establishment	In accordance with the Memorandum of Understanding, the accelerated timeframe will be modelled and reported to Council It is also assumed that WSC will minimise unrecoverable losses and the impact of increased overhead cost burden.	\$6 - \$8m
Closed Landfill Rehabilitation	Estimates for rehabilitation of closed landfill have been estimated at c.\$50m. This cost is up \$15m from 30 June 2010 estimates, but there is further risk that future sites / or future costs may be identified which exceed this. Additionally, Council's past waste management practices have resulted in legal action from DECCW which may result in fines.	\$5-\$25m  Unable to be estimated
DLG investigation into Body Hire arrangements	Investigation by Division of Local Government into procurement for body hire agreements prior to 2010.	Unable to be estimated
Climate Change	No costs have been allowed for Climate Change	Unable to be estimated
Carbon Tax	The Federal Govt has announced a proposed Carbon Tax effective 1 July 2012. The full details of this tax are yet to be determined and as such cannot yet be budgeted for. Additionally, the administration of this tax would create a potential administrative burden (ie 33,000 T x \$10-\$20 per tonne	\$3.6m  \$0.4 - \$0.7m
Cabbage Tree Harbour Toe-wall drainage	The design life of the drainage structure is 10-15 years, however is not being built to withstand major storm damage.	\$0-\$10m

<b><i>Service / Liability</i></b>	<b><i>Comment</i></b>	<b><i>Potential Financial Cost / Liability</i></b>
The Entrance – foreshore walk	No reconstruction budget has been provided for	Unable to be estimated pending investigation of options
Disaster Management Plan	Council is yet to develop a funded disaster management strategy	Unable to be estimated
Estuary Management Plan	Annual recurrent and ongoing maintenance and monitoring in accordance with the grant requirements	Estimate increasing from \$0.2 million to \$2m – yet to be fully costed and funded
Community Buildings	Currently information on Community Buildings and facilities is poor, and the level of budget maintenance allocated may / or may not be sufficient. This is complicated by the organisational restructure & changes in asset owners – further review of the budget is required. SS&7 identified an annual underfunding of maintenance of \$1.5m and a \$4.4m cost to bring to a satisfactory condition (2009/10 Annual Financial Statements)	\$0.5m
Wyong Shire Art House	No Funding for capital or recurrent	\$8.0m \$1-\$2m per annum
Asset Management Systems & Data	Other than Roads & Bridges Asset information is still being determined.	Unable to be estimated



## 10 Year Long Term Financial Plan Reports

Operational Summary  (Consolidated)	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Operations</b>										
Rates & Annual Charges	129,538	135,482	142,544	149,985	157,828	164,510	171,344	178,529	186,084	194,030
User Charges & Fees	61,305	65,196	69,016	73,084	77,417	82,032	86,025	90,279	94,814	99,650
Interest & Investment Revenue	6,911	6,918	6,926	6,935	6,943	6,952	6,961	6,970	6,979	6,988
Other Revenue	2,445	2,512	2,581	2,652	2,725	2,800	2,878	2,957	3,039	3,124
Grant & Contributions - Operating	27,162	27,520	28,619	29,765	30,959	32,204	33,475	34,799	36,178	37,613
Grant & Contributions - Capital	18,021	13,145	13,537	14,021	14,522	19,042	15,580	16,137	16,715	17,314
Net Gain from the Disposal of Assets	410	410	410	410	410	410	410	410	410	410
Share of Interest in Joint Ventures	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Operations</b>	<b>245,791</b>	<b>251,184</b>	<b>263,635</b>	<b>276,853</b>	<b>290,804</b>	<b>307,950</b>	<b>316,672</b>	<b>330,082</b>	<b>344,220</b>	<b>359,130</b>
<b>Expenses from Operations</b>										
Employee Costs	80,304	83,137	86,952	90,967	95,192	99,643	104,264	109,132	114,263	119,673
Borrowing Costs	14,012	13,529	12,937	12,306	11,716	11,096	10,458	9,812	9,254	8,790
Materials & Contracts	56,581	56,983	59,401	61,124	63,718	66,423	69,545	72,822	76,245	79,816
Depreciation	57,009	59,068	61,829	64,725	67,762	70,949	74,189	77,584	81,139	84,863
Impairment	0	0	0	0	0	0	0	0	0	0
Other Expenses	34,070	36,768	40,954	45,320	47,258	49,291	51,403	53,617	55,940	58,376
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0
Net Loss from Disposal of Assets	420	433	446	459	473	487	502	517	532	548
Share of Interest in Joint Ventures	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Operations</b>	<b>242,396</b>	<b>249,917</b>	<b>262,518</b>	<b>274,900</b>	<b>286,118</b>	<b>297,890</b>	<b>310,361</b>	<b>323,483</b>	<b>337,373</b>	<b>352,066</b>
<b>Operating Result from Operations</b>	<b>3,395</b>	<b>1,268</b>	<b>1,117</b>	<b>1,953</b>	<b>4,686</b>	<b>10,060</b>	<b>6,311</b>	<b>6,598</b>	<b>6,847</b>	<b>7,064</b>
Less Capital Grant & Contributions	18,021	13,145	13,537	14,021	14,522	19,042	15,580	16,137	16,715	17,314
<b>Operating Result before Capital Grants &amp; Contributions Profit/(Loss)</b>	<b>(14,626)</b>	<b>(11,878)</b>	<b>(12,421)</b>	<b>(12,068)</b>	<b>(9,837)</b>	<b>(8,982)</b>	<b>(9,269)</b>	<b>(9,539)</b>	<b>(9,868)</b>	<b>(10,250)</b>

Balance Sheet  (Consolidated)	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(a) Current Assets	144	126	134	150	168	169	173	159	154	149
(b) Non-Curent Assets	2,005	2,058	2,062	2,058	2,065	2,075	2,082	2,095	2,100	2,107
<b>(c) Total Assets (a+b)</b>	2,149	2,184	2,196	2,208	2,233	2,244	2,255	2,254	2,254	2,256
(d) Current Liabilities	77	76	76	75	76	76	76	76	76	76
(e) Non-Curent Liailities	231	260	262	269	285	284	282	270	258	247
<b>(f) Total Liabilities (d+e)</b>	308	336	338	344	361	360	358	346	334	323
(g) Revaluation Reserve	582	586	590	594	600	607	610	615	620	626
<b>(h) Total Revaluation Reserve (g)</b>	582	586	590	594	600	607	610	615	620	626
(i) Total Equity	1,259	1,262	1,268	1,270	1,272	1,277	1,287	1,293	1,300	1,307
<b>(j) Total Equity (i)</b>	1,259	1,262	1,268	1,270	1,272	1,277	1,287	1,293	1,300	1,307

Cash Flow  (Consolidated)	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receipts	246	243	252	250	252	255	258	260	263	267
Payments	188	176	184	186	185	182	181	184	180	181
<b>Cash Flow from Operating Activities</b>	58	67	68	64	67	73	77	76	83	86
Receipts	0	0			0	0	0	0	0	0
Payments	73	113	89	61	67	72	71	75	78	82
<b>Cash Flow from Investing Activities</b>	(73)	(113)	(89)	(61)	(67)	(72)	(71)	(75)	(78)	(82)
Receipts	18	36	41	28	27	13	10	0	0	0
Payments	10	10	12	13	11	12	12	12	12	11
<b>Cash Flow from Financing Activities</b>	8	26	29	15	16	1	(2)	(12)	(12)	(11)
Net Increase(Decrease) in Cash and Cash Equiv	(7)	(20)	8	18	16	2	4	(11)	(7)	(7)
Cash and Cash Equivalents at Beginning of Period	114	107	87	95	113	129	131	135	124	117
Cash and Cash Equivalents at End of Period	107	87	95	113	129	131	135	124	117	110

## Financial Modelling – Scenarios

For the Long Term Financial Strategy Council assumed no significant changes from overall current structure, services, and service levels. This results; however in under funding of Council's recurrent operations as well as asset maintenance and renewal.

The following scenarios identify how WSC can respond to these issues in order to generate a sustainable financial position, however financial estimates have not yet been fully costed. It is proposed to investigate these scenarios more fully in consultation with the community and determine service priorities and funding options.

Scenario 1	Change to rating structure (1/7/2013)	
	<p>Opportunity to introduce a minimum rate with ad valorem to ensure that the longer term rating structure keeps pace with the development and growth to ensure a financially sustainable level of funding.</p>	<p><b>Proposed Solution</b>            No change to overall rate income which is capped, however will result in a redistribution of the rating burden across the Shire.            Community consultation and engagement planned for 2011/12</p>
Scenario 2	Special rate increase to fund General Fund	asset maintenance and renewals gap (1/7/2013)
<p><b><i>The Funding Gap – General Fund (excluding waste) estimated \$12.2m</i></b>            The General Fund Result (excluding Waste) is budgeted to incur an operating loss in 2011/12 of (\$9.8)m and 2012/13 (\$10.4)m. In addition to this funding gap Council has identified a short-fall of \$1.5m in annual maintenance on community buildings (2009/10 Audited Annual Financial Statements SS7 Condition of Public Infrastructure) which has not yet been addressed.</p> <p>Note, the 2011/12 budget included additional roads maintenance and renewals to lift the overall standard of roads over a four year period which will establish a new maintenance curve inline with the current funding and commence work on improving overall asset condition. The condition of assets will be reassessed annually to in accordance with the Asset</p>		<p><b>Proposed Solution</b>            2011/12- Council is completing a comprehensive review of services and asset condition and utilisation. This will include engagement and consultation with the community to establish a prioritisation of services and comprehensive review of Revenue Policy for 2012/13. The results of this review will inform an updated Financial Strategy in 2012/2013 and enable Council to identify services which need to be increased or decreased, and to review the cost structure of services. This will include understanding the full cost of services to enable informed decision making.</p> <p>Once services have been assessed the assets and resources required for efficient and effective delivery can also be reviewed.</p> <p>2011/12 Council is reviewing the LEP and will review land zonings as appropriate            2011/12 – Council is establishing a property investment portfolio and reviewing existing property assets to maximise investment potential and future income generation</p>

Management Policy and inform the annual planning process for 2012/13.

Action: Target annual reduction in Services / Service Levels, maximise user pays where appropriate and ensure prices reflect the actual operating costs of each service, review and reduce operating costs including asset rationalisation

2012/13 Investigate funding options and engage with the community for a special rate increase to fund the current

Operating short-falls in order to re-establish a balance between Operating Income and Operating Costs. For example, a 7% special rate increase would yield approximately \$4.3m. This would enable services and income to be aligned.

### Scenario 3 Special rate increase to fund recurrent operations (1/7/2017)

#### ***The Future Funding Gap***

There are a number of new services coming on-line after 2015/16 which are currently unfunded in Council's long term financial plan. Included in this are the:

- The Wyong Art House – estimated \$2.0m per annum
- On-going improvement and maintenance of the Lakes System – currently these works have been predominately federally funded, however will require ongoing investment up to \$2.0m per annum
- Addressing the Climate Change issues associated with being a coastal council, including on-going funding of the Coastal Zone Management Plan – costs are yet to be fully determined but initial reports estimate a net cost to Council over the next ten years is to be \$2.4m (including \$1.4m 2014/15 – 2021).
- Council currently has no resourcing to deal with management of natural assets over and above current service provision. This service is targeted for review and likely to result in higher costs if endorsed by Council.

#### **Proposed Solution**

2011/12 Section 94 Plan for Warnervale Town Centre is being reviewed, and will include estimates of whole of life cost including the future operation and asset renewals.

Council's long term financial sustainability framework will ensure future decisions of Council for service provisions is balanced with the ability to pay.

However, the challenges high-lighted in future years if Council elects to extend services in the management of the environment will require levels of funding over and above rate pegging.

## Asset Management Strategy

### A Summary of the Asset Management Strategy

Council is responsible for a wide range of traditional public works assets such as roads, drainage, public buildings, and water and sewerage infrastructure.

It is also responsible for a wide range of other infrastructure, recreational and natural assets such as playgrounds, sporting ovals, cycle paths, wildlife corridors and streams.

### General Principles of Asset Management

Assets are built and maintained to provide a public service and meet community needs according to local priorities.

Their management must take into account a number of key considerations including:

- The need for public safety
- The need to manage community and corporate risk
- The need for effective management to ensure their optimal lifecycle.

### A Strategic Approach to Asset Management

A key challenge for Wyong Shire Council is to determine how best to sustainably balance investment in new asset intensive services against the need to maintain existing services at levels of cost and quality which are acceptable to the community.

Building a sustainable community into the future requires an effective asset management. Council has determined that it needs to review its approach to asset management in Wyong Shire if it is to deliver the 12 Principal Activities of the Strategic Plan and the eight objectives of the Community Strategic Plan.

As part of the Annual Plan and 4 Year Plan, therefore, Council will increase its investment in local asset management. It will also focus on the timely renewal of assets rather than delivering new or upgraded assets.

For example, Council will spend \$28.6 million on asset renewal work during 2011-12 which is a significant increase on \$16.4 million in 2010-11.

It will also increase its investment in road renewal work by \$5 million a year to \$11.6 million in 2011-12.

### Asset Management Strategy

Council has developed a long-term Asset Management Strategy which specifies objectives and outcomes for asset management over the next 10 years.

Asset Management Plans have also been prepared to provide more details on individual assets, such as their condition, value, maintenance costs, level of service, renewal needs, etc.

The desired outcomes of the Asset Management Strategy are as follows:

- Ensuring the right assets are built
- Ensuring assets are managed well through sound planning and integration with the Community Strategic Plan and Long Term Financial Strategy
- Ensuring a balance between Council operations, new assets and existing assets
- Ensuring future budgets, the Annual Plan and the 4 Year Delivery Plan reflect the asset requirements.

Council's approach to asset management is included in the following Asset Management Strategy and the Asset Management Policy (see Appendix 3).

## Asset Management Strategy - Strategic Approach

Council's Asset Management Strategy sets the framework that determines the nature and direction of Council's asset management practices for the next 10 years. Its objective is to provide a structured set of actions for improved asset management.

*The Asset Management Strategy will enable Council to show how its asset portfolio supports the service delivery needs of the Wyong Shire community into the future.*

The Strategy allows Council to focus on the service delivery requirements of the assets rather than on the assets themselves. The individual Asset Management Plans (which are not included in this Strategic Plan) cover detailed aspects of asset management for each of the types of assets.

A key challenge facing Council is how to sustainably balance investment in new asset intensive services against the need to maintain existing services at levels of cost and quality that are acceptable to the community. Building a sustainable community requires effective asset management.

*The term "asset management" in this context means the process by which Council manages its physical asset base to achieve a balance between the community's service expectations and their willingness and capacity to pay for the infrastructure and natural assets that underpin these services.*

There are three levels in a hierarchy of Council's asset management documents refer to figure 1

1. **Policy** -- high level document focusing on what Council will do to manage its assets. (Appendix 5)
2. **Strategy** -- second tier document focusing on how it will improve its asset management capability and implement its policy.
3. **Asset Management Plans** -- third tier documents providing detail of the condition of assets, their funding base, the asset activities, the levels of service provided. Plans also identify any gap between the level of service expected by the community and the funds available to achieve that level of service. (Plans are not included in this strategy)

*(The International Infrastructure Management Manual, Version 3.0, 2006)*

## Purpose of the Asset Management Strategy

The purpose of the Asset Management Strategy is to specify objectives and outcomes that link the high level aspirations and guiding principles in the Asset Management Policy with the operational aspects of managing Council's assets (especially the development of Asset Management Plans). It does this by specifying asset management outcomes, timeframes and dependencies for the next 10 years. These activities form the basis of the specific Asset Management Improvement Program.

The Asset Strategy helps Council to demonstrate the relationship between the performance of its physical assets and the services they deliver. It also enables Council to determine whether both the assets and services are sustainable in light of anticipated funding levels.



## Key Focus Areas and Links to Other Strategies

Council's Asset Management Strategy has been designed to work with Council's other strategies and plans. It is focused on building asset management capability to support the delivery of services to the community in accordance with the direction set in the Community Strategic Plan. This Asset Management Strategy will inform (and be informed by) the integrated planning process.

The following diagram illustrates the important aspects of the integrated planning process, and in particular where the Asset Management Strategy document sits.

**Figure 1 – Asset Management Framework**



**Did you know?****Council's Asset Strategy Statement:**

***"Wyong Shire Council is committed to the sustainable provision of built and natural assets that contribute to community wellbeing. We will achieve this through community driven service levels and the wise application of integrated knowledge management and financial systems."***

## Wyong Asset Management Policy

Council has an adopted Asset Management Policy (see Appendix 5). This Policy includes the following key commitments for asset management planning and decision making:

- Asset renewals required to meet agreed service levels, identified in asset management plans and the Long Term Financial Plans and which align with the priority objectives of the Community Strategic Plan will be given high priority for funding in the annual budget estimates.
- Council will set an Asset Sustainability Ratio target of not less than 50% for each of the General, Water, Sewerage and Waste Funds, having regard for the relative age of its asset portfolio and Integrated Planning considerations.
- Council's target levels for the Asset Renewal Funding Ratio are between 90% and 100% as defined in the Asset Management Policy (see Appendix 5).
- Future life cycle costs will be reported and the ability to fund those costs will be considered in all decisions relating to new services and assets and upgrading of existing services and assets including disposal/decommissioning costs.

## General Principles of Asset Management

Assets are built and maintained:

- To provide a service
- Based on community service needs analysis
- In accordance with a prioritisation system that can change over time based on updated needs analysis
- To provide for effective management of their complete optimal lifecycle
- To ensure public safety and
- To ensure that community and corporate risk is managed

## Strategic Objectives

The objectives of the Asset Management Strategy are to;

- Develop and maintain effective asset management accountability and direction across Council
- Capture and maintain relevant and reliable asset related information for effective decision making
- Effectively and efficiently manage all infrastructure assets under Council's control through each phase of their lifecycle
- Engage the community in discussions on desired service levels and ensure asset investment decisions consider whole of life costs and balance the funding for investment in new and upgraded assets with the investment in asset renewal

## Strategic Outcomes

The Asset Management Strategy is designed to achieve the following outcomes;

- Ensuring the right assets are built
- Ensuring assets are managed well through sound plans that are integrated with the Community's Strategic Plan, Long Term Financial Strategy, Annual Plan and the 4 Year Delivery Plan
- Maintaining a balance between Council operations, new assets and existing assets
- Monitoring the financial statements and the sustainability indicators regarding asset matters
- Ensuring future budgets, Annual Plan and 4 Year Delivery Plan reflect Council's asset requirements

## Asset Management Improvement Program

Council has a broad plan to improve its asset management practices. The Asset Management Improvement Program forms part of this strategy in Table 6. It is in the form of specific key enablers that will be achieved over a period of years.

Each year, a more specific and detailed plan is prepared, based on available resources. The Asset Management Improvement Program is updated and extended to continue its relevance over the next 10 years. A more specific and detailed plan is also prepared, annually to detail the work scheduled, based on available resources.



**Building asset for all  
ages to enjoy**

**Table 1 Community Strategic Plan - Priority Objectives and Key Focus Areas**

The table shows how the Community Strategic Plan priority objectives and the focus areas are addressed within the Asset Management Strategy

Community Strategic Plan Priority Objective	Asset based actions and Key Focus Areas	How Objectives are addressed in Asset Management Strategy
<b>1. Communities</b> <i>Communities will be vibrant, caring and connected.</i>	A community with access to quality services for all. A healthy, active and connected community.	The Asset Management Plans are based on achieving an identified level of services for all residents and advised to customers annually. Asset Management Plans deal with future demand and future cash flows required to maintain the expanding asset portfolio.
<b>2. Travel</b> <i>There will be ease of travel.</i>	A safe community. Quality roads, footpaths and public spaces.	Community facilities such as aquatic centres, community halls and sport and recreation facilities are kept to a standard that will encourage optimal use. The risk and condition assessment processes within the Asset Management Plans identify where any safety issues require rectification.
<b>3. Facilities and Services</b> <i>Communities will have a range of facilities and services.</i>	A community that is informed and involved. Balancing community need with available resources.	Data on capital expenditure items will be available to the community for comments and suggestions. The linkages between the Asset Management Plans and Long Term Financial Plan ensure community expectation is balanced against realistically available funds.
<b>4. Education</b> <i>The community will be well educated, innovative and creative.</i>	<b>Key Focus Areas for the next four years:</b> <ul style="list-style-type: none"> <li>• Sports and recreation facilities maintenance</li> <li>• Community buildings maintenance</li> <li>• Community Programs</li> <li>• Community Safety</li> <li>• Art House (Wyang Cultural Centre)</li> </ul>	To improve customer engagement and communicate the benefits and price implications of service delivery standards to customers. Develop a robust and rigorous means of regularly assessing key consumer satisfaction.

Community Strategic Plan Priority Objective	Asset based actions and Key Focus Areas	How Objectives are addressed in AM Strategy
<p><b>5. Employment</b></p> <p><i>There will be a strong sustainable business sector.</i></p> <p><b>6. Telecommunications</b></p> <p><i>Information communication technology will be world's best.</i></p>	<p>Quality roads, cycleways, footpaths and public spaces.</p> <p>Quality water and sewerage services</p> <p>Efficient Waste Services.</p> <p><b>Key Focus Areas for the next four years:</b></p> <ul style="list-style-type: none"> <li>• Support for the Regional Economic Development &amp; Employment Strategy</li> <li>• Support National Broadband Network rollout</li> <li>• Support for lifelong learning</li> </ul>	<p>Capital works are programmed and funded in accordance with the service standards developed within the Asset Management Plans.</p> <p>Capital Projects are prioritised to align with Community Strategic Plan and against established project evaluation criteria.</p>

Community Strategic Plan Priority Objective	Asset based actions and Key Focus Areas	How Objectives are addressed in AM Strategy
<p><b>7. Natural Areas</b></p> <p><i>Areas of natural value will be enhanced and maintained.</i></p> <p><b>8. Environmental Programs</b></p> <p><i>There will be a sense of community ownership of the natural environment.</i></p>	<p>Protecting and improving our natural environment.</p> <p>Waste that is managed in a responsible manner.</p> <p>Water that is managed in a sustainable manner.</p> <p>Working towards sustainability.</p> <p><b>Key Focus Areas for the next four years:</b></p> <ul style="list-style-type: none"> <li>• Estuary Management Plan implementation</li> </ul>	<p>Include natural (ecosystem) assets in Council's infrastructure portfolio and adapt its asset management tools and processes to apply to natural assets and to accommodate the differences between those assets and built assets.</p> <p>Natural resources required for asset renewal are minimised through the development of lowest life cycle cost techniques.</p> <p>New, upgraded and renewed assets are designed to have minimal environmental impact without sacrificing service capability.</p>

## Current Status of Wyong Shire's Infrastructure Asset Management

### Asset Management Practice

An external audit in 2010 confirmed that Wyong's asset management practice overall is above "Core" level and is progressing towards "Advanced" level (as defined in the International Infrastructure Management Manual). Its practices are generally in the top quartile of 88 similar organisations. The audit also showed that Council has progressively improved its practices since the earlier external audits in 2007 and 2008 (when it first achieved "core" level).

### Asset Management Plans

Council has developed Asset Management Plans for Roads, Drainage, Waste, Buildings, Sport, Leisure & Recreation and Open Space and Water and Sewerage Assets.

Individual Asset Management Plans cover all details of the assets including:

- physical attributes
- valuation
- condition
- operation
- maintenance cost
- level of service
- future renewal profile
- asset management systems
- risk management for each class

All Asset Management Plans have been prepared in accordance with the International Infrastructure Management Manual

### Asset Condition Assessment and Financial information

Council's Annual Financial Statements include a detailed schedule, known as Special Schedule 7 for those assets that meet the traditional description of public works - roads, drainage, public buildings, and water and sewerage infrastructure.

Council is also responsible for a wide range of other infrastructure assets - recreational assets (including open space assets) and natural assets. Depending on available resources, over the next five years, it is intended to expand Special Schedule 7 to include some preliminary financial data for natural and recreational assets.

Special Schedule 7 uses the following Asset Condition codes:

1. Excellent – no work required, normal maintenance
2. Good – only minor maintenance work required
3. Average – maintenance work required
4. Poor – renewal required
5. Very Poor – urgent renewal and/or upgrading required

The following Table 2 summarises the average condition of Council's assets, as reported in Special Schedule 7 for 2010



**Table 2 – Average Asset Condition**

Asset Class	Asset Category	Asset Condition
<b>Roads</b> <i>1100 km road 930 km Kerbing 220 km footpath 22 timber bridges</i>	Sealed Road Surface	Average (3.2)
	Sealed Road Structure	Average (3.2)
	Unsealed Road	Average (3.2)
	Kerb and Gutter	Good (2.8)
	Bridge	Average (3.9)
	Footpath	Good (2.5)
<b>Drainage</b> <i>334 km (pipe length)</i>	Pipes – all sizes	Average (3.0)
	Culverts and Channels	Average (3.0)
	Gross Pollution Traps/ Wetlands	Average (3.0)
	Pits	Average (3.0)
	Headwalls	Average (3.0)
<b>Water</b> <i>1 water treatment plant 20 reservoirs, 17 water pumping stations 1100 km water main</i>	Treatment Plants	Good (2.0)
	Reservoirs	Good (2.0)
	Mains	Good (2.5)
	Pumping Station	Good (2.7)
<b>Sewerage</b> <i>6 sewage treatment plants, 143 pumping stations, 1200 km sewer mains</i>	Pump Station	Average (3.0)
	Mains	Good (2.2)
	Treatment Works	Average (2.8)

Asset Class	Asset Category	Asset Condition
<b>Buildings</b> <i>565 buildings (of which 307 are community buildings)</i>	Administration/Depot	Good (2.1)
	Aged Care	Good (2.3)
	Arts and Culture	Good (2.0)
	Child Care	Good (2.1)
	Community Centre and Halls	Average (2.8)
	Heritage Buildings	Good (2.5)
	Holiday Parks	Average (2.7)
	Neighbourhood and Youth	Average (2.6)
	Public Amenity	Good (2.5)
	Recreation Centres	Good (2.5)
	Residential	Average (3.1)
	Sports and Recreation	Good (2.5)
	Surf Clubs	Average (2.8)
	Swimming Pools	Average (2.7)
	Tourist Offices	Good (2.0)

The 2010 Special Schedule 7 highlighted that \$184M of capital works is needed to bring Council's assets to a condition of no less than 3 ("average"). There is also a \$17M shortfall in the desirable level of annual maintenance expenditure to keep assets at that condition.

This funding gap is discussed further within the report under *Addressing the Maintenance and Renewal Funding Gap*.

Council may decide that the condition target mentioned above is not appropriate for all asset classes. There may be some cases where a risk and service analysis shows that a lower condition can be tolerated for some assets and a higher condition is appropriate for others.

The following graphs and diagrams give further information on the condition of some of Council's key infrastructure assets:

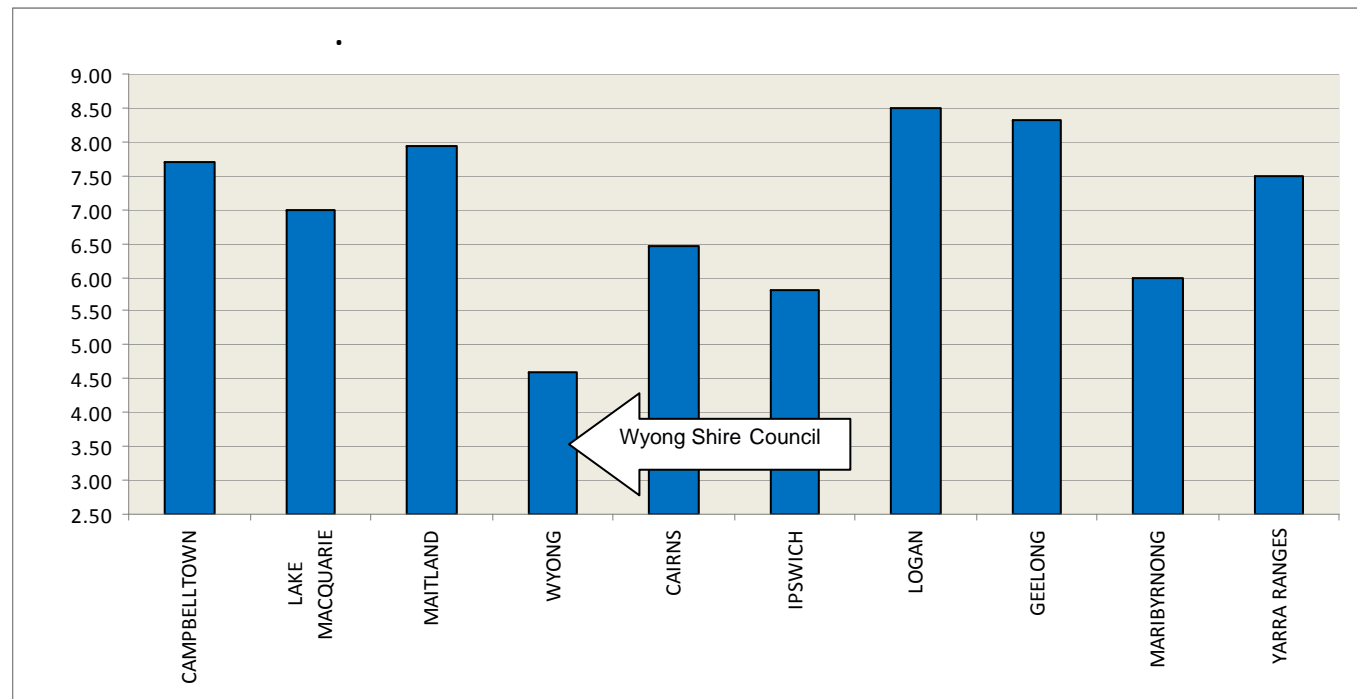
#### (a) Roads – Sealed Road Pavement Condition Index (PCI) – compared with other councils. *(Council areas similar to Wyong)*

The condition of sealed road surfaces can be measured in terms of a Road Pavement Condition Index (PCI) displayed below.

##### **Pavement Condition Index (PCI)**

- A condition index between 9 and 10 is "excellent"
- A condition index between 8 and 9 is "very good"
- A condition index between 6 and 8 is "good"
- A condition index between 4 and 6 is "fair"
- A condition index between 2 and 4 is "poor"
- A condition index between 0 and 2 is "very poor"
- A condition index of less than 0 is "failed"

**Table 3 – 2010 Overall Average Pavement Condition Index (includes both urban and rural councils in NSW, Queensland and Victoria)**



## (b) Water and Sewerage

**Figure 2–Average pipe service pipe service and remaining life**

Pipes	Asset Condition Average	
	Service index	Remaining life in years
Water	2.73	43
Sewage	2.27	54
<b>Average Life</b>	W&S asbestos Cement pipes – 60 years W&S all other pipes – 80 years	
<b>Service Index</b>	1 = as new 5 = failed	

Water and sewerage pipes have generally been in service for more than a third of their average life expectancy. They will need more maintenance in the future than in the past.

## (c) Buildings

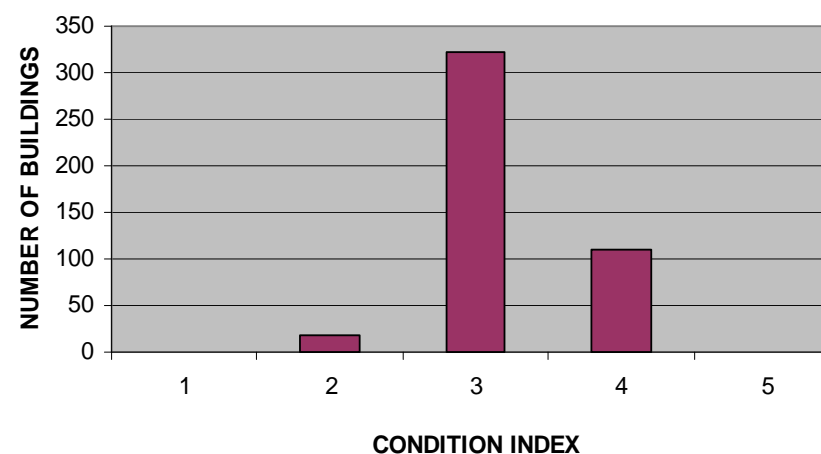
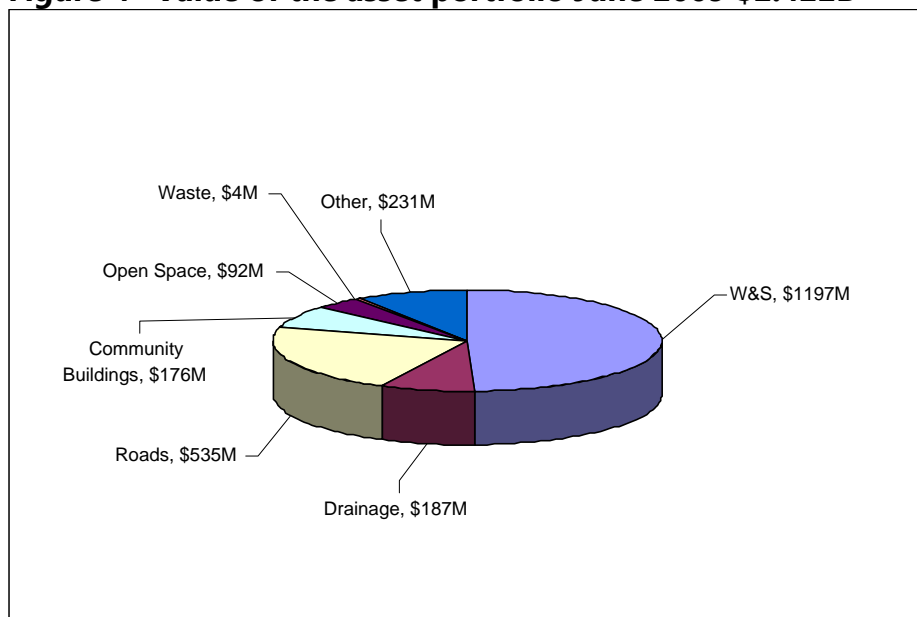
**Figure 3 – Range of building condition using Special Schedule 7 condition code**

Figure 5 indicates that Wyong Buildings are generally in only average condition, with a significant proportion in poor condition. Refer to Special Schedule 7 condition code as detailed in section *Asset Condition Assessment & Financial Information*.

## Value of Current Assets held by Wyong Shire Council

**Figure 4 –Value of the asset portfolio June 2009 \$2.422B**



## Addressing the Maintenance & Renewal Funding Gap

The Asset Management Policy asks Council to increase expenditure on the timely renewal of its assets and to give preference to renewal work over new and upgraded assets. It recognises that new and upgrading work is required to cope with future population growth. However, it asks Council to consider closely its future capacity to fund adequate levels of operation and maintenance and future renewal of new and upgraded assets when making those decisions.

*The Policy calls on Council to sustainably manage its current assets before committing to new and upgraded assets that it may not be able to maintain.*

There are a number of options that Council can employ to manage the funding gap. These include;

1. A special rate variation – [investigations proposed in the LTFS](#)
2. A charge increase for water, sewerage and drainage – [under review for the next IPART pricing determination in July 2013](#)
3. Increasing use fees and charges – [under review](#)
4. Identifying other sources of income – [under review](#)
5. Diverting funds from upgrading work to renewal work – [in progress](#)
6. Delaying or declining to acquire new assets - [in progress](#)
7. Redirecting funding from other areas of discretionary expenditure
8. Joint ventures/partnerships with private enterprise
9. Alternative service delivery models - [in progress](#)
10. Accepting lower levels of service - [in progress](#)
11. Rationalising the asset stock – [under review](#)
12. Improving operational efficiency - [ongoing](#) and
13. Disposing of assets that do not contribute to sustainably meeting Council's Vision – [under review](#)

## Levels of Service

Service levels are achieved by balancing community aspirations with the affordable cost of providing the service to a given level. In most cases a decision to provide an increased level of service will require more funding. Alternatively, a reduction in funding will generally result in lower service levels.

The service levels Council currently uses are based on technical parameters. Technical service levels are performance measures used in providing the service and are covered in the respective Asset Management Plans. These parameters are measurable and meaningful to the asset owners. However, they may not be useful to community customers. Council plans to use both customer based service levels and technical service levels to better manage its assets in the future.

Community levels of service are performance measures developed from the customer's perspective (how they receive the service). Council will be developing these measures in consultation with the community in the future.

## Risk Management

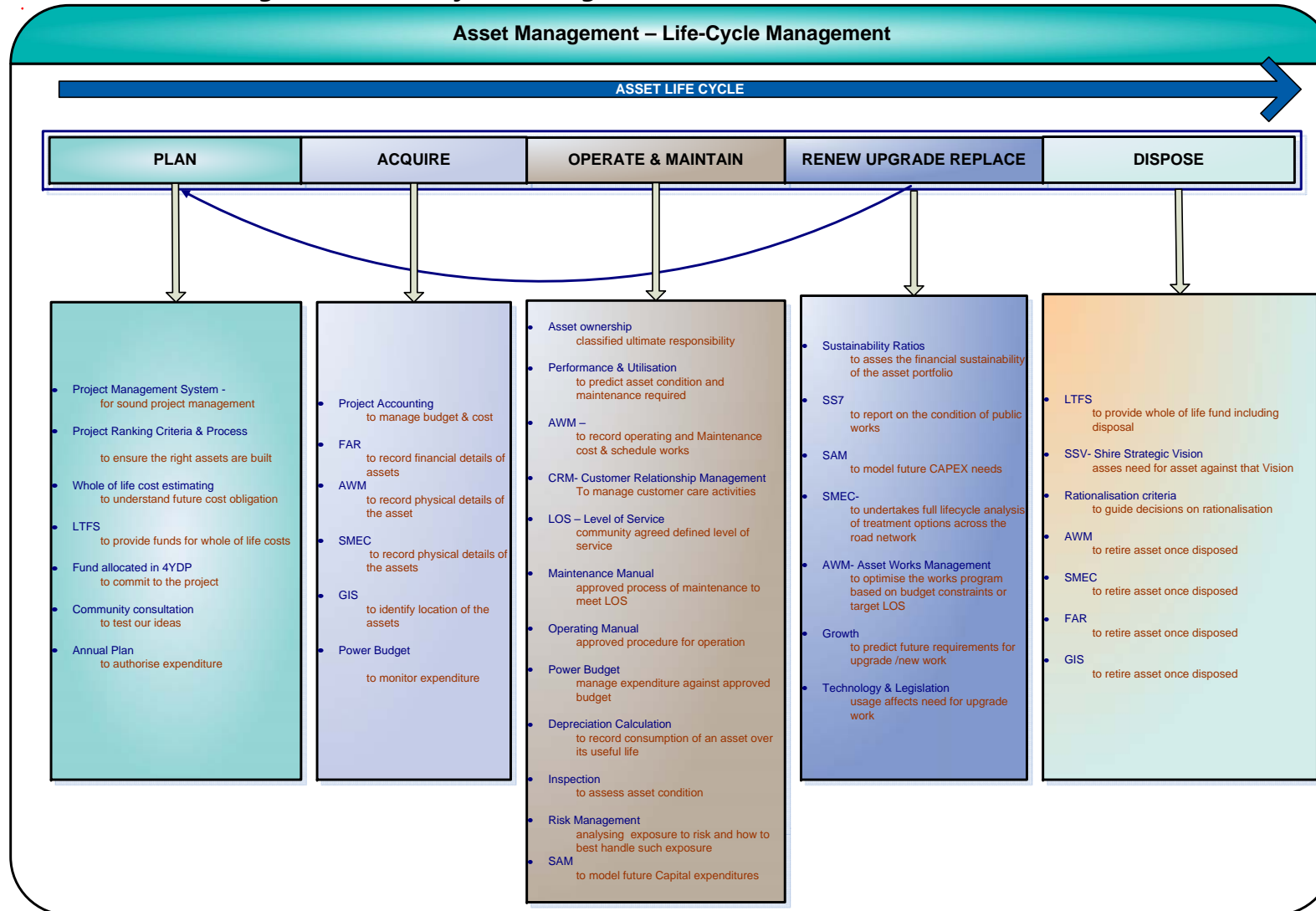
Risk management associated with infrastructure assets is covered in the respective Asset Management Plans which also identifies the relevant critical assets. More work needs to be done, in these Plans, to detail the best means of managing risks associated with those identified critical assets.

## Asset Management Systems and Processes for Life Cycle Management

Details of the systems and processes currently used in life cycle management for each asset class are provided in the individual Asset Management Plans.

Refer to the brief summary in Table 4 Asset Management – Life Cycle Management. The use and application will be progressively developed and improved over time as detailed in the Asset Management Improvement Plan



**Table 4: Asset Management – Life Cycle Management**



## Funding “Gap” Analysis

### Analysis of Expenditure allocated to Assets

Council's 2010/11 Management Plan included the following budgets for:

(1) Capital expenditure – total = \$165.063M

Consisting of – new work = \$137.649M  
 - upgrade work = \$ 11.045M  
 - renewal work = \$ 16.369M

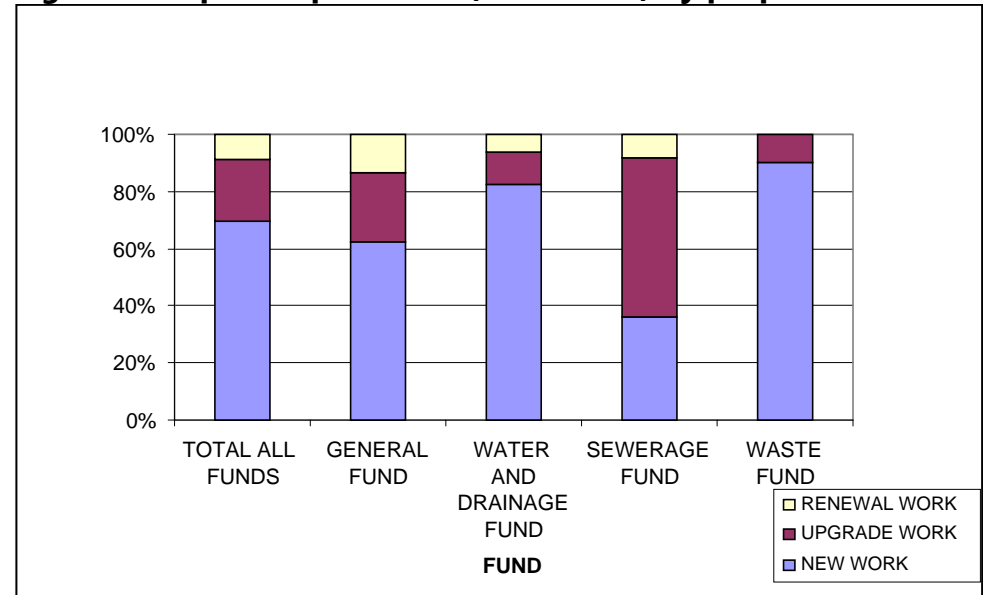
(2) Maintenance expenditure – total = \$26.729M

An analysis of the current expenditure gives the following results;

- (a) Required percentage of asset value spent on maintenance = 1.5%
- (b) Percentage of asset value spent on maintenance = 1.1% - **TOO LOW**
- (c) Percentage of asset value spent on renewal work = 0.67% - **TOO LOW**  
 (Implies an expectation that the assets will have an average service life of 150 years)
- (d) Target Asset Sustainability Ratio in adopted policy = 50%
- (e) Likely Asset Sustainability Ratio for 2010/11 = 38% - **TOO LOW**

Figure 5 demonstrates how the Capital Expenditure (2010/2011) in each fund is divided by classes of new, upgrade and renewal work

**Figure 5– Capital Expenditure (2010/2011) by proportion**



Most new work is funded by developer contributions or specific purpose grants from State and Federal governments. Renewal work is usually funded by discretionary funds. Council depends on its expanding infrastructure asset portfolio to deliver much of its service to the community.

*Over the next 10 years this will lead to a requirement for even more maintenance and renewal funding.*

The previous figures show that Council is not currently giving sufficient priority to renewal work. Without a change, assets will continue to deteriorate and the costs to maintain them will continue to increase and they will not provide appropriate service to the community.

Each of the Asset Management Plans deals with the long term renewal requirements and an analysis of any funding gap between the desirable

funding profile and the currently projected funding profile for each of the asset classes. The funding gap has been described in the Section *Addressing the Maintenance & Renewal Funding Gap* above.

In the General Fund, the principal asset class is that of roads. Council's level of sophistication in asset management practice is correspondingly higher for this asset class than it is for the others.

Improved transportation networks have been identified by the community as a priority objective in the community Strategic Plan "Our Shire Our Future".

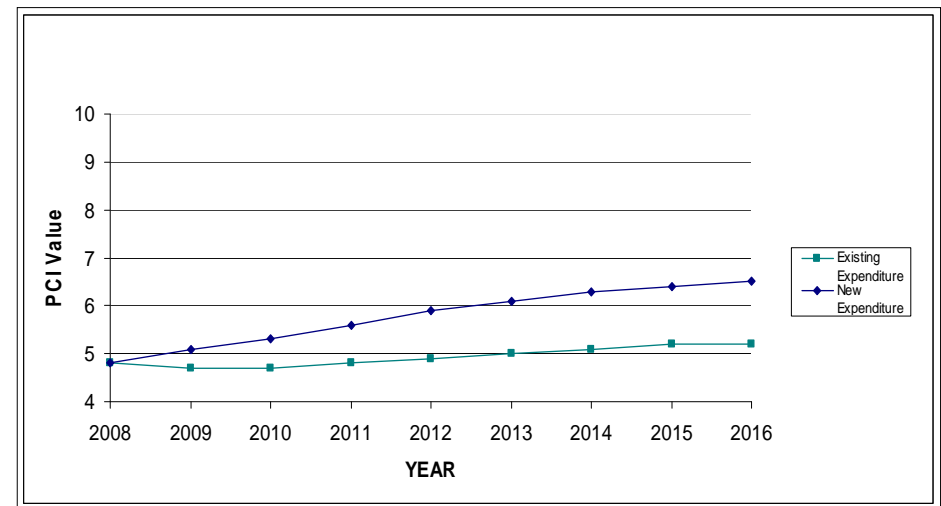
*Council has therefore identified roads as one asset class in which it is essential to improve the level of service.*

Council has recently considered the steady downward trend in the condition of its sealed road network. It has reviewed the make-up of its capital works program and decided to give increased emphasis to renewal work and less emphasis to upgrading work.

*It has decided to increase the allocation for sealed road renewal by \$5M per year and for sealed road maintenance work by \$1M per year.*

The decision to focus more on road renewal will see an overall improvement in the network Pavement Condition Index over time. Figure 8 shows the expected improvement for urban roads.

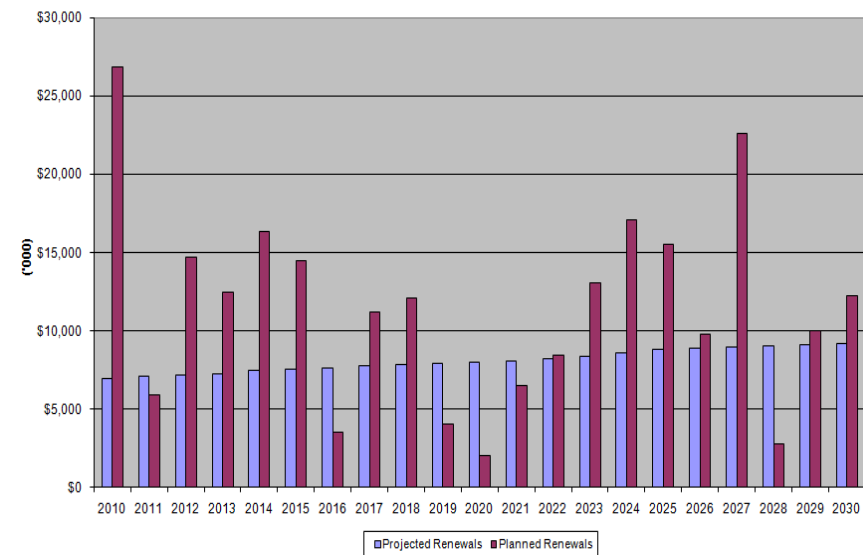
**Figure 6 –Projected Comparison of network Pavement Condition Index (PCI) with an alternative road capital expenditure**



This decision to give priority to renewals is consistent with the Community Infrastructure Management Policy the Asset Sustainability Ratio and the Asset Renewal Funding Ratio.

Figure 7 compares the budgeted renewal expenditure as at 2010/11 (the figure uses the term “projected”) with that required for timely renewal of road assets (the figure uses the term “optimal”) in order to maintain the growing portfolio in a “fair” condition range. This information, which is consistent with that in Special Schedule 7 and led to the decision to increase the expenditure as shown in figure 7, is used to identify and manage the demonstrated funding gap and even out the cash flow peaks when the Long Term Financial Strategy is finalised.

**Figure 7 – Optimal funding profile for timely renewal of road assets**



## Asset Management Capability Analysis

The following Table 5 analyses the gap between the current status of Council's Asset Management capability and its targeted capability.

**Table 5 – Asset Management capability analysis**

Future Vision (where we want to be...)	Current Status (where we are...)
<b>1. Sustainability of management of assets</b> All infrastructure assets are to be managed in a manner that ensures they can be sustained and provide the specified "levels of service" necessary for the overall benefit of the community.	Asset Management Plans have been completed for each asset class. Council has prioritised sustainability as an issue in all aspects of asset management.
<b>2. Assets to meet community 'Needs'</b> Any proposals for upgrading or provision of new assets will be assessed as to community "need" using a multi criteria assessment process.	Council's Asset Management Policy requires community consultation. Council is developing a community engagement strategy for more effective consultation with community.
<b>3. Ensuring the right assets are built</b> All new projects are evaluated and ranked using a standard evaluation tool. Develop whole of life cycle estimating and costing and include future ownership costs in the Financial Strategy. Implement optimised decision making between competing projects.	Council has identified this as a priority action. Capitalisation policy and Capital Strategic Plan along with project evaluation process are being developed. Proposed future projects will be assessed against a formal Project Assessment team process.
<b>4. To effectively and efficiently manage all physical assets under council's control through each phase of their lifecycle.</b> Assets are managed well, with a good asset management policy, strategy and sound plans that are integrated with the Long Term Financial Strategy and the delivery plan.	Council's Asset Management Policy, Asset Management Plans, and Asset Improvement Plans are in place to progressively improve asset management and integrate with Long Term Financial Strategy and delivery plan.

Future Vision (where we want to be...)	Current Status (where we are...)
<p><b>5. Aligning council's asset profile and performance with the Shire's Strategic Vision.</b> Council's Asset Management strategy aligns with the Community strategic Plan "Shire's Strategic Vision" and objectives; similarly Community strategic Plan Contribution Strategy responds to the council's asset management realities.</p>	<p>Council is developing and implementing integrated planning process to be in place by June 2011</p>
<p><b>6. Maintaining a balance between council operations, new assets and existing assets.</b> To engage the community in discussions on desired service levels and ensure asset investment decisions consider the '<b>whole of life</b>' cost and balance the funding for investment in new/upgraded assets with the investment in asset renewal.</p>	<ul style="list-style-type: none"> <li>• Capital expenditure correctly classified as to whether it is new, upgrade, or a combination</li> <li>• Develop and report on asset sustainability indicators.</li> <li>• Strategic Asset Management implementation and linkage with capital expenditure</li> <li>• Operating expenditure separates operational and maintenance cost.</li> <li>• Establish asset based costing using Asset Works Management</li> </ul>
<p><b>7. Asset Information Systems to be fully integrated</b> Council's Asset Information systems will be fully integrated and data management will be reliable and validated for effective decision making.</p>	<p>Business improvement review is in progress to integrate Asset Information Systems</p>

Future Vision (where we want to be...)	Current Status (where we are...)
<p><b>8. Understanding and monitoring the financial statements and the sustainability indicators.</b></p> <p>Develop and report on asset sustainability indicators, accurate fair valuation and depreciation and accurate Special Schedule 7 reporting. Council's budget meets the financial sustainability indicators.</p>	<ul style="list-style-type: none"> <li>▪ Council's asset management policy in place.</li> <li>▪ Indicators jointly identified and owned by asset and finance groups.</li> <li>▪ Developing linkages between indicators and the risk register</li> <li>▪ Accurate fair valuation and depreciation calculation</li> <li>▪ Agreed common definition and process for Special Schedule 7</li> </ul>
<p><b>9. Influencing future budgets and the Delivery Plan</b></p> <p>Link the Long Term Financial Strategy to the Asset Management Strategy and Asset Management Plan to Community Strategic Plan and the Long Term Financial Strategy. Develop realistic alternatives to managing the gap between advised and available funds and expected and affordable level of service (LOS). Council's budget meets the financial sustainability indicators</p>	<p>Implementing linkage between the Long Term Financial Strategy, to Asset Management Strategy, Asset Management Plan, Community Strategic Plan and the Long Term Financial Strategy.</p> <p>Developing realistic alternatives to managing the gap between required and available funds and expected and affordable Level of Service</p>
<p><b>10. Disposal of Assets</b></p> <p>Consideration of disposal of assets will be initiated when the economic life of the asset has expired, when its service specification is no longer relevant (i.e. technical obsolescence), or when the need for the service provided by the asset has disappeared. Council will have an Asset Disposal Policy.</p>	<p>Current practice is that when an asset is to be considered for disposal it is subject to a stand-alone investigation.</p> <p>Council has established an Economic and Property Development Unit to review all Council assets.</p>

## Asset Management Improvement Strategy

The following Table 6 outlines the broad planned targets and actions to improve Council's asset management capability over a number of years. The broad plan is reviewed each year, based on current progress and available resources, and a detailed plan is prepared for each asset class, for each year.

**Table 6 – Asset Management Improvement Strategy**

FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR					
	KEY ENABLER	2010/2011	2011/2012	2012/2013	2013/2014
1	AM POLICY / STRATEGY	<ul style="list-style-type: none"><li>▪ Improvement strategy updated</li><li>▪ Council adopts Asset Management Policy</li><li>▪ Executive adopts Asset Management Improvement Strategy</li><li>▪ Report on audit results for 09/10</li><li>▪ Capitalisation procedure manual adopted by executive</li><li>▪ Review all asset databases for rationalisation/elimination and unique identification</li><li>▪ Review asset ownership/responsibilities matters following implementation of the Service Delivery Review</li></ul>	<ul style="list-style-type: none"><li>▪ Improvement strategy updated internal review and audit</li><li>▪ Decide on suitable Asset Management ICT systems for Wyong Shire Council and Gosford City Council in light of closer cooperation</li></ul>	<ul style="list-style-type: none"><li>▪ Improvement strategy updated asset management recognised as a key issue for consideration by the Strategic Finance Committee</li></ul>	<ul style="list-style-type: none"><li>▪ Improvement strategy updated external review and audit</li></ul>



### FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

	KEY ENABLER	2010/2011	2011/2012	2012/2013	2013/2014
2	<b>AM SYSTEMS</b>	<ul style="list-style-type: none"> <li>Improved utilisation of better integrated systems</li> <li>Asset Management plans updated annually in June as part of integrated planning framework</li> <li>Establish/improved systems to identify the full cost of asset ownership</li> <li>Incorporate responsibility for asset ownership in relevant job descriptions</li> <li>Work with Gosford City Council to assess the capacity and application of each council's ICT systems</li> </ul>	<ul style="list-style-type: none"> <li>Develop draft capital works program from Strategic Asset Management</li> <li>AM plans updated annually in June as part of integrated planning framework</li> <li>AM plans integrated with the Long Term Financial Strategy</li> <li>Operational and strategic staff consulted on designs</li> <li>Apply new systems to identify the full cost of asset ownership</li> <li>Develop user manual for Strategic Asset Management</li> <li>Review the merits of the Asset Management ICT systems used by Gosford City Council and Wyong Shire Council</li> </ul>	<ul style="list-style-type: none"> <li>Further improved use of well integrated systems</li> <li>Asset Management plans updated annually in June as part of integrated planning framework</li> <li>Asset sustainability indicators reliable and influential</li> </ul>	<ul style="list-style-type: none"> <li>Optimum use of well integrated systems</li> <li>Asset Management plans updated annually in June as part of integrated planning framework</li> <li>Asset sustainability target indicators achieved</li> </ul>
3	<b>SKILLS / CAPACITY</b>	<ul style="list-style-type: none"> <li>Skilled staff in main asset units and appropriate use of system capacity</li> <li>Participate in and influence "Council on Line" user groups</li> <li>Skilled staff in Project Accounting</li> <li>Understand the full capacity of the Asset Lifecycle Management suite of</li> </ul>	<ul style="list-style-type: none"> <li>Skilled staff in all asset units and appropriate use of system capacity</li> <li>Councillor education program developed</li> <li>Use of "Council on Line" tools results in improved asset management</li> <li>Participate in and lead "Council on Line" a in the Asset Lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Train staff in application of risk management at the strategic and operational level</li> </ul>	<ul style="list-style-type: none"> <li>Staff are lead users of "Council on Line" tools</li> </ul>

### FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

KEY ENABLER		2010/2011	2011/2012	2012/2013	2013/2014
4		<ul style="list-style-type: none"> <li>programs</li> <li>Review Asset Management resources and asset ownership in all units after implementation of service delivery review</li> </ul>	<ul style="list-style-type: none"> <li>Management user groups</li> <li>Consider appropriate application of the capacity of the Asset Lifecycle Management suite of programs</li> <li>Engage a Senior Asset ICT Systems Engineer</li> </ul>		
	SERVICE LEVELS	<ul style="list-style-type: none"> <li>Consider (and cost) whether level of service should be increased for any or some asset classes for 2011/12</li> </ul>	<ul style="list-style-type: none"> <li>Link level of service to costs and available funds</li> <li>Develop suitable maintenance management plans for all asset classes, linking level of service to cost</li> </ul>	<ul style="list-style-type: none"> <li>Community consultation on level of service</li> <li>Develop site specific Plans of Management for council owned land</li> </ul>	<ul style="list-style-type: none"> <li>Community understand</li> <li>Funding allocation for different Level of Service across asset classes reviewed across the Shire</li> </ul>
	5 DATA	<ul style="list-style-type: none"> <li>Condition monitoring in place and condition data verified</li> <li>Identify and record Capital Expenditure as new, renew and upgrade</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategy to link asset condition to service plan</li> <li>Clearly separate and record operating costs from maintenance costs</li> <li>Develop relevant use data</li> <li>Include tourist parks and waste assets in Asset Works Management</li> <li>Consistent inspection programs in place, using appropriate field recording technology</li> <li>Include value of recreational</li> </ul>	<ul style="list-style-type: none"> <li>Reliable data, based on recorded history and whole of life costs for assets known, resulting in higher levels of confidence in outputs</li> <li>Commence entering preliminary information on key natural assets in Asset Works Management</li> <li>Integration of inspection records with asset registers (automatically if possible)</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of data reliability</li> <li>Continue to enter natural asset data in Asset Works Management</li> <li>Include some measures of the value of natural assets</li> </ul>

# FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR

KEY ENABLER		2010/2011	2011/2012	2012/2013	2013/2014
6	PROCESSES		<ul style="list-style-type: none"> <li>assets in Special Schedule 7</li> <li>Focus on better data for drainage systems - ASI - condition and capacity</li> </ul>	Integration of inspection records with AWM and SAM	
		<ul style="list-style-type: none"> <li>Agree to proposal that whole of life cycle costs for existing and proposed new/upgraded assets are estimated and included in the Long Term Financial Strategy before new works proceed</li> <li>Asset Management plans used to influence works programs</li> <li>Project prioritisation criteria and processes developed</li> <li>Asset defect tracking process rolled out to road maintenance</li> <li>Complete project to define workflows to "acquire a new asset"</li> </ul>	<ul style="list-style-type: none"> <li>"Cradle to grave" processes applied</li> <li>Project Assessment Team role expanded and mandated to apply to all major projects to assess multi-aspect project evaluation to help ensure Council "builds the right assets"</li> <li>Project Assessment Team approval role to be included in the Project Management System for all major projects</li> <li>Undertake a rationalisation process of current assets re appropriate investment and service to the community</li> <li>Better application of risk management in decision making</li> <li>Asset defect tracking process rolled out to Water &amp; Sewage, buildings and bridges</li> </ul>	<ul style="list-style-type: none"> <li>Continuous improvement of all processes</li> <li>Optimised decision making commenced</li> <li>Asset defect tracking process rolled out to remaining asset classes</li> <li>Update maintenance manuals</li> </ul>	<ul style="list-style-type: none"> <li>Continuous improvement of all processes</li> </ul>

# **FEATURES OF THE ASSET MANAGEMENT ENABLERS THAT WSC WILL HAVE AT THE END OF EACH FINANCIAL YEAR**

KEY ENABLER		2010/2011	2011/2012	2012/2013	2013/2014
7	<b>ANALYSIS / EVALUATION</b>		<ul style="list-style-type: none"> <li>Implement project to define workflows to "acquire a new asset"</li> </ul>		
		<ul style="list-style-type: none"> <li>Asset financial sustainability ratios reported against targets in annual reports</li> <li>Commence asset renewal cost modelling (using SAM)</li> </ul>	<ul style="list-style-type: none"> <li>Predictive modelling becomes more reliable and optimised decision making techniques introduced</li> <li>Propose alternative ways to manage the gap between customer expectations and available funds</li> <li>Explore commercial and alternative opportunities for funding of assets</li> <li>Model costs of upgraded level of service for drainage</li> <li>Integrate the projects to capitalisation manual, project evaluation, asset responsibilities and asset acquisition processes</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation tools reviewed to refine predictive modelling</li> <li>Long Term Financial Strategy balances asset ownership costs and revenue</li> <li>Reliable Special Schedule 7 data used for practical Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>Use of available funds optimised based on triple bottom line analysis</li> </ul>

## Strategy Implementation Actions

Implementing the proposed Asset Management Improvement plan will involve significant resources. The sustainable management of assets is a 'whole of Council' responsibility, and this is recognised at all levels within Council.

Implementing the strategy will therefore require Council to:

- Identify and allocate responsibilities and accountabilities to relevant asset owners, asset users and planners
- Define performance measures for each asset owner in terms of quality, quantity, timing and budget
- Provide adequate systems, processes and funding to properly manage assets
- Train staff in asset management concepts and principles, software usage, data collection and data input
- Monitor and report on progress
- Take action to address any identified barriers to implementation
- Ensure an effective and sustained communications program to inform and engage the community on Council's new pro-active approach to asset management for community benefits



# Workforce Management Strategy

## A Summary of the Workforce Management Strategy

Wyong Shire Council currently employs the equivalent of 1,090 full-time staff. These people take roles in the following occupational categories:

- Clerical / administration – 24%
- Professional roles – 23%
- Labourer – 20%
- Technicians and trades workers – 12%
- Machinery operators and drivers – 11%
- Community service workers – 7%
- Managers – 3%

As Council moves forward, it is challenged with ensuring its workforce is appropriately skilled and qualified to deal with the demands of an ever-changing work environment.

Council has also historically found it difficult to recruit a number of skilled positions including:

- Specialist engineers
- Asset managers
- Accountants
- Early childhood teachers
- Childcare directors
- Speech pathologists
- Project managers
- Supervisors with trade skills
- Positions requiring leadership attributes.

If Council is to effectively deliver the 12 Principal Activities of this Strategic Plan and the eight objectives of the Community Strategic Plan it must ensure significant attention to its workforce management approach.

## Workforce Management Strategy

Council's has developed a 4 Year Workforce Management Strategy to address a number of workforce planning challenges. This will help to ensure Council can meet the staff resourcing needs of Council's many and varied projects over the long-term.

As part of this process, the Human Resources Unit also identified a renewed focus on a number of staff management approaches. These include:

- Training and development
- Leadership and development
- Succession planning
- Internship program
- Scholarship program
- Traineeships
- Apprenticeships
- Mentoring programs
- Staff engagement surveys
- Exit interviews

The Workforce Management Strategy is a great opportunity for Council to strategically align existing and future Human Resources programs with the community's aspirations identified in the Community Strategic Plan and Council's business approach in this Strategic Plan.

By delivering the best possible staffing resources for Council services, including the relevant training and skills-development activities, the community will receive an improved return on their rating investment.

***More details on the Wyong Shire Council Workforce Management Strategy can be found below.***

## Workforce Management Strategy

### Why Have a Workforce Management Strategy?

The Workforce Management Strategy is needed to ensure that the optimal number of skilled and engaged staff is available to provide services to the community.

It provides a framework for dealing with workforce challenges faced by Council in an effective and efficient manner.

### General Principles

Workforce planning at Wyong Shire Council is based on the simple principle of "having the right people in the right jobs at the right time within budget." Applying this basic concept requires development of a comprehensive and holistic process. Ultimately the process will provide Managers and employees with a framework and tools required to make informed people decisions based on the organisation's strategic direction and budgetary resources to make a difference in the community.

This Strategy outlines where Council's workforce is today and provides a high level assessment of Council's capacity to plan and respond proactively in providing services and meeting community needs and aspirations over the next four years. It is aligned to the quadruple bottom line.

The Workforce Management Strategy builds on a variety of internal documents including the objectives established in the Human Resource Strategy (2009). This internal document identifies the basic values of our workforce and highlights the following key objectives for the future:

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

These objectives form an important part of Council's operational business reality.

This Workforce Management Strategy identifies where effort will be required to strategically position Council's workforce for the next 10 years and beyond. To accomplish the Workforce Management Strategy a concerted effort across the organisation's 26 business Units will be required to understand and align them to the needs of Council and the community.

### The Strategic Approach



## Workforce Trends

Numerous publications and reports were reviewed during the development of this Strategy to ensure an understanding of the current and projected challenges, opportunities and demographics. The publications and reports interpreted to make to identify potential impacts on Wyong Shire Council.

The literature review consisted of the following sources:

- 2010 National CEO Survey conducted by the Australian Industry Group and Deloitte.
- October – December 2010 Employment and HR Trends conducted by Hudson Australia.
- 2010 Regional Economic Development and Employment Strategy developed by NSW Government.
- September 2010 Central Coast Economic Indicators developed by Central Coast Research Foundation.
- 2010 Regional Employment Plan developed by the Federal Government.
- 2007 Quality of Life on the Central Coast Final Report

Major findings identified include:

- Hiring experienced and qualified staff will be difficult due to high demand for labour, skills shortages and employers requiring specialist skills. Skills shortage fields include; engineers, accountants, business administration managers, qualified tradesman and machine operators. As a result employers will find it challenging to be market competitive.
- Securing top talent is difficult due to a significant increase in demand for staff.
- The smallest resident age group on the Central Coast is 25-34. Highest proportion of the population on the Central Coast is 65+. These figures suggest that the younger age groups are likely to move to higher populated areas where more opportunities prevail, while retirees tend to move to the Central Coast region.
- The Central Coast has a large proportion of students who do not complete the higher school certificate. This is one of the single biggest constraints on the local economy. People who have tertiary qualifications are significantly more likely to be employed than those with lower skills.
- The aging workforce will see a significant number of Council employees retiring in the next 2-5 years.
- Unemployment rate for NSW is 5.8% whilst the Wyong Shire rate is 8.1%. Wyong Local Government Area rate of unemployment has consistently remained around 2 percent above the state average which highlights the social and economic importance of Wyong Council as the largest single employer in the Shire.
- Aboriginal population on the Central Coast is the fastest growing population in Australia. Annual average growth rate of 3%.
- There is a higher incidence of part time employment on the Central Coast compared to the region. This may mask under-employment as more than a quarter of part-time employees in Wyong have consistently identified that they would like more hours or a full time job.

## Workforce Profile

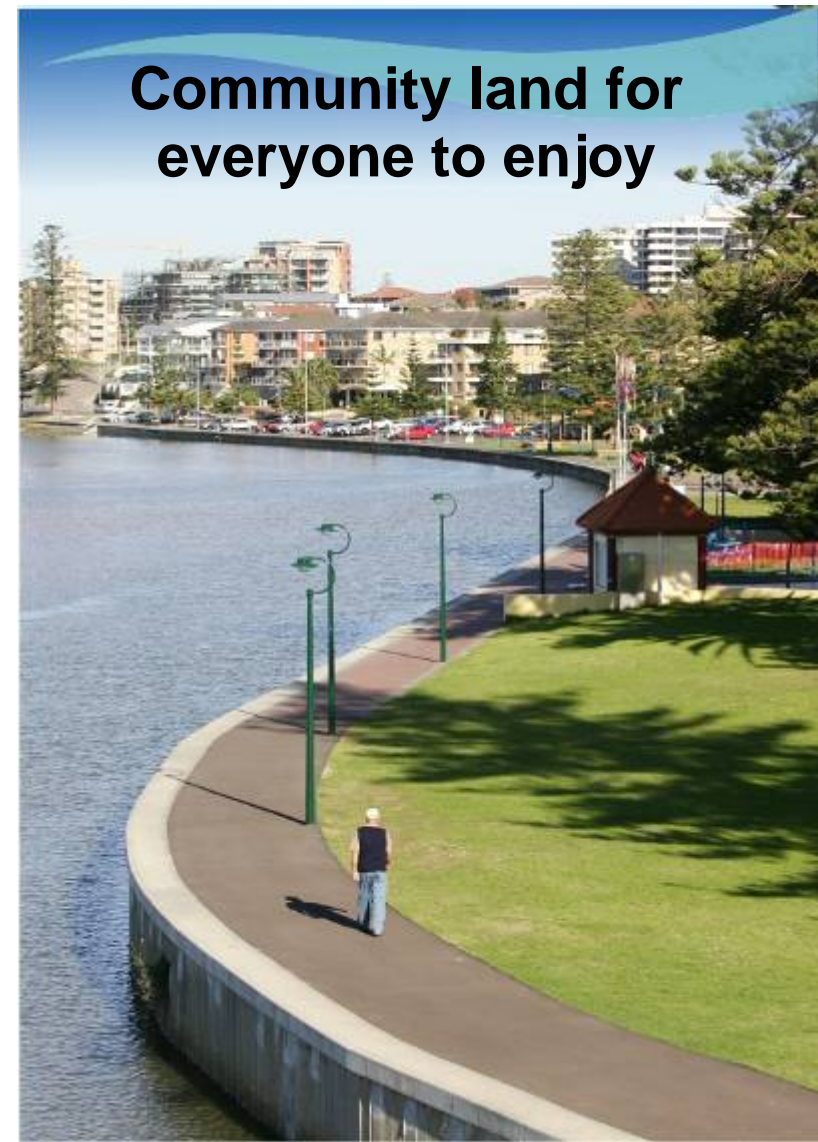
### Establishment

As at April 2011, Council employed 1,300 staff with an establishment of 1,295 positions. The distribution of staff by Directorate is shown in the following Table.

### Full-time Equivalent Staff

Budgeted Staff Numbers	Permanent FTE	Total FTE	Total Headcount
	1040	1094	1300

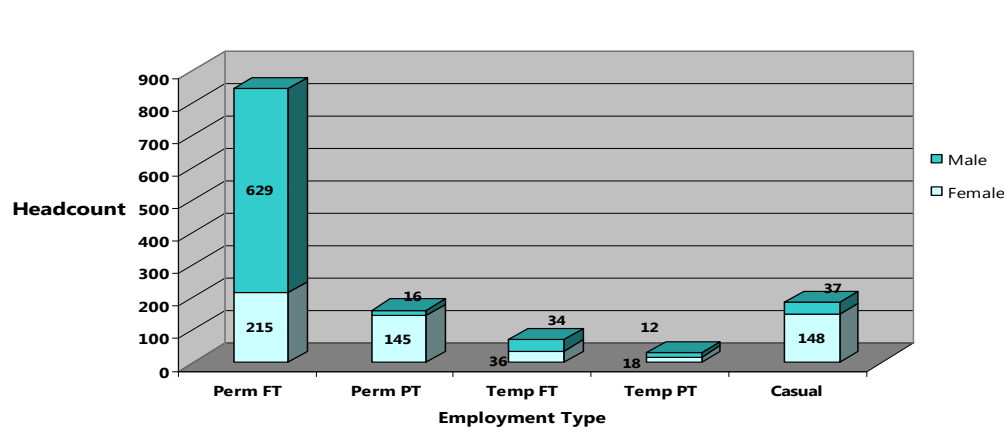
Of the total workforce 90.3% of Council staff live in the Central Coast Region.



## Gender and Employment Type

- 64.1% of the permanent workforce is male,
- 35.9% female,
- 70.8% of the total workforce works in a full-time capacity (91% of males, 38.6% of females).

## Employment Type by Gender

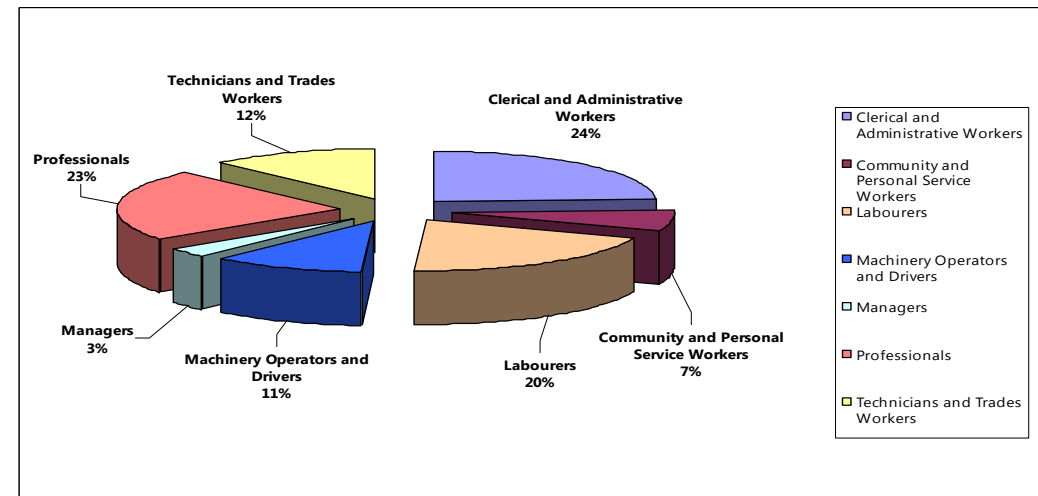


## Occupation

Council's permanent workforce occupies three main occupations:

- Clerical/Administrative 24%,
- Professional roles 23%; and
- Labourers 20%.

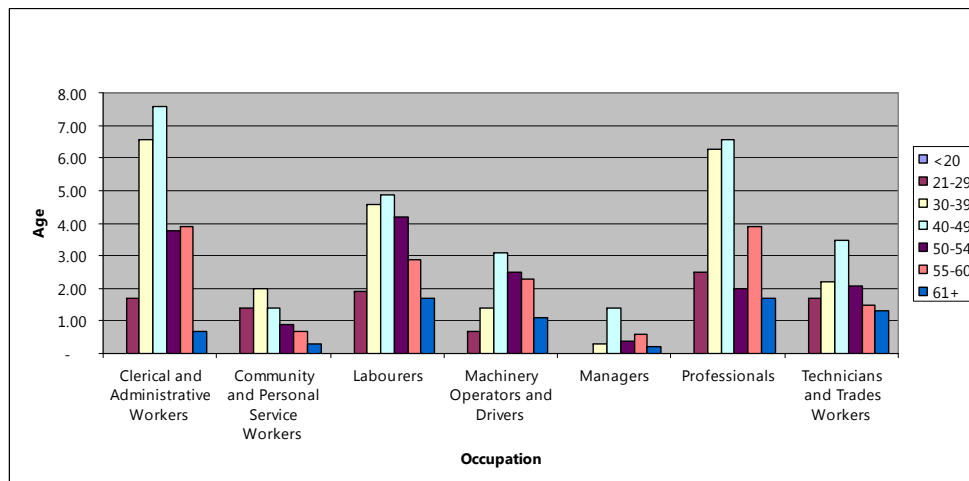
## Permanent Workforce by Occupation



## Age Profile

- The average age of Council's total workforce is 42.8 years with 38.5% greater than 50 years of age.
- 387 permanent employees could be currently considering retirement options or exiting the business.
- 44% of employees in labourer roles are greater than 50 years of age.
- 3.78 % of permanent employees are aged 25 years or younger.

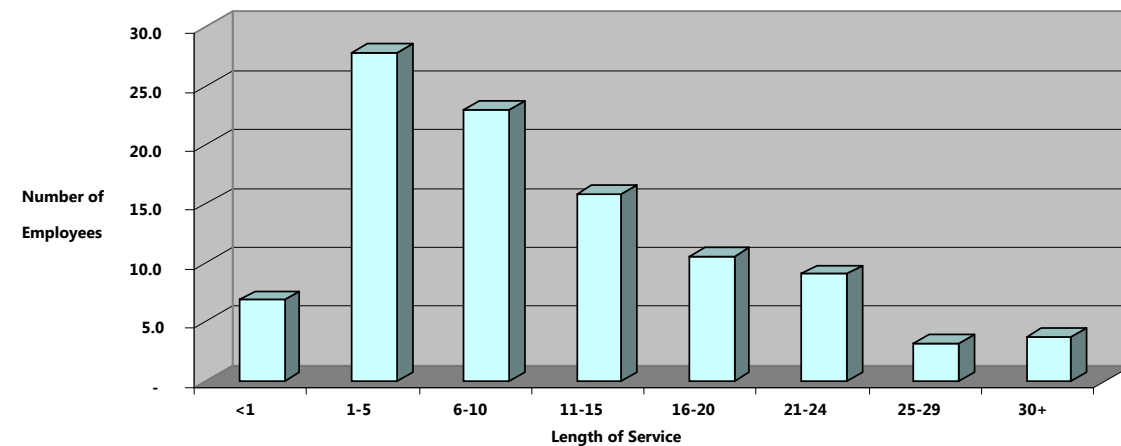
### Permanent Workforce by Occupation and Age



## Tenure

- The average tenure for the permanent workforce is 11.14 years
- 33.9% have less than 5 years
- 42.3% have greater than 10 years service

### Permanent Employees' Tenure



## Turnover

- The permanent staff turnover has been lower than 5% over the past 2 years
- 2010/11 financial year to date turnover is currently 2.29% (refer to Figure Permanent Staff Turnover).
- During the period 1 January 2010 – 10 December 2010 42 permanent employees ceased employment
- The projected turnover for 2010/11 financial year is 6.12% (an increase of 1.9% on last year) projection is based on the 2009/10 Actual National Job Advert Index projection figures

## Permanent Staff Turnover

Actual 2007/08	Actual 2008/09	Actual 2009/10	July – Nov 2010	Projected 2010/11
9.4%	4.91%	4.22%	2.29%	6.23%

- The turnover at Wyong Council is well below the local government industry range of 11% – 13%
- Of the 48 permanent employees that ceased employment in the 2010 calendar year the two main reasons for exiting were:
  - Career Change
  - Retirement

## Current Establishment: Analysis

- Current annual employee costs and liabilities as at 30 June 2010 were:
  - \$78.4M total employee costs
  - \$25.2M in employee leave entitlements (ELE) liabilities

There are a number of major current and potential workforce changes that must be considered during workforce planning for the next four years including:

- Proposed future organisational structure changes resulting from the formation of the Central Coast Water Corporation (see Part 2)
  - Requirement to build, buy or borrow resources to enhance and develop Council's capability due to reduced use of other employment engagements such as temps, casual and consultants
  - Expected 1% decrease in employee costs due to a reduction in the use of temporary and casual staff
  - Low turnover in the past two years resulting in slow natural attrition preventing new skill sets entering the workplace
  - Anticipated increase to employer superannuation contribution
  - Potential financial impact of paying out a high percentage of retirement age employees
- Utilising the scenario of a 1% reduction in Council's total employee costs, as recommended in the Service Delivery Review, (including leave liability) the cumulative annual savings is expected to be \$900K which is equivalent to a compounded saving of \$20M over a 10 year period. *(Figure based on annual wage indexation (2011 and 2012 are 3.25% as per Award increase, 2013 onward based on 2012) and a 0.5% annual growth in the Shire)*

## Gap Analysis

Councillors, Council's Executive and Service Unit Managers have explored the expected workforce challenges. This identified that the average expected service level across Council is "standard". This implies the majority of Service Units are delivering a standard of service primarily to meet legislative compliance.

Most Service Unit Managers believe their current workforce is capable of achieving the current and expected level of service. However, if the agreed levels of service change over the next 4-10 years (up or down) resources within the Service Unit will need to be adjusted accordingly.

There is a requirement for Council to determine if the current service level is adequate to meet the community's essential service needs and aspirations as prioritised in the Shire Strategic Vision. If not, there is a need to further prioritise the community's objectives and adjust the expected service levels. Once these priorities are finalised the next question will be "what is the budget to deliver the services and what skills are required to enable Council to achieve the agreed service levels"?

Gaps were identified by Managers in the areas of:

- Leadership and Management,
- Business Acumen and
- Values and Culture.

The majority of Service Unit Managers believe the most effective way of changing their Unit to ensure objectives are achieved is through training in the areas where skill shortages have been identified. In addition to the above, essential training requirements, including those improved skill sets needed to assist in delivery of the Community's Strategic Vision include:

- Technical skills
- Personal development
- Project management
- Financial and accounting management
- Technology changes
- Environment
- Advocacy and lobbying skills
- Community engagement and business support skills

An intensive skills gap analysis will be conducted in 2011/2012 to identify any further deficiencies within each Service Unit. This detailed assessment will provide the basis for more rigorous training and development planning. In addition it will help ensure alignment to the business needs and budget.

The Service Unit Managers identified difficulty in recruiting for the following positions:

- Engineers (e.g. Specialist hydrology, specialist transportation, design and technical)
- Asset Managers
- Accountants
- Positions requiring leadership attributes
- Early childhood teachers
- Child Care Directors
- Project Managers
- Supervisors with trade skills

The Service Unit Managers identified 70 potential retirees in the next four years and 18 critical roles that require Succession Planning which is scheduled to occur in September 2011.

## Planning Challenges

From the research done to date Council's identified workforce planning challenges are:

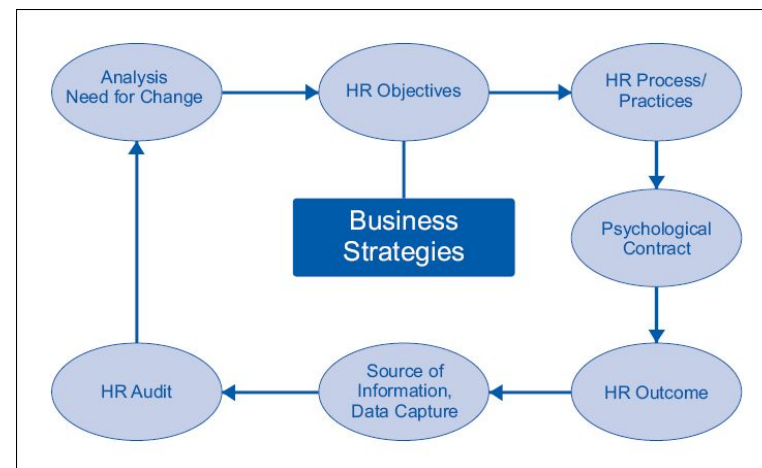
- Understanding our workforce and business needs
- Planning for alignment to the community's service needs and priority objectives
- Aging workforce
- Skills shortages
- Current staff capability and capacity
- Lack of talent pools
- Low staff turnover
- Low staff retention in first five years
- Labour market competitiveness
- Management data and measurement

Formation of the Central Coast Water Corporation has also been identified as a future event that creates a significant workforce planning challenge. Further planning will be required once further details of the Corporation have been obtained. An initial analysis is reported in part 2 - Scenario Analysis.

## 4 Year Workforce Management Strategy

The HR Unit is developing holistic strategies around the following nine key areas to address the identified workforce planning challenges. The strategies will have a focus on getting the basics right.

As the business changes the Workforce Management Strategy will continually be reviewed to ensure it evolves to meet the change within the business.



### 1. HR Management Data

Historically it has been difficult for management to understand their workforce planning needs due to not having adequate data for making informed people decisions. This difficulty was due to many reasons including:

- A lack of people process
- Poor people management practice
- Non-integrated information systems

A major effort to address this data gap was made during the latter half of 2010 leading to the ability to provide some current and accurate data to Managers for informed people decisions. Further work will occur in 2011/2012 to better understand individual Service Unit data needs leading to reports on Council's challenges and needs for accurate prioritising, budgeting and planning. (E.g. regular staff movement's audits, exit interviews, system updates, the development of a skills bank, skills gap analysis and succession planning data). Expanded Human Resource data will be integrated into Council's current review of Measures and Reporting



## 2. Organisation Capability

The Service Delivery Review recommended that Council have an ongoing program to:

*"Develop programs and investment in the up-skilling, retention and personal growth opportunities for our staff." (SDR Recommendation 5.4)*

This will allow Council to build its employees' capability to deliver services to the community. Activities for this organisation development include:

- Training and development
- Leadership development
- Succession planning
- Internship program
- Scholarship program
- Traineeships
- Apprenticeships
- Mentoring programs
- Staff engagement surveys
- Exit interviews

The above activities are at varying stages within Council. Human Resource is committed to aligning, planning and implementing the activities over the next four years. By planning and implementing strategically aligned programs Council will be able to address identified skills gaps, staff capability and capacity across the organisation.

## 3. Award compliance

There is a need for Council to manage its labour force more proactively and to ensure Award compliance.

2011/2012 training programs will ensure that Managers and Supervisors understand the requirements of the Award and are able to competently implement people management practices prescribed by the Award.

## 4. Flexible Work Practices

Flexible work practices are an important issue. In 2009 a flexible work practices survey was conducted which identified seven flexible workplace options for staff. These were:

- Phased retirement
- Part time work
- 9 day fortnight
- Flex time
- Working from home
- Job share
- Annualised hours

These practices are examples of a proactive approach to attracting and retaining staff from particular talent pools such as baby boomers, generation Y and working parents. Flexible Work Practices also assist in addressing the retiree departures. Some of these practices have been introduced such as part time work and working from home.

Further exploration and select implementation of flexible work practices will continue through 2011/2012 and beyond to assist with improving the performance of Council and service to the community.

## 5. Performance Management System

The Performance Management System (incorporating position descriptions, performance appraisals and remuneration) has historically not been linked to Operational Plans and not necessarily linked to organisation outcomes based on the strategic direction set by Council. In 2011/2012 Council will be reviewing all aspects of the current Performance Management System to ensure performance outcomes reflect the needs of both Council and the community.

In the future it is intended that the Performance Management System provide the following:

- Increased individual accountability
- Clarity of expectations by setting SMART (specific, measurable, achievable, realistic and timely) objectives and focusing on the achievement of outcomes
- Further opportunity for interaction between new employees and supervisors during and after the probationary period
- Direction and support to achieve Council's and learning objectives
- Open and honest feedback between supervisor and staff member
- Aligned reward and recognition
- Identification of training needs and development of training plans
- The framework and tools to effectively manage poor performers

## 6. Recruitment and Selection

Council is committed to recruiting the best possible candidates with a focus on providing employment within the local community where possible.

Wyong Council has a strong employer brand in the local market and is one of the largest employers on the Central Coast. It has no difficulty in attracting unskilled labour. A big motivator for locals to work for Council is to not have to commute to Sydney. The appeal to non-locals is Wyong's beautiful coastal location that offers a perceived lifestyle through the promotion of being a

great place to live and work. There is also an appeal for staff in working in a growth area with many tasks and challenges.

The challenge as previously highlighted in this document lies in identifying required skills and then accessing appropriate talent pools to attract those which are not available locally. An additional challenge is the ability for Local Government to be competitive in areas like remuneration and benefits.

HR staff have recently been up-skilled in targeted recruitment processes and techniques, with the intention of developing consistency and robustness in Council's recruitment practices. It is intended to up-skill all Managers responsible for recruiting staff over the next two years.

There will be an emphasis on creating diverse talent pools in 2011/2012, targeting candidates through participation in career expos, networking with various associations and professional organisations as well as higher learning institutions. In addition Council will focus on a youth employment strategy through the Scholarship, Internship, Apprenticeship and Traineeship Programs which are being reviewed to create potential talent pools. All of these programs provide valuable work experience to the participants and give Council the opportunity to implement new skills and fill identified gaps.

## 7. OH&S and Risk

Council is committed to the health, safety and wellbeing of all employees. We are a self insurer and work diligently to meet its obligations and duties to ensure a safe workplace and to be fully compliant with the New South Wales Occupation Health & Safety Act 2000 and the Occupation Health & Safety Regulation 2001.

Injuries continue to cost Council a significant amount annually. The Service Delivery Review identifies significant savings arising from an "increase focus on injury reduction, tighter case management, attitude change." (Service Delivery Review additional savings #14)

There is a need to develop effective strategies to address the impact that an aging workforce is having on Occupation Health & Safety issues. As previously highlighted the majority of Council's aged workers are labourers and this is where the majority of Council's injuries are occurring. Council will implement a specific project in 2011/2012 to further understand and manage this concern.

## 8. Policies

There is a need for Council to review, update or create modern HR policies and align them to the 2010 Award.

Currently there is confusion among managers and employees regarding workforce, operational planning and budget management activities (e.g. recruitment and selection, secondments, higher grade pay, study assistance and leave entitlements.) Many Human Resources policies are in the process of being developed or amended and a project plan has been developed to ensure continued and/or increased governance.

All Human Resource policies will be reviewed in 2011/2012.

Once the Central Coast Water Corporation details are finalised Council's policies and procedures will need to be amended to reflect such changes.

As previously stated a focus on the review and further development of an Equal Employment Opportunity Management Plan will also occur in 2011/2012. A focus on further promoting diversity in the workplace will also occur during the four year program.

## 9. Measures and Targets

During 2011/2012 Council will seek to achieve the following Human Resources targets:

- 25% reduction in submission of formal grievance
- 25% reduction in time taken to manage workers compensation claims to successful outcomes
- 15% reduction in average time taken to fill vacancies
- 25% of current policies that impact the majority of the organisation reviewed and amended
- 100% of performance appraisals actioned

The Human Resource Unit will develop specific measures to conduct corporate assessment of Human Resource performance. This will establish baselines for continuous improvement that will be integrated with the corporate measures and reporting and used in the continuous improvement program. Some examples of specific workforce planning measures that may be included are:

- % of accuracy in data through regular audits
- % of recruitment achieved through targeted talent pools
- % of identified gaps filled
- % of training plans completed and successfully implemented
- % of succession plans completed
- % of reduced injuries in aged workers
- % of permanent staff turnover
- Lost time injury duration
- Lost time injury frequency rate

**ENDS**





Canton Beach Playground Construction

## Appendix Section



## Appendix 1 - The Community Strategic Plan

In 2008-09 Wyong Shire Council worked with the community to develop a long-term 20 year vision for the area. This vision was known as the *Shire Strategic Vision: Our Shire Our Future* and is now referred to as the Shire's *Community Strategic Plan*.

It outlines how we can achieve the best quality of life in the future and focuses on the community's long-term aspirations. It provides eight objectives which are outlined in the box opposite, and recognises that Council is one of many stakeholders responsible for making these aspirations become reality.

The Community Strategic Plan doesn't prioritise or make specific comments about many essential services provided by Council (such as sewer, water, flood mitigation or governance). The community expects such services to continue into the future as long as they are maintained to a reasonable level and do not have a major impact on the quality of life.

### *Creating our ideal community – caring, prosperous and sustainable*

In formulating this Strategic Plan document, Wyong Shire Council has paid particular attention to the Community Strategic Plan and the eight objectives within it.

#### ***Did you know?***

***The University of Newcastle, Ourimbah Campus is a very important partner in the provision of quality tertiary and technical qualifications on the Central Coast. They play a vital role in maintaining a high profile for higher education throughout our community.***

#### **Did you know?**

##### **Shire Strategic Vision: "Our Shire Our Future" -- 8 Priority Objectives include**

1. Communities will be vibrant, caring and connected with a sense of belonging and pride in their local neighbourhood
2. There will be an ease of travel within the Shire and to other regional centres and cities. Travel will be available at all hours and will be safe, clean and affordable
3. Communities will have access to a diverse range of affordable and coordinated facilities, programs and services
4. Areas of natural value in public and private ownership will be enhanced and retained to a high level in the context of ongoing development
5. There will be a sense of community ownership of the natural environment through direct involvement with environmental programs
6. There will be a strong sustainable business sector and increased local employment built on the Central Coast's business strengths
7. Information communication technology will be consistent with world's best practice and adaptive to technological advances across all sectors
8. The community will be well educated, innovative and creative. People will attain full knowledge potential at all stages of life

## Other Partners' Contribution to the Community Strategic Plan Objectives

Over the next 20 years, Council has a major role in achieving the 42 strategies identified in the eight priority objectives listed in the Community Strategic Plan. However, a number of other agencies also share responsibility for about half of these strategies (see table below). Council will maintain a partnering, advocacy or monitoring role to help ensure these strategies are actioned and will report back to the community on a regular basis on the progress of those actions.

Community Strategic Plan Priority Objective	Community Strategic Plan Strategy	Primary Responsibility	Council's Role		
			Partner	Advocate	Observer / Monitor
<b>1. Communities will be vibrant, caring and connected</b>	Implementing the Regional Strategy for the Central Coast	State Government Dept	X	X	X
<b>2. There will be ease of travel</b>	Ensuring public and private bus services are timely, clean, safe and affordable	Bus Companies		X	X
	Upgrading train and public transport services between Williamstown and Sydney Central ensuring the service is safe, timely and reliable	Rail Corp		X	
	Improving commuter parking at railway stations	Rail Corp		X	X
	Improving commuter hubs along the freeway	Department of Transport Roads & Traffic Authority		X	
	Creating a better public transport system	Rail Corp Bus Companies		X	
	Ongoing upgrading of roads in the region	Roads & Traffic Authority		X	X
	Improving the F3 links to Sydney	Roads & Traffic Authority Federal Government		X	X
<b>4. Areas of natural value will be enhanced and maintained.</b>	Preserving threatened and endangered species as well as ecological communities and biodiversity	Office of the Environment & Heritage Federal Department of SEWPC	X	X	X
<b>5. There will be a sense of community ownership of the natural environment</b>	Establish an annual community "Celebration of the Environment"	Community	X		
	Creating, maintaining and promoting a series of community gardens	Community	X	X	X
<b>6. There will be a strong sustainable business sector</b>	A coordinated approach to business generation, employment and development	Regional Development Aust	X	X	X
	Actively promoting the business benefits of Wyong Shire	Regional Development Aust		X	X
	Establishing and maintaining a strategic database on business and economic trends on the Central Coast	Regional Development Aust	X		X
	Sourcing tourist attractions across the Shire	Business Interests	X	X	
<b>7. Information communication technology will be world's best</b>	Providing free wireless broadband throughout Wyong Shire			X	X
<b>8. The community will be well educated, innovative and creative.</b>	Generating community awareness and behavioural change about the value of ongoing education	Department of Education & Training	X	X	X
	Creating programs that encourage lifelong learning for everyone	Department of Education & Training University OF Newcastle	X	X	X



Community Strategic Plan Priority Objective	Community Strategic Plan Strategy	Primary Responsibility	Council's Role		
			Partner	Advocate	Observer / Monitor
		Community Groups			
	Creating and maintaining programs to actively encourage community involvement in educational institutions	Department of Education & Training University of Newcastle Community Groups		<b>X</b>	<b>X</b>
	Establishing and maintaining a committed network of education, community, business and government representatives	Department of Education & Training University of Newcastle Partners		<b>X</b>	<b>X</b>
	Providing programs and services which respond to changes in the field of education in Wyong Shire	Department Education & Training			<b>X</b>

## Appendix 2 - Strategic Planning Inputs

The table below shows the linkages between the Principal Activities of Council, the Community Strategic Plan Objectives and Council's 'quadruple bottom line' of balancing social, environmental, economic and civic leadership. It also demonstrates the Community Strategic Plan strategies to be addressed by Council's service units and the products each service delivers.

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 1	Services	Products
Social	<i>The community will be well educated, innovative and creative</i>	Community & Education	Community and Cultural Development MGT	Community & Cultural Development MGT
			Community Facilities	Cemeteries
				Community Facilities Management
				Cultural Centre
			Community & Cultural Development Programs	Community Programs
				Community Committees
				Events
			Community Education	Community Education
				Road Safety and CARES (CCLLC)
			Community and Cultural Planning	Community and Cultural Planning
	Community Buildings MGT		Community Buildings MGT	
			Depot - Long Jetty	
			Community Buildings - Asset Supplier Services	
	Community Engagement MGT		Community Engagement MGT	
	Communications		Communications	
	Community Engagement		Community Engagement	
	Customer Contact		Customer Contact	
	Printing and Graphic Design Services		Printing and Graphic Design Services	
	Community Lifelong Learning MGT		Lifelong Learning MGT	
	Care & Education		Vacation Care	
			Child Care Services (reported under Council Enterprises)	
	Library Services		Library Services	

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 2	Services	Products
<b>Social</b>	<i>Communities will have a range of facilities, programs and services</i>	<b>Community Recreation</b>	Open Space MGT Open Space  Sport Leisure & Recreation MGT Sport Leisure & Recreation Planning Sport Leisure & Recreation Operations  Holiday Parks Public Toilets	Open Space MGT Nursery Public Tree Management Litter Collection Land care Open Space - Asset Supplier Services Sport Leisure & Recreation MGT Sport Leisure & Recreation Planning Parks and Reserves Beach Services Sport and Recreation Facilities Ovals Boat Ramps and Jetties Recreation Centres Swimming Pools Holiday Parks <i>(reported under Council Enterprises)</i> Public Toilets
Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 3	Services	Products
<b>Economic</b>	<i>There will be a strong sustainable business sector</i>	<b>Economic &amp; Property Development</b>	Place Management  General Manager - Major Projects Economic & Property Development MGT Business Development Economic Development Commercial Property	Place Management MGT Place Management – Wyong & Tuggerah Place Management - The Entrance Place Management - Toukley Place Management - Other Areas Warnervale Town Centre Economic & Property Development MGT Business Development Economic Development Commercial Property Development Property Administration

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 4	Services	Products
Economic	There will be a strong sustainable business sector	Council Enterprises	Care & Education Holiday Parks	Child Care Services Holiday Parks

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 5	Services	Products
Environmental		Regulatory	Building Certification & Health MGT Certification Development Assessment & Other Apps Public Health and Safety Compliance & Regulation MGT Animal Care Facility Auditing Noxious Weeds Ranger Services Land Use Compliance and Regulation	Building Certification & Health MGT Certification Development Assessment & Other Apps Public Health and Safety Compliance & Regulation MGT Animal Care Facility Auditing Noxious Weeds Ranger Services Land Use Compliance and Regulation

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 6	Services	Products
Environmental	Areas of natural value will be enhanced and maintained	Environment & Land Use	Development Assessment MGT	Development Assessment MGT
			Development Assessment	Development Assessment
			Land Use Planning and Policy Development MGT	Land Use Planning and Policy Development MGT
			LEP	LEP
			Client Management	Client Management
			DCP and Policy	DCP and Policy
			Developer Contributions	Developer Contributions
			Environment and Natural Resources	Environment and Natural Resources MGT
			Environment Planning	
			Natural Resources Planning	
			Planning for Climate Change	
	Co-ordinate and Manage Natural Resources and Natural Asset Plans			
	There will be a sense of community ownership of the natural environment		Natural Open Space	Vegetation Maintenance
				Catchment Maintenance
				Lake and Coastline Maintenance
			Stormwater Works	Stormwater Works
			EPS Major Projects MGT	Estuary Management
				Sustainability within Council

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 7	Services	Products
Civic Leadership		<b>Waste Management</b>	Waste MGT	Waste MGT
			Waste-Domestic	Domestic Waste
			Waste-Commercial Waste Services	Commercial Waste
			Waste-Processing & Disposal	Tip Operations
			Waste – Litter	Litter Collection
			Closed Landfill Remediation	Closed Landfill Remediation

Quadruple Bottom Line	Community Objectives (that Council has primary responsibility for)	Principal Activity 8	Services		Products
Civic Leadership	There will be ease of travel within the Shire	Roads	Road & Stormwater MGT		Road & Stormwater MGT
			Roads		Roads MGT
					Local Roads
					Kerb and Gutter
					Roads and Foot Bridges
					Shared Pathways
					RTA Roads
					Car Parks
					Footpaths
					Traffic Facilities
					Street Furnishing, Bus Shelters and Landscaping
Quadruple Bottom Line	SSV Objectives Strategies (that Council has primary responsibility for)	Principal Activity 9	Services		Products
Civic Leadership		Drainage	Stormwater (Water & General Fund)		Stormwater
			Roads & Stormwater Asset Planning		Investigations, Inspection, Condition Monitoring Assessment and Reporting
					Roads & Stormwater Asset Planning MGT
					Street Lighting
			Roads & Stormwater Design		Roads & Stormwater Design MGT
					Engineering Survey
					Design Preparation
					Geotechnical Services
					Quantities & Cost Control
Quadruple Bottom Line	SSV Objectives Strategies (that Council has primary responsibility for)	Principal Activity 10	Services		Products
Civic Leadership		Sewer Services	Sewer Services		Sewer Services General
					Sewer Treatment Plants
					Sewer Pump Stations
					Sewer Mains

Quadruple Bottom Line	SSV Objectives Strategies (that Council has primary responsibility for)	Principal Activity 11	Services	Products
Civic Leadership		Water Supply	Water Services	Water Pump Stations
				Water Mains
				Water Reservoirs
				Dams & Weirs/Catchments
				Water Treatment Plants
				Joint Water Supply Admin
				Water Supply Admin
			Water Supply	Drought Management

Quadruple Bottom Line	SSV Objectives Strategies (that Council has primary responsibility for)	Principal Activity 12	Services	Products
Civic Leadership			Asset Management	Asset Management MGT
				Asset Management
				Floodplain Management (W&S Funded)
				Transport Planning
			Procurement	Procurement
			Contracts & Projects MGT	Contracts & Projects MGT
			Corporate Governance MGT	Corporate Governance MGT
			Civic Centre Management	Civic Centre Management
			Policy Management	Policy Management
			Council Services	Councillor Facilities, Expenses & Fees
				Councillor Support
				Community Grants and Subsidies (outgoing)
				Councillor Community Improvement Grants
			Finance MGT	Finance MGT
			Finance	Accounting Services
				Accounts Payable
				Payroll
				Revenue Services
			Human Resources MGT	Human Resources MGT
			HR Operations	HR Operations
			HR Business Partners	HR Business Partners
			HR Remuneration	HR Remuneration
			Staff Learning & Development	Workforce Capability Development



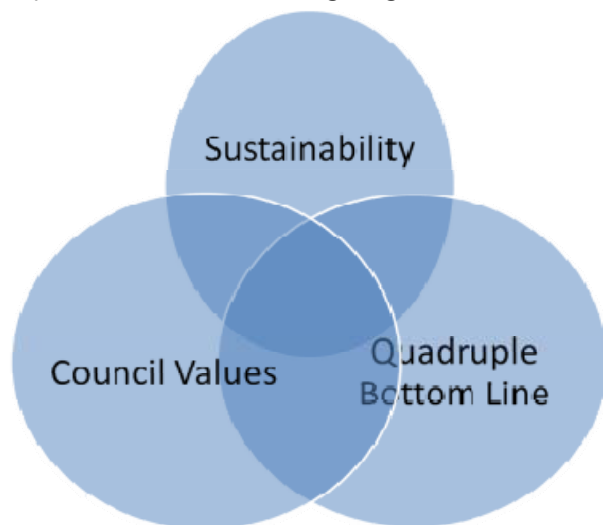
Quadruple Bottom Line	SSV Objectives Strategies (that Council has primary responsibility for)	Principal Activity 12	Services	Products
		Administration (cont)		Learning and Development
			Recruitment	Recruitment
			Industrial Relations	Industrial Relations
			OH&S	Occupational Health
				Safety
				Workers Compensation
			Risk Management / Insurance	Risk Management / Insurance
			Information Management MGT	Information Management MGT
			Information Management	Operations
				Architecture
				Applications
			Corporate Information Services	Corporate Information Services
			Land Information Services	Land Information Services
			Integrated Planning MGT	Integrated Planning MGT
			Integrated Business Planning	Integrated Business Planning
			Continuous Improvement Program	Continuous Improvement Program
			Measures and Reporting	Measures and Reporting
			Government Relations	Government Relations
			Legal Service MGT	Legal Services MGT
			Internal Audit	Internal Audit
			Internal Ombudsman	Internal Ombudsman
			Legal Actions and Advice - Corporate	Legal Actions and Advice - Corporate
			Plant, Fleet & Depot MGT	Plant, Fleet & Depot MGT
			Plant - Mobile Equipment and Vehicles	Plant - Mobile Equipment and Vehicles
			Stores	Stores
			Depots and Sites	Depots and Sites
			Emergency Services	Rural Fire Service
				NSW Fire Brigade
				Other Emergency Services

## Appendix 3 - Wyong Shire Operating Principles

Council's operations are carried out in accordance with a number of basic operating principles. These include:

- Ensuring that our operations are carried out in keeping with adopted **Sustainability** principles,
- Balancing the four elements that make up the **Quadruple Bottom Line**, and
- Ensuring all our activities are carried out in accordance with **Council's Values**.

These can be represented in the following diagram



### Did you know?

#### Wyong Council's Sustainability Principles are;

- Improved outcomes – Recognising that people, nature and the economy are affected by our actions.
- Smart, local, adaptable. - Responding to future challenges by embracing innovation and acting timely and effectively.
- Think holistically. Act responsibly. - Recognising that people, nature and the economy are affected by our actions (same as the first one) and ensuring planning for the long-term while recognising short-term needs.
- Lead by example. – Taking actions for positive change and supporting visionary policies and practices within the community.
- Working together. - By engaging with, and listening to, all facets of society and encouraging innovation, sharing of resources and engagement.
- Caring for nature. - Recognising the intrinsic value of biodiversity and natural ecosystems as well as protecting the environment for the benefit of all life forms.
- Good processes. Improved outcomes. - Demonstrating leadership, accountability, transparency and financial responsibility in all decision making.

These are formally adopted by the community as the Community Strategic Plan "Principles" following the Shire Strategic Vision: Our Shire Our Future process.

## Managing Risk

Council recognises the need to adopt an integrated and strategic approach to all parts of Council business management processes in order to manage any potential risks. This approach to risk management captures the more significant risks while also managing the less significant risks that are part of the day-to-day running of any business.

Council manages its potential risks via many different business frameworks in order to;

- Increase the likelihood of achieving objectives
- Encourage proactive and integrated business management
- Improve the identification of opportunities and threats
- Comply with relevant legal management practices between organisations
- Improve financial reporting
- Improve governance
- Improve controls
- Improve loss prevention and incident management
- Minimise losses.

The level of risk varies depending on the nature of the activity being undertaken. It is expected that a reasonable level of risk is acceptable in normal business operations; however Council maintains a low tolerance to risk, particularly where it may affect the safety of staff and the community, financial viability and/or regulatory compliance.

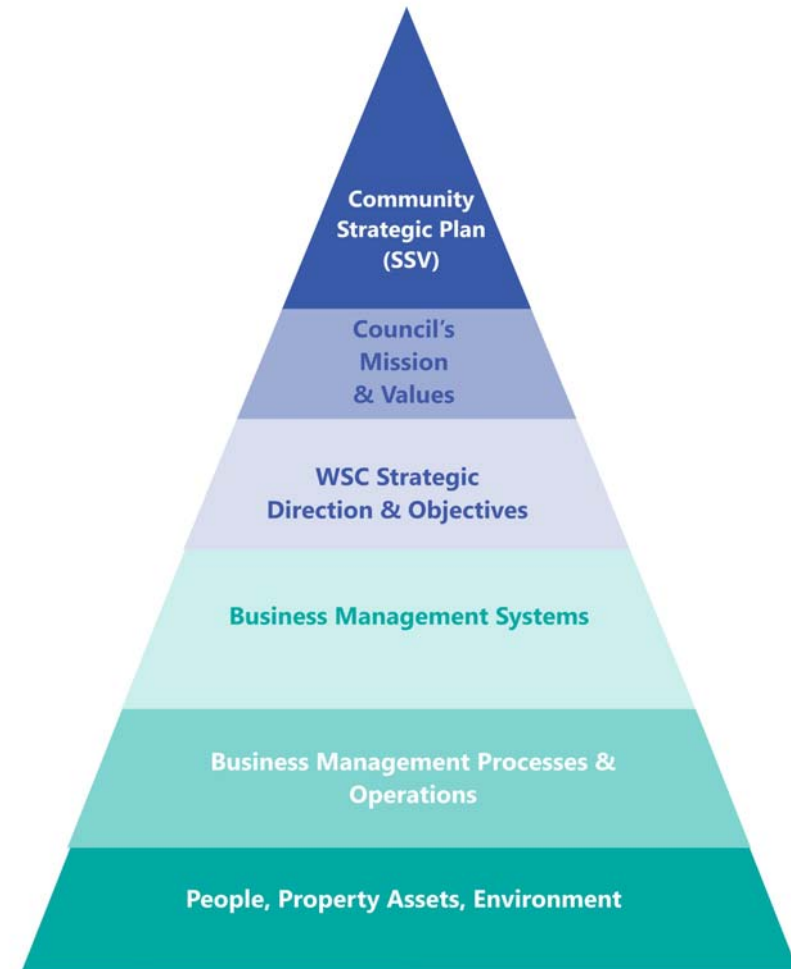


Council manages potential risks through a large number of integrated actions and processes. Risk minimisation measures undertaken by Council representatives, staff and the community include:

- Statutory compliance
- Maintaining an in-house General Counsel
- The formation of policies and procedures
- The auditing of processes and systems
- Public Council meetings (22 per year)
- Residents' forums
- Governance Committee (independent of management)
- 10 committees to facilitate the implementation of Council's priority objectives
- Management self-assessment
- Internal audits
- Management of a continuous improvement process
- Internal Ombudsman (representing the public interest)
- Exhibition of relevant data for community feedback
- Federal, State and Local Government Standards
- The Corporate Risk Register
- Public Officer (to oversight the provision of information to the public)
- Management Reporting (monthly, quarterly and annually which is used to analyse risk patterns and trends and mitigate them before they escalate)

***Occupational Health and Safety is addressed within the individual business unit plans***

### Framework for the Risk Management



## ***Did you know?***

Some specific risks identified for Wyong Shire include;

### ***The Central Coast Water Corporation***

Wyong Shire Council and Gosford City Council are statutory authorities for water and sewer functions under the Water Management Act 2000. In late 2006 the State Government passed enabling legislation to amalgamate Wyong and Gosford Councils' water and sewerage functions and establish a Central Coast Water Corporation. In August 2010 a Memorandum of Understanding was signed to enable Wyong Shire and Gosford City Council to undertake a phased transfer of functions.

### ***Potential Amalgamation of Wyong Shire Council and Gosford City Council***

Formation of the Central Coast Water Corporation opens an opportunity for potential amalgamation of Wyong and Gosford Councils. This has the potential to create economies of scale by combining the resources of the two councils after water and sewerage services are removed to a separate authority and can generate benefits for residents of the Central Coast. Both councils have called for an external expert review of the possibilities to fully understand both the benefits and disadvantages that would arise from a potential amalgamation.

### ***Development Contributions***

#### *Section 94*

Changes to Section 94 contribution legislation have impacted on Council's ability to collect and spend developer contributions. The changes have created an environment of uncertainty restricting the type of facilities for which councils can both collect and spend s94 contributions. This is a particular problem in new growth areas such as Warnervale, the Warnervale Town Centre and Wyong Employment Zone

Section 94 contributions within new "greenfield" release areas are now capped at \$30,000 per lot/dwelling. This will have significant impacts on Council's ability to collect enough funds to deliver future infrastructure within the new areas of Warnervale, including the new Town Centre. Section 94 contributions within existing developing areas such as Woongarra and Wadalba remain unchanged under the s94 Contribution Plans applying in these areas.

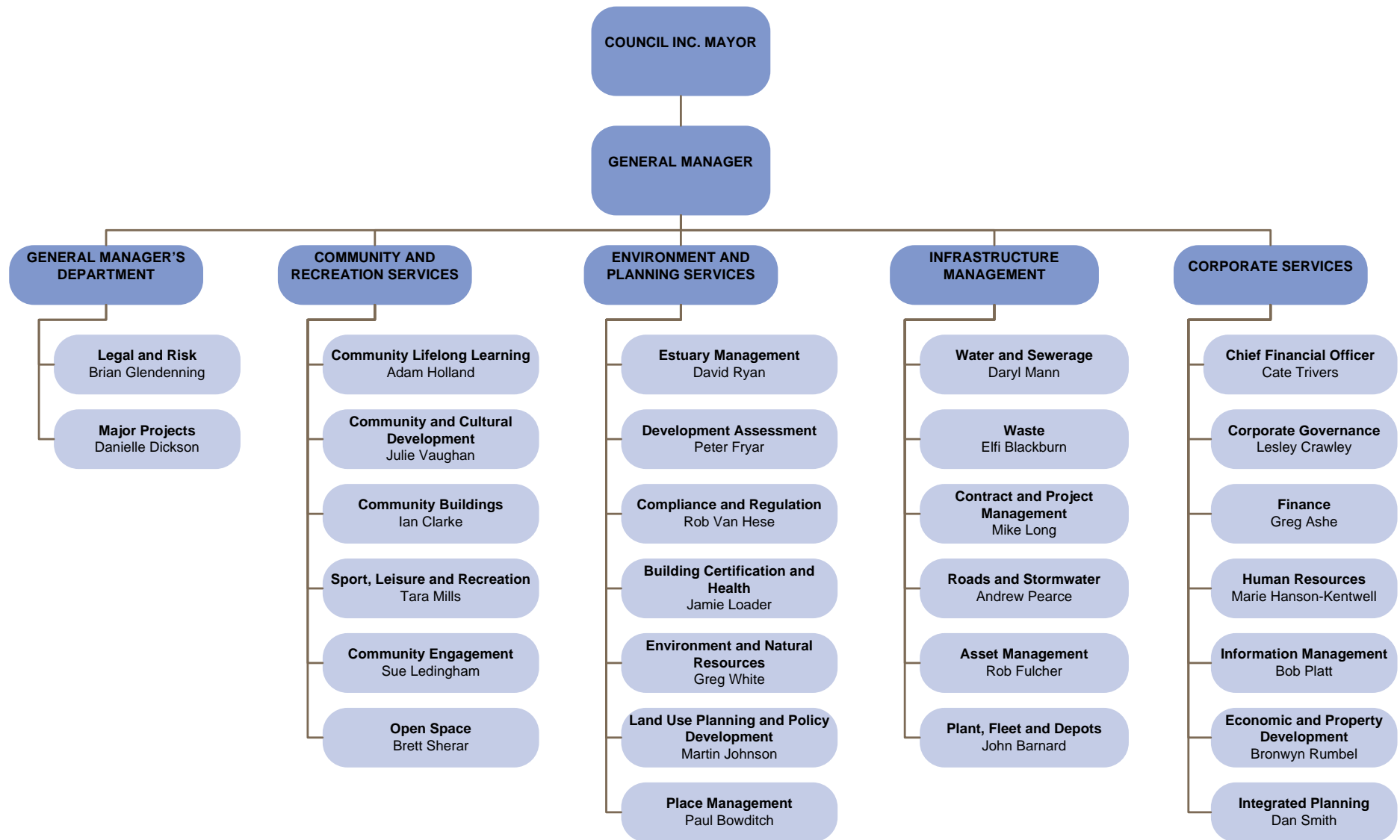
#### *Water and Sewer*

Development contributions for water and sewer services are levied in accordance with methodology developed by the Independent Pricing and Regulatory Tribunal. The Tribunal has set a ceiling of 85% for developer charges derived under its developer contributions methodology. The basis for this cap was to moderate the impact of increases that would apply to the cost of new housing. This shortfall continues to be funded by current ratepayers.

### ***Restoration of Closed Tip Sites***

Council retains responsibility for the remediation of former tip sites on community land. While there is significant planning and expenditure being made on these sites, they remain significant risks to Council until modern planning and remediation is completed and long-term monitoring established.

## Appendix 4 - Organisational Structure



## Appendix 5 - Asset Management Policy

# ***Policy on Community Infrastructure Asset Management***

***Approved date – August 25<sup>th</sup> 2010***

***Review date – August 2014***



## A POLICY SUMMARY

- A.1** The purpose of this policy is to set the broad framework for undertaking asset management in a structured and coordinated way, in order to provide an appropriate level of service in a sustainable manner for present and future customers.

This policy applies to all infrastructure assets owned or controlled by Council and those on which it depends to carry out its functions.

## B POLICY BACKGROUND

- B.1** Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management practices across all areas of WSC.

This methodology is an essential component of the custodianship of Council's assets. It is necessary to advise on the best use of resources by ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's service needs.

- B.2** Council owns and uses over \$2.4 billion worth of non-current, built assets and a substantial portfolio of natural assets to support its core business of delivery of service to the community.

- B.3** Asset management is a direct requirement of the Integrated Planning framework of WSC.

## C DEFINITIONS

- C.1** **The Act** shall mean the Local Government Act 1993

- C.2** **Council** shall mean the elected members that form the governing body (Council) of the Wyong Shire Council

- C.3** **WSC (WSC)** shall mean the organisation established to administer Council affairs and operations and Council policy and strategies.

- C.4** **Plans** shall mean Council's Annual Management Plan, Delivery Plan, Long Term Financial Strategy, Asset Management Strategy, Strategic Shire Vision and similar documents.

- C.5** **An Asset** shall mean:

"A resource controlled by a council as a result of past events from which future economic benefits are expected to flow to the council."<sup>1</sup> (For the purposes of this definition, Council believes that "economic benefit" means the benefit to the community of goods, functions and services produced or provided by the asset to meet Council's objectives), **or**

"a physical component of a facility which has value, enables services to be provided and has an economic life of greater than twelve months".<sup>7</sup>

- C.6** **Natural assets** shall mean "the stock of natural resources from which ecosystem services are produced that are of value to humans. Natural assets include natural resources such as soil, biota (flora and fauna), water systems (streams, lakes and wetlands), and atmosphere".<sup>8</sup> Council does not restrict this definition to those natural assets that are of value only to humans and includes those of value to the whole ecosystem.

- C.7** **Asset Management** shall mean "the systematic and coordinated activities and practice through which an organisation optimally manages its physical assets, and their associated performance, risks and expenditures over their lifecycle for the purpose of achieving its organisational strategic plan".<sup>2</sup>

**C.8** Current Assets shall mean “those assets which the entity either:

- a) Intends to sell or consume in its normal operating cycle; or,
- b) Holds primarily for the purpose of trading; or,
- c) Expects to realise the asset within twelve months after the reporting date; or,
- d) Holds and are cash or a cash equivalent (and are not restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period).<sup>3</sup>

**C.9 Non-Current Assets** shall mean “all assets other than current assets, including assets held but not traded by a business in order to carry out its activities. Such assets are intended for use, not exchange, and normally include physical resources such as land, buildings, drains, parks, water supply and sewerage systems, furniture and fittings.”<sup>4</sup> Council also includes natural assets in this definition.

**C.10 Life Cycle Cost** shall mean “the total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs”.<sup>5</sup>

**C.11 Asset Sustainability Ratio** – (ASR) shall mean “the ratio of asset replacement expenditure relative to depreciation for a period. It measures whether assets being replaced at the rate they are wearing out”.<sup>6</sup> The Local Government Code of accounting Practice and Financial Reporting defines this ratio as “Buildings and Infrastructure Renewals Ratio”.

**C.12 Asset Renewal Funding Ratio** – (ARFR) shall mean “the ratio of the net present value of asset replacement funding accommodated over a ten year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in

an asset management plan for the same period. It assesses the entity’s financial capacity to fund asset renewal”.<sup>6</sup>

**C.13 Capital Expenditure** (CAPEX) shall mean “expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of asset stock.”<sup>7</sup>

**C.14 Infrastructure** shall mean “the basic requirements of a developed economy”<sup>9</sup>. “Infrastructure management ...(promotes the) sustainable use of the physical, as well as natural, environment”.<sup>10</sup>

**C.15 Custodian** shall mean “a body lawfully invested with the power and charged with the obligation of taking care of and managing the community’s infrastructure property”.

**C.16 Steward** shall mean “someone who manages property on behalf of the owner”.

The above definitions are applicable not only to built assets but apply to any infrastructure that WSC uses to provide a service to the community.

## **D POLICY STATEMENTS**

**D.1** This policy covers all elected members of the WSC, all personnel employed by WSC, any person or organisation contracted to or acting on behalf of the WSC, any person or organisation employed to work on WSC premises or facilities and all activities of the WSC.

**D.2** This policy does not confer any delegated authority upon any person.

**D.3** Asset management principles will be integrated within existing planning and operational processes.

- D.4** Asset renewals required to meet agreed service levels and identified in asset management plans and long term financial plans and which align with the priority objectives of the Strategic Shire Vision will be given high priority for funding in the annual budget estimates.
- D.5** Council will set an ASR target of not less than 50% for each of the General Fund, the Water Fund, the Sewerage Fund and the Waste Fund, having regard for the relative age of its asset portfolio and Integrated Planning Considerations
- D.6** Council's target levels for the ARFR are between 90% and 100%. (These are based on the expenditures proposed, after due Integrated Planning Considerations are taken in to account, in Council's Asset Management Plans)
- D.7** Wyong Council's asset management plans will consider the potential significant impact that climate change and population growth will have on its assets.
- D.8** Future life cycle costs will be reported and the ability to fund those costs will be considered in all decisions relating to new services and assets and upgrading of existing services and assets. Those lifecycle costs will include the eventual disposal/decommissioning costs.
- D.9** Council, as custodian of WSC assets, will:
- Ensure the Council's legal obligations are met;
  - Represent the community who pay for and use the assets; and
  - Ensure the asset/service is maintained for use by present and future generations on a sustainable basis

**D.10** As part of Council's consideration of infrastructure asset management, WSC will:

- Manage its infrastructure and assets in a systematic and sustainable manner;
- Engage with the community, stakeholders and service providers when determining service standards/level of service every 4 years, within the first year of each newly elected Council;
- Allocate appropriate resources to ensure the timely maintenance and renewal of built and natural assets, so that "life cycle" costs are optimised (existing and new assets);
- Meet legislative requirements for asset management;
- Update asset management plans annually to reflect the position in the Delivery Plan for the upcoming financial year;
- Audit progress in the Asset Management Plans and strategies on an internal basis every two years and by independent external review every 4 years;

**D.11** Include natural (ecosystem) assets in Council's infrastructure portfolio and adapt its asset management tools and processes to apply to natural assets and to accommodate the differences between those assets and built assets.

**D.12** Align its asset management plans with the Strategic Shire Vision.

**D.13** Set levels of service, risk and cost standards after balancing competing demands and considering integrated planning matters

## **E POLICY IMPLEMENTATION – PROCEDURES**

**E.1** This policy will be implemented by procedures that will ensure that:

- (a) The right assets are built, rebuilt or disposed of;
- (b) The assets are managed well;
- (c) There is a balance between Council operations, new assets and existing assets;

**E.2** To achieve this policy, the following key roles and responsibilities and commitments are identified:

### **(a) Council**

- To ensure appropriate resources and funding to responsibly manage the costs of the asset portfolio are made available, in accordance with its service needs;

### **(b) Senior Management Team (Executive)**

- To ensure a review of the risks and opportunities involved in the Asset Management Strategy is undertaken;
- To ensure resources and funding for Asset Management activities are made available to integrate Asset Management into the corporate governance framework;
- Review Asset Management Plans annually;
- To ensure that timely, accurate and reliable asset information is presented to Council for decision-making.

### **(c) Managers and Staff**

- The General Manager shall ensure that Council's organisational structure will identify responsibility and accountability for implementation of Council's role for custodian of the community's infrastructure assets and meet the associated stewardship requirements.

### **(d) Asset Management Working Group**

- Assist Managers to develop and implement policy and procedure;
- Maintain momentum and coordination of the implementation of this policy and Wyong Council's Asset Management Strategy
- Encourage continuous improvement, innovation and cost effective methods to improve asset management practices.

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1.2

## Appendix 6 – Glossary

*Local Government Act 1993 Section 402-404 titles are shown within the parentheses*

### **4 Year Delivery Plan** *(Delivery Program)(4YDP)*

Details the services that Council will undertake for the coming 4 years, in achieving the objectives of the Community Strategic Plan. The 4 year delivery plan is combined with the annual plan and forms part of the Wyong Shire Council Strategic Plan.

### **Annual Plan** *(Operation Plan)*

The annual plan details the services that Council will undertake for the coming year, in moving towards achieving the Shire Strategic Vision. The annual plan includes the statement of revenue policy and the detailed budget allocation for the given financial year. The annual plan is combined with the 4 year delivery plan and forms part of the Wyong Shire Council Strategic Plan

### **Asset Management Strategy** *(STRATEGY)*

Is Council's long term (10year) strategy in the management and control of Council's community assets. The Asset Management Strategy forms part of the Wyong Shire Council Strategic Plan. Asset Management Strategy in this context means the process by which Council manages its physical asset base to achieve a balance between the community's service expectations and their willingness and capacity to pay for the infrastructure and natural assets that underpin these services.

### **Community Strategic Plan**

Is Council's Shire Strategic Plan "Our Shire Our Future"

### **Local Environmental Plan** *(LEP)*

The Comprehensive Local Environmental Plan is a statutory environmental planning instrument under the Environmental Planning and Assessment Act 1979 which guide planning decisions for local government areas.

Through zoning and development controls, they allow councils to supervise and control the ways in which land is used and developed.

### **Long Term Financial Strategy** *(Long Term Financial Plan)(LTFS)*

Is Council's long term (10 year) strategy for the sustainable financing of all activities and services to the community. The Long Term financial Strategy forms part of the Wyong Shire Council Strategic Plan.

### **Principal Activity**

High level activities undertaken by Council to fulfil the community's needs.

### **The Quadruple Bottom Line (QBL)**

The Quadruple Bottom Line extends the three pillars of sustainability– social, environmental and economic to include governance or civic leadership.

### **Service Level – Nil**

Service levels that do not meet the regulatory requirements as specified in the Act

### **Service Level – Basic**

Service levels that meet the regulatory requirements as specified in the Act

### **Service Level – Standard**

Service level that is above the current regulatory requirements as specified in the Act

### **Service Level – Above Average**

Service level that is considered to be above the current level of service as provided by other government authorise undertaking the same service

### **Service Level – Best Practice**

Service level that is considered to be leading the way of best practice of the service above all other government authorise

**Shire Strategic Vision** *(Community Strategic Plan)*

The community's long term priorities (20 years) and aspirations for the future of Wyong Shire

**Sustainability**

Wyong Shire Council is committed to achieving a sustainable way of life for current and future generations through a common understanding of sustainability. This is achieved through ensuring staff integrate our sustainability principles into all decision making to ensure a balance between short term priorities and long term needs.

**Workforce Management Strategy** *(Workforce Management Planning)*

Is Council's long term (10 year) strategy for the provision of a quality workforce to deliver its part of the Community Strategic Plan and provide ongoing services to the community.

**Wyong Shire Council Strategic Plan** *(Resourcing Strategy)*

Council's strategic strategies on how Council plans to provide the services, assets, workforce and finances to deliver the objectives as set out in the Community Strategic Plan.



## Appendix 7 - Bibliography

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## Appendix 8 - The Statement of Revenue Policy

### 1 STATEMENT OF ORDINARY RATES AND SPECIAL RATES PROPOSED TO BE LEVIED

Wyong Shire Council's rating proposals for Ordinary and Special Rates in 2011/12 incorporate the rating increase limit of 2.8% as determined by the Minister following a recommendation by the Independent Pricing and Regulatory Tribunal (IPART), as applied to the 2010/11 notional yield for rates within the Wyong Shire.

Council will apply the most recent property valuations from the Valuer General's Department for the calculation of Ordinary Rates and Special Rates for 2011/12. These valuations have a base date of 1 July 2008, as a general re-valuation of land was undertaken in Wyong Shire for the 2009/10 rating year.

#### Rating Structure – Ordinary Rates

Council has limited methodology options for the practical application of ordinary rates.

The options are determined by S. 497 of the Local Government Act 1993 as:-

- An ad valorem charge per dollar value of land
- A base amount plus an ad valorem
- An ad valorem with a minimum rate

Council has determined (2001) a rating method comprising a base amount plus an ad valorem (land value multiplied by a rate in \$).

Council has further determined that the rates will be applied across five categories:-

- Residential
- Farming
- Mining
- Business
- Business – Major Commercial (new)

It is proposed that this rating structure continue for 2011/12 with the addition of a Business Sub Category. The Business Major Commercial category will to the shires four major commercial precincts of Bay Village Bateau Bay, Lake Haven Shopping Centre and Mega Centre, and Westfield Tuggerah (Refer to maps over the page).

In determining the base amount of \$162.00 Council had regard to the requirements of Section 536 of the Local Government Act.

#### Rating Structure 2011/12

Rate Type	Category	Sub category	Base Amount \$	Ad Valorem Cents per \$ land value	Amount of Rate Yield \$	Percentage of Total Revenue
Ordinary	Farmland		162.00	0.2004	292,000	7.72%
Ordinary	Residential		162.00	0.3409	51,690,000	19.31%
Ordinary	Business		162.00	0.6300	6,861,000	6.07%
Ordinary	Business -	Major Commercial	162.00	0.9450	850,000	0.46%
Ordinary	Mining		162.00	7.6885	583,000	0.17%

## Land Categories

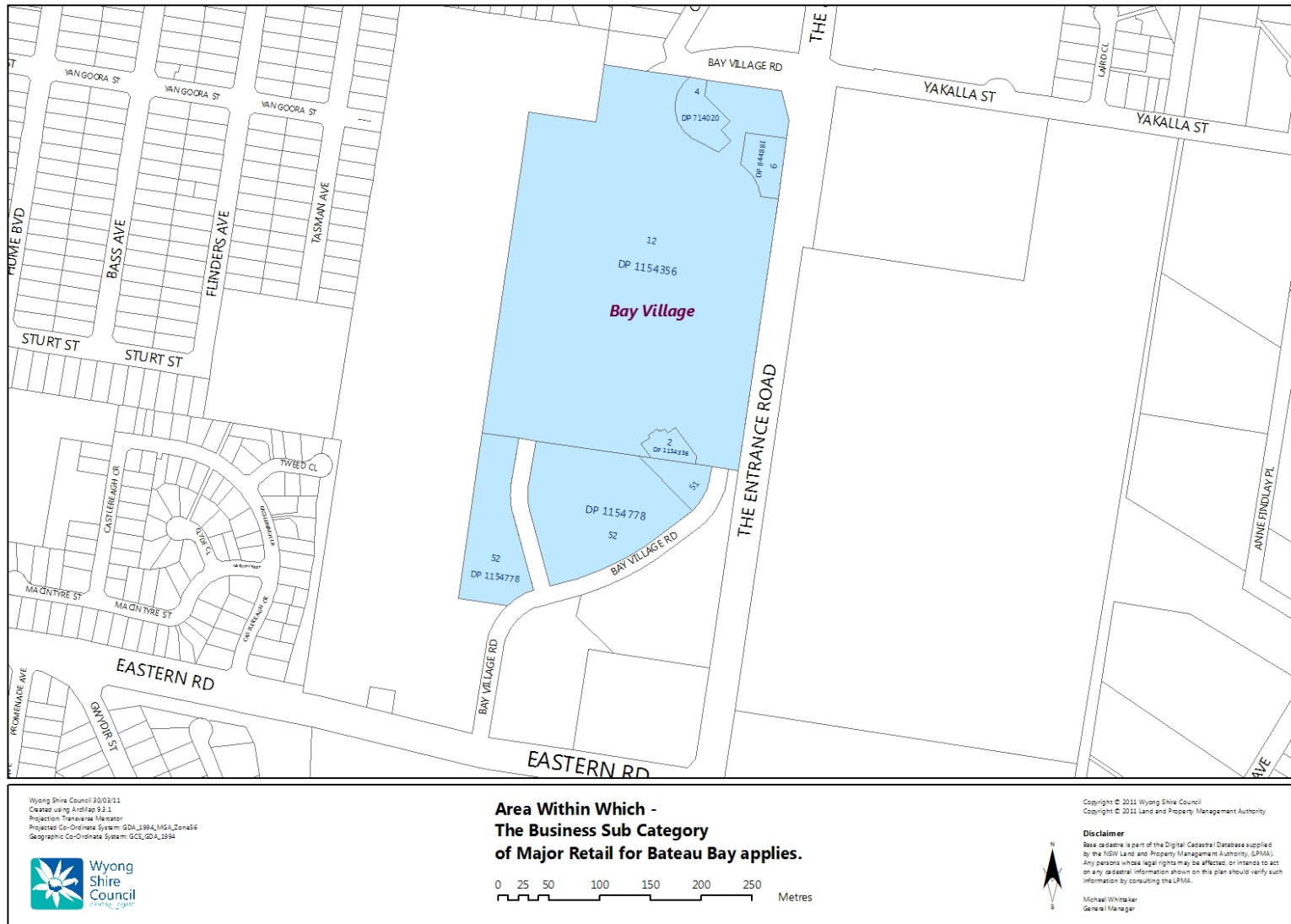
The categorisation of all rateable land in accordance with the requirements of Chapter 15 of the Local Government Act 1993 within Wyong Shire was determined as at 1 January 1994 and took place with the issue of the rate notice in January 1994.

The 2011/12 Revenue Policy includes a change to the Categories of land, with the addition of a Business Sub-Category – Major Commercial as defined below. Notification to land holders will be via the issue of the 2011/12 Rate Notice.

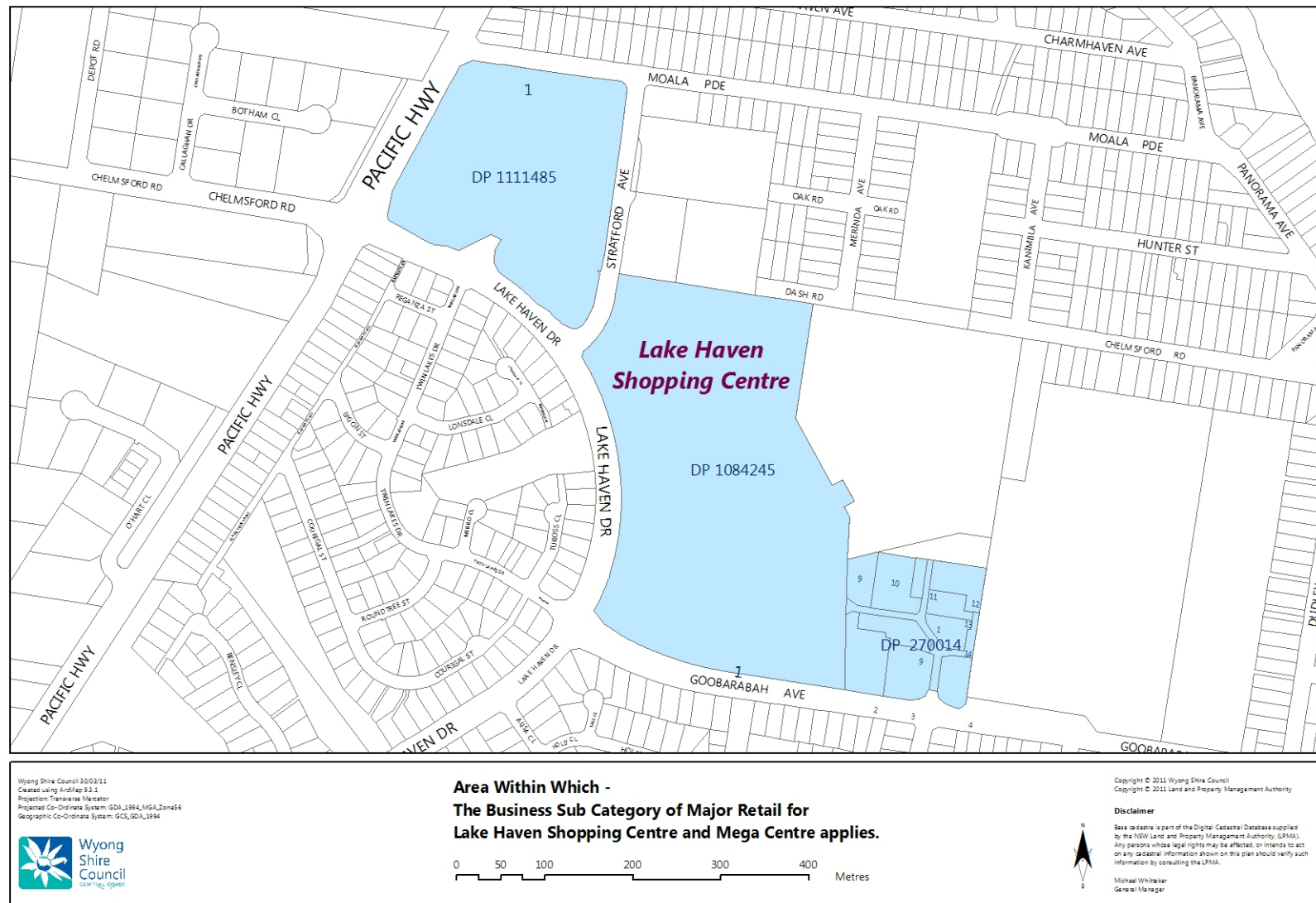
New parcels of land created since that date have been categorised with the issue of subsequent rate notices.

<b>Farmland</b>	(Section 515 Local Government Act 1993)	Land is categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming or agricultural production. Rural residential land is not categorised farmland.
<b>Residential</b>	(Section 516 Local Government Act 1993)	Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is zoned or otherwise designated for use under an environmental planning instrument for residential purposes.
<b>Mining</b>	(Section 517 Local Government Act 1993)	Land is to be categorised mining if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.
<b>Business</b>	(Section 518 Local Government Act 1993)	Land is to be categorised as business if it cannot be categorised as farmland, residential or mining. Caravan parks and manufactured home communities are to be categorised business.
<b>Business Sub Category – Major Retail</b>	(Section 529 (2) (d) A sub-category may be determined for the category “business” according to a centre of activity.	<p>The Business Sub Category of Major Retail is being introduced in 2011-12 to apply to properties within the major retail precincts in the shire of;</p> <ul style="list-style-type: none"> <li>• Bay Village Bateau Bay (refer to Map 1),</li> <li>• Lake Haven Shopping Centre and Mega Centre (refer to Map 2)</li> <li>• Westfield Tuggerah (refer to Map 3)</li> </ul>

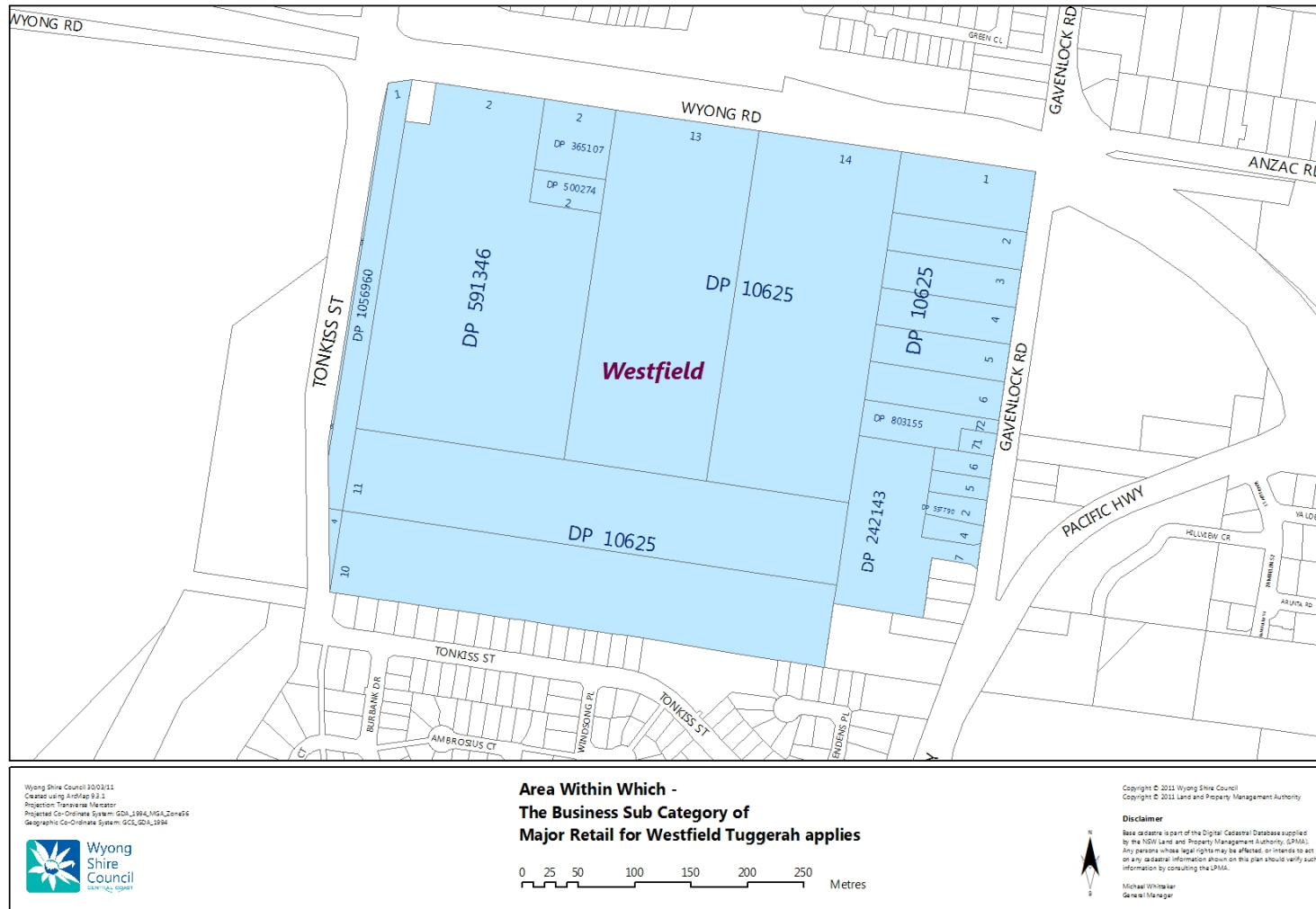
## BUSINESS – MAJOR RETAIL SUB-CATEGORY - Map 1 – Bay Village Bateau Bay



## BUSINESS – MAJOR RETAIL SUB-CATEGORY - Map 2 - Lake Haven Shopping Centre and Mega Centre



## BUSINESS – MAJOR RETAIL SUB-CATEGORY - Map 3 – Westfield Tuggerah



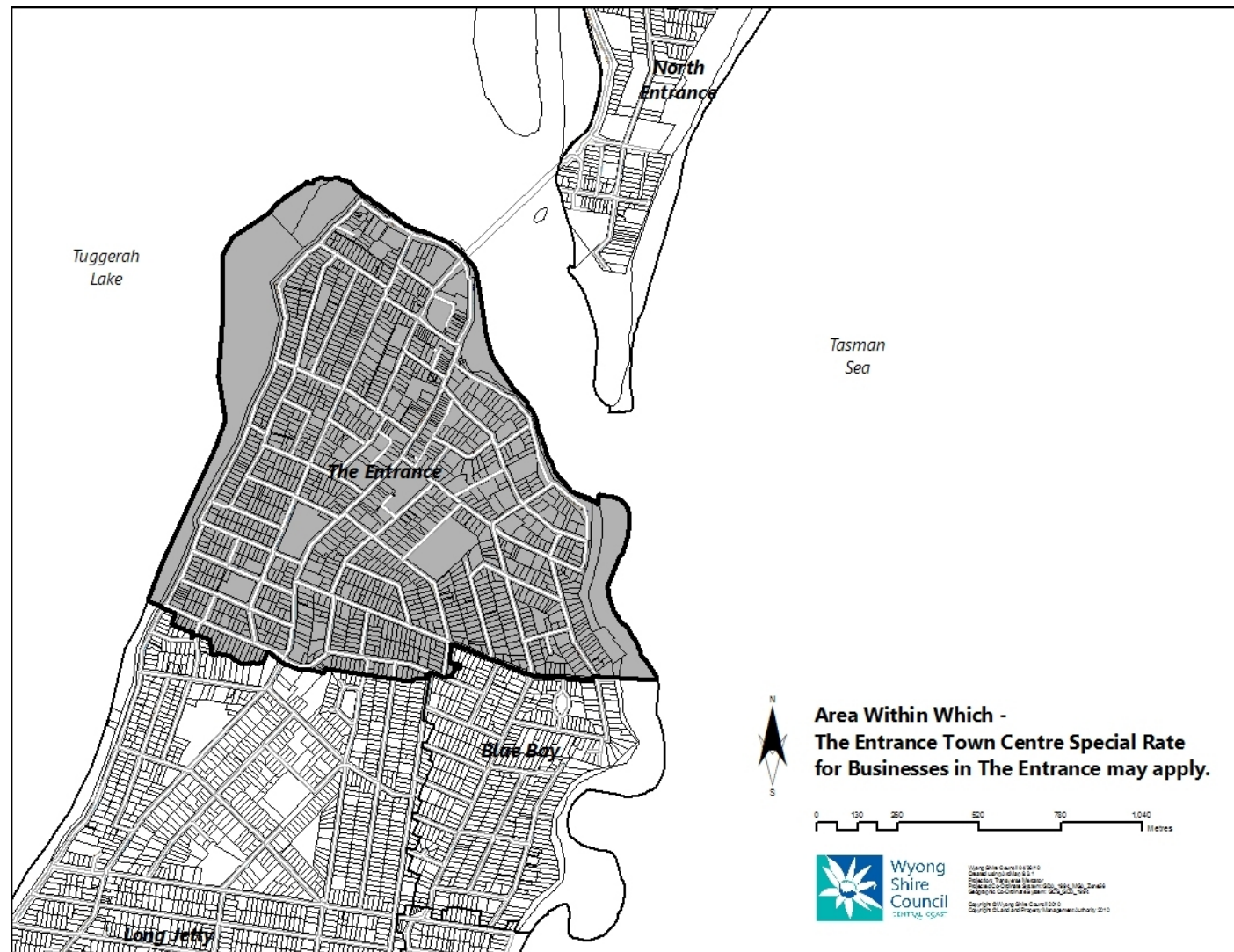
## SPECIAL RATES

Special Rate	Properties Assessed	Rate Structure	Base Amount in \$	Ad Valorem Amount Cents in \$	Amount of Rate Yield \$
<p><b>The Entrance Town Centre</b></p> <p>Purpose: The purpose of this levy is to cover business related costs of The Entrance Town Centre.</p> <p>Background: Introduced from 1 July 1997. In accordance with s495 of Local Government Act and approved by the Minister for Local Government &amp; Co-operatives.</p> <p>Refer Maps 4, 5, &amp; 6</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>All land used for business purposes and categorised as such in accordance with Section 518 of the Local Government Act 1993 in the suburb known as The Entrance.</li> <li>All land used as Major Facilities servicing tourists including Service Stations, Camp or Caravan Sites, Registered Clubs, Tourist Accommodation and Hotels/Motels as defined in Council's current Local Environmental Plan (LEP) and District Shopping Centres as defined in Council's current Retail Strategy in the suburbs known as The Entrance North, The Entrance, Blue Bay, Long Jetty, Toowoan Bay, Shelly Beach, Bateau Bay and Magenta.</li> <li>All land used as rental accommodation and which is categorised as Residential under Section 516 of the Local Government Act, 1993, which is rented or leased for periods of three months or less in the suburbs known as The Entrance North, The Entrance, Blue Bay and Toowoan Bay.</li> </ul> <p>These are properties that have been identified by Council as receiving a benefit from The Entrance Town Centre business related costs such as administration, marketing and promotional activities.</p> <p>The Special rate levying for the Entrance Town Centre special rate will produce is 13.66 % of the total amount payable.</p>	Base Amount plus an Ad Valorem	73.00	0.2303	\$796,000
<p><b>Non Residential Properties Toukley Area</b></p> <p>Purpose: Requested by the Toukley Chamber of Commerce to fund activities in the Toukley Area to enhance the local business area.</p> <p>Background: Introduced from 1 July 1997. In</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>All properties categorised as Business in the Toukley/Canton Beach/Noraville/Norah Head areas.</li> </ul> <p>These are properties that have been identified by Council as receiving a benefit from the business related costs of Greater Toukley Vision</p>	Base Amount plus an Ad Valorem	73.00	0.2228	\$147,000

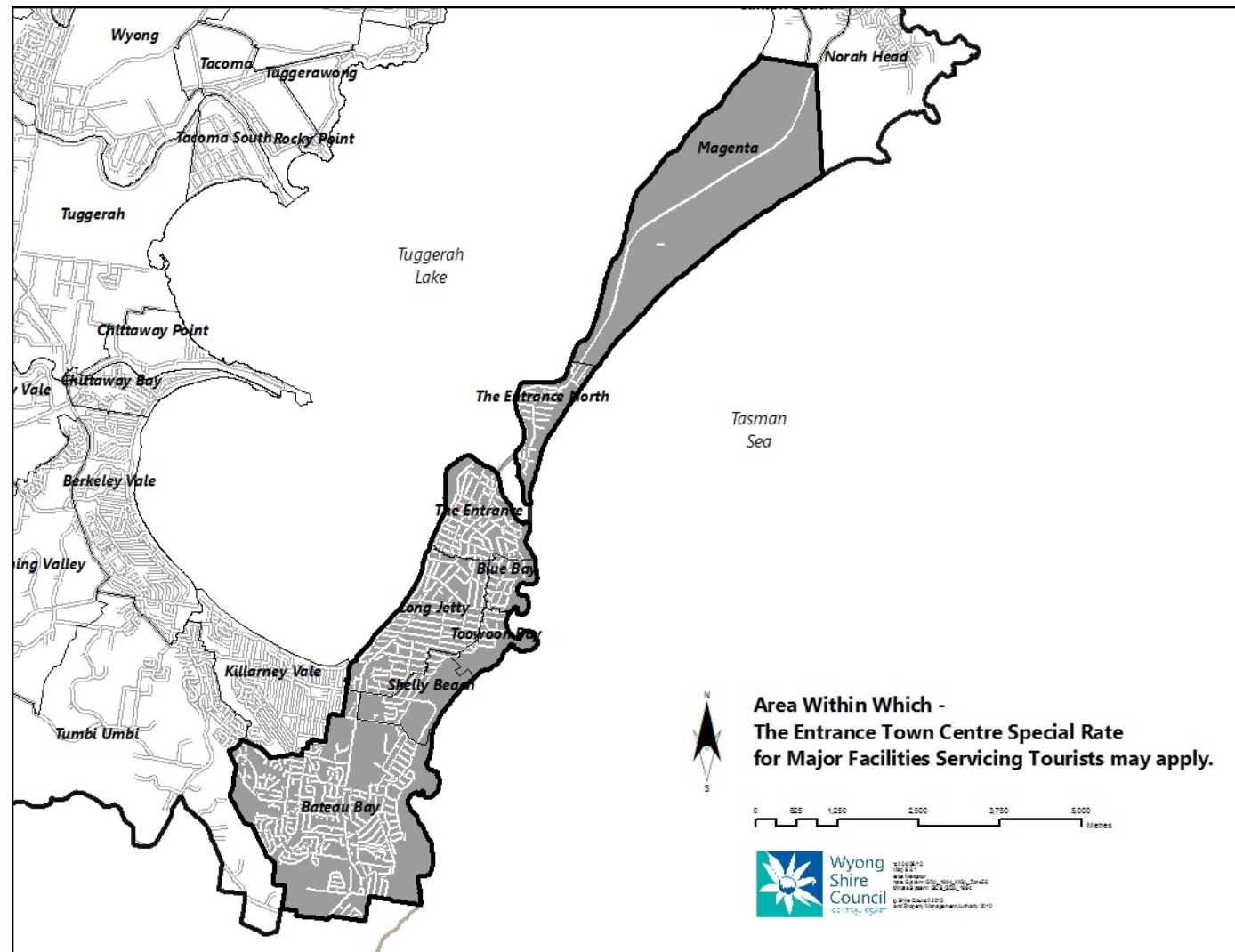


Special Rate	Properties Assessed	Rate Structure	Base Amount in \$	Ad Valorem Amount Cents in \$	Amount of Rate Yield \$
<p>accordance with s495 of Local Government Act and approved by the Minister for Local Government &amp; Co-operatives.</p> <p>Refer Map 7</p>	<p>such as administration, marketing and promotional activities in the Toukley/Canton Beach/Noraville/Norah Head retail and commercial areas.</p> <p>The levying of the Base Amount for Non Residential Properties Toukley Area special rate that will produce, is 10.04% of the total amount payable.</p>				
<p><b>Non Residential Properties Wyong Area</b></p> <p>Following a request from the Wyong Tuggerah Chamber of Commerce to fund activities in the Wyong Area to enhance the local business area. Background: Introduced from 1 July 2005. In accordance with s495 of Local Government Act and approved by the Minister for Local Government &amp; Co-operatives.</p> <p>Refer Map 8</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>• all properties categorised as “Business” in the suburb known as Watanobbi.</li> <li>• all properties categorised as “Business” in the suburb known as Wyong bounded by the following; <ul style="list-style-type: none"> <li>○ North of the Wyong River from Tacoma in the east to the F3 Freeway in the west;</li> <li>○ East of the F3 Freeway from the Wyong River to the suburb boundary between Wyong and Warnervale but to exclude Lot 32 DP 814964;</li> <li>○ South of the northern Wyong boundary to its intersection with the Pacific Highway and then south of the Pacific Highway to the intersection of Pollock Avenue, but to include Lot 400 DP 1114793, Lot 1 DP 411020, Lot 3 DP 607756 and Lot 1 DP 1090455 (these lots being to the north of the Pacific Highway; and</li> <li>○ The eastern boundary of the suburb of Wyong from Johns Road to Wyong River.</li> </ul> </li> </ul> <p>These are properties that have been identified by Council as receiving a benefit from the business related costs of the Wyong-Tuggerah Chamber of Commerce such as administration, marketing and promotional activities in the Wyong and Watanobbi retail and commercial areas.</p> <p>The levying of the Base Amount for Non Residential Properties Wyong Area special rate will produce, is 17.8% of the total amount payable</p>	<p>Base Amount plus an Ad Valorem</p>	73.00	0.0908	\$66,000

## SPECIAL RATES - Map 4 – The Entrance Town Centre Special Rate for Businesses



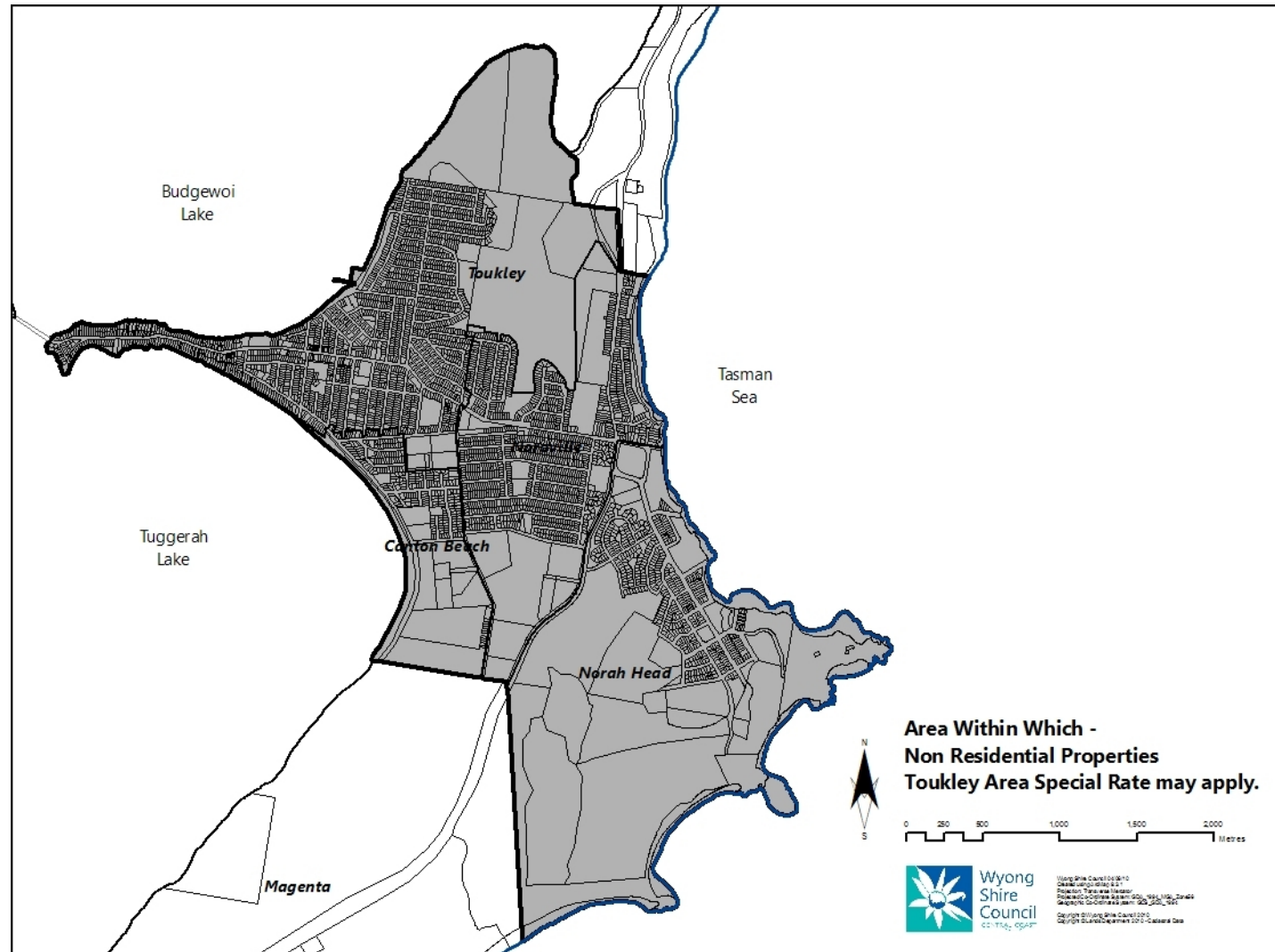
## SPECIAL RATES - Map 5 – The Entrance Town Centre Special Rate for Major Facilities Servicing Tourists



## SPECIAL RATES - Map 6 – The Entrance Town Centre Special Rate for Short Term Residential Accommodation

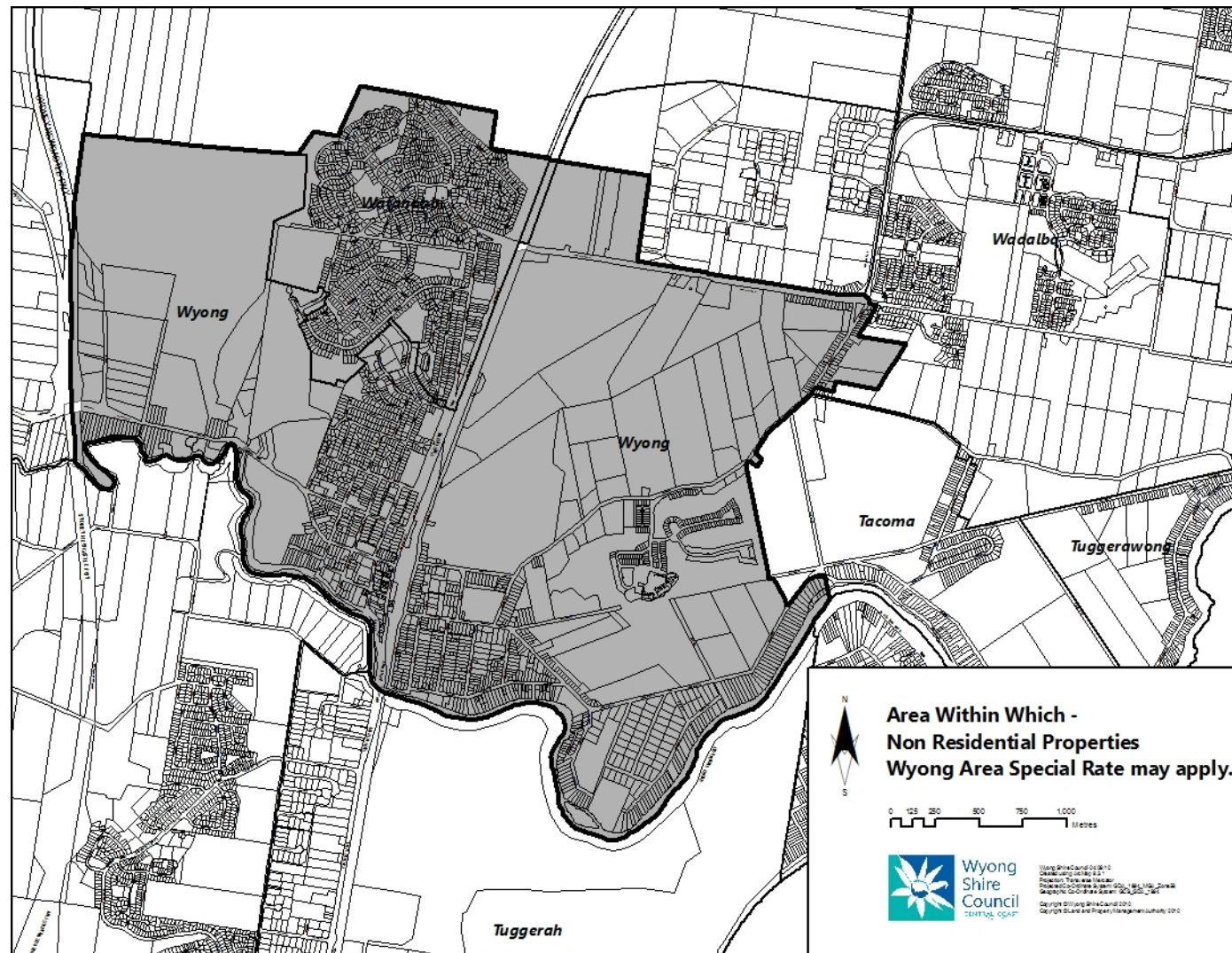


## SPECIAL RATES - Map 7 – Non Residential Properties Toukley Area Special Rate





## SPECIAL RATES - Map 8 – Non Residential Properties Wyong Area Special Rate



## 2 STATEMENT OF CHARGES PROPOSED TO BE LEVIED

In 2011/12 Council will levy the following charges:

**2.1 Waste Management Charge:** Made and levied for the provision of waste management services for parcel of applicable land for which the service is available,. This covers the cost of providing waste collection and recycling services and partial cost of remediating landfills.

**2.1.1 Domestic Waste Management Charges:** This covers the cost of providing domestic waste collection for residential properties.

**2.1.2 Waste Management Service (other than domestic waste management services charge):** This covers the cost of providing waste collection and recycling services and partial cost of remediating landfills.

**2.2 Stormwater Management Charge:** Made and levied in for the provision of stormwater management services. This charge covers part of the costs of maintaining the stormwater system.

**2.3 Water supply service charge:** Made and levied for provision of water supply services. This pays the full cost of supplying water.

**2.4 Sewerage service charge:** Mad and levied for provision of sewerage services. This pays for the full cost of supplying sewerage services.

**2.5 Drainage service charge:** Made and levied for the provision of Drainage Services,. This pays for the full cost of maintaining the Shire's drainage network.

As Council is constituted as a Water Supply Authority under the Water Management Act 2000, charges for water supply, sewerage and drainage services may be made and levied by Council under Section 310 of that Act.

The General Manager has the authority to waive or amend fees and charges for reasonable grounds provided in writing.



## 2.1 DOMESTIC WASTE MANAGEMENT CHARGES

Domestic Waste Management Charges	Rate Per Week \$	Annual Charge \$	No of Assessments	Anticipated Yield \$
<b>Domestic Waste Management Availability Charge</b>  <i>To be levied on vacant parcels of rateable land within Council's collection area. Refer Map 9</i>	1.05 per week	55.00	1,945	107,000
<b>Domestic Waste Management east of the F3</b>  <i>To be levied on all domestic properties east of the F3 Freeway which have an approval for a residential building and where the standard three bin collection service including a 140 litre waste bin (collected weekly), a 240 litre recycling bin (collected fortnightly) and a 240 litre garden vegetation bin (collected fortnightly) is available.</i> The Domestic Waste Management Service also includes up to six clean up services per year for domestic premises. Multiple service charges will apply to those properties where multiple services are provided on request.  Where more than 6 strata titled or community title residential units exist on one allotment, bulk bin options for waste and or recyclables may be provided up to the equivalent volume of one 140 litre waste bin per tenement. Refer Map 9	8.00 per week	417.00	58,241	24,360,600
<b>Domestic Waste Management Service Rural Residential West of F3 Freeway</b>  <i>To be levied on all domestic properties west of the F3 Freeway which have an approval for a residential building and where the 140 litre waste bin and 240 litre recycling bin service is available. The waste bin is serviced weekly and the recycling bin fortnightly. The charge represents the Domestic Waste Annual Charge less the cost of providing a vegetation bin.</i>  <i>The service to domestic properties west of the F3 Freeway includes up to six clean up services per year for domestic premises. These properties may upgrade the 140 litre waste bin to a 240 litre waste bin at an additional charge to the domestic waste management charge of \$125.00. These properties may also request additional 140 litre waste bins, 240 litre waste bins and/or 240 litre recycling bins at the same cost as additional bins for properties east of the F3 Freeway. Refer to Map 9.</i>	6.75	350.00	1,513	529,400

### Domestic Waste Management Service – Upgrade

Domestic properties may upgrade their 140 litre domestic waste bin to a 240 litre domestic waste bin and/or also request additional 240 litre domestic waste bins, 140 litre domestic waste bins, 240 litre recycling bin and 240 litre garden vegetation bins. The costs to upgrade and for additional bins are shown in the table below:

Upgrade	Annual Charge	Weekly rate
<b>140 litre domestic bin to 240 litre domestic bin</b>	125.00 (total cost \$542)	2.40
<b>240 litre domestic bin</b>	378.00	7.30
<b>140 litre domestic bin</b>	255.00	4.90
<b>240 litre recycling bin</b>	67.00	1.30
<b>240 litre vegetation bin</b>	67.00	1.30

*The anticipated yield from the upgraded domestic waste services is \$871,500.*

### Domestic Waste Management Service – Additional Short Term Extra Service

Resident may receive an additional service to any bin type on any working day within 24 hours notice.

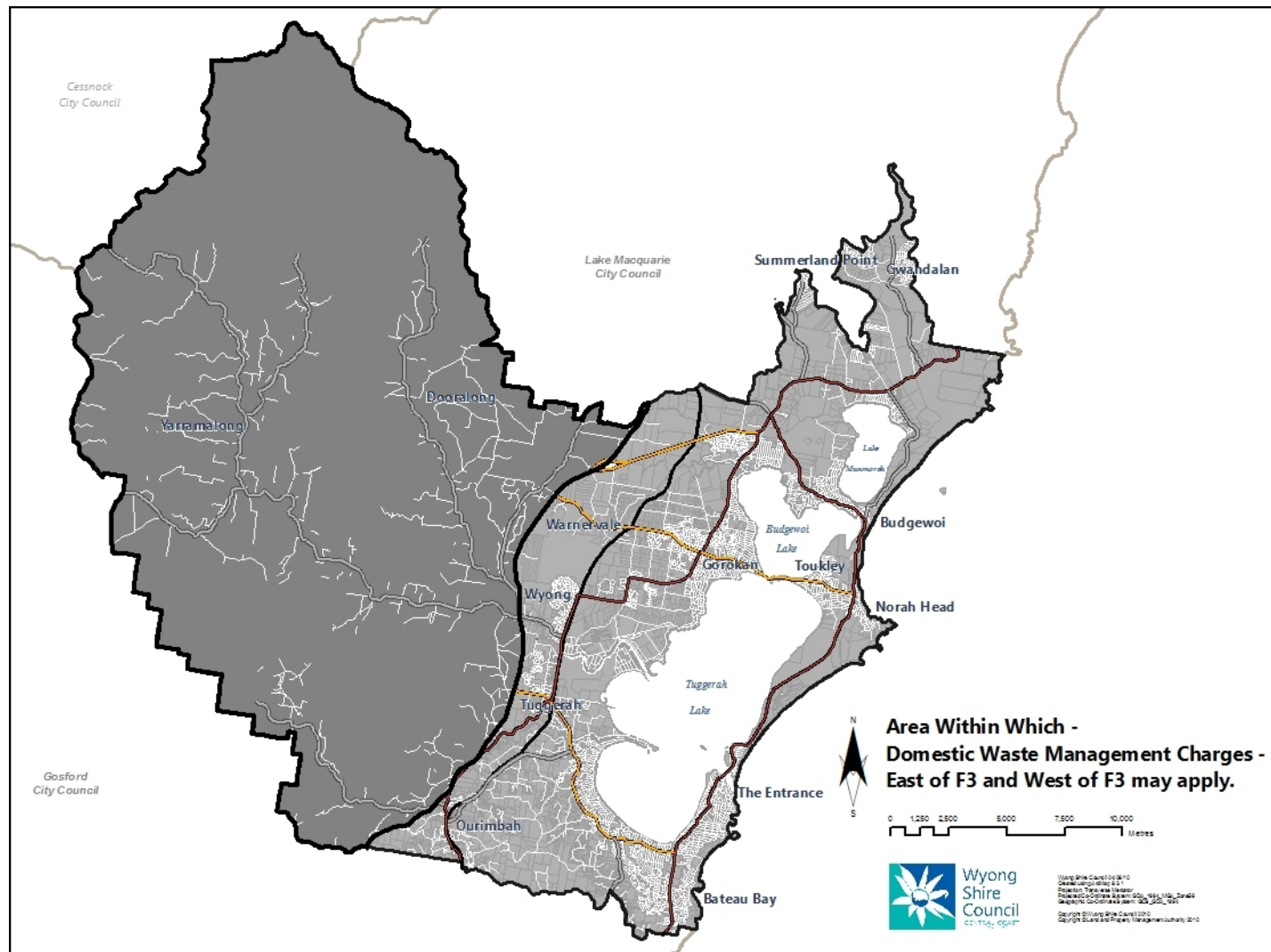
Rate per Additional Service	\$
<b>140 Litre Waste Bin</b>	14.70
<b>240 Litre Waste Bin</b>	15.50
<b>240 litre Recycling Bin</b>	14.70
<b>240 Litre Vegetation Bin</b>	14.70

### Pension Rebates - Ordinary Rates & Domestic Waste Management Charges

Council provides a rate reduction of 50% of the amount of the combined ordinary rate levy and the domestic waste management charge up to a maximum combined reduction of \$250 to eligible pensioners. Of this reduction 55% is reimbursed by the NSW Government.

The estimated total amount of pension rebates for Ordinary Rates and Domestic Waste Management Charges in 2011/12 is \$3,563,200.

# Map 9 – Domestic Waste Management Charges East of F3 & West of F3



## 2.1.2 Other Waste Management Charges

Commercial customers and Non-rateable properties can be provided with a 140 litre waste bin, a 240 litre waste bin, a 240 litre recycling bin and/or a 240 litre garden vegetation bin. The standard service frequency for the 140 and 240 litre waste bin is once per week and the 240 litre recycling bin and 240 litre garden vegetation bin once per fortnight.

Multiple services per week of any bin can be arranged in accordance with the waste collection contract. The cost will be the multiple of the standard annual charge.

Service	Unit	Weekly rate	Annual Charge
<b>Waste Bin</b>	<b>140 Litre</b>	4.90	255.00
<b>Recycling Bin</b>	<b>240 Litre</b>	1.30	67.00
<b>Vegetation Bin</b>	<b>240 litre</b>	1.30	67.00

*The yield from these charges in 2011/12 is estimated to be \$630,600.00*

## Commercial Bulk Waste Service

Commercial Bulk Waste Services are available at an annual charge.

Service	Unit	Weekly rate	Annual Charge
<b>Bulk Bin</b>	240 Litre	7.30	378.00
<b>Bulk Bin</b>	660 Litre	29.80	1,550.00
<b>Bulk Bin</b>	1.1 m <sup>3</sup>	41.60	2,164.00
<b>Bulk Bin</b>	1.5 m <sup>3</sup>	56.00	2,913.00

*The yield from these charges in 2011/12 is estimated to be \$1,113,900.00*

## 2.2 STORMWATER MANAGEMENT CHARGE

The State Government, during 2005/06, approved the provision of a new funding mechanism to improve the management of urban stormwater in NSW. The Local Government Amendment (Stormwater) Act 2005 amended the Local Government Act 1993 to allow councils the option to make a charge for the provision of stormwater management services outside their capped rate arrangements.

In 2011-12 it will apply to all applicable rateable properties in the shire.

<b>Residential Properties</b>	\$25.00 per property
<b>Residential Strata Properties</b>	\$12.50 per lot
<b>Residential Company Title Properties</b>	\$25.00 per Company Title complex apportioned according to the number of shares in the company owned by each shareholder
<b>Business Properties</b>	\$25.00 per 850 square metres (or part thereof) with a ceiling of \$5,000.00
<b>Business Strata Properties</b>	\$25.00 per 850 square metres (or part thereof) of the land area of the strata complex for strata business properties and apportioned equally to each lot within the strata complex
<b>Business Company Title Properties</b>	\$25.00 per 850 square metres (or part thereof) of the land area of the Company Title complex with a ceiling of \$5,000.00, apportioned according to the number of shares in the company owned by each shareholder

*The yield from these charges in 2011/12 is estimated to be \$1,779,000.00 Council can only spend the Stormwater Management Charge on specific works relating to the management of stormwater, and not on its other areas of responsibility.*

## 2.3 WATER SUPPLY SERVICE CHARGES

Being constituted as a Water Supply Authority under the Water Management Act 2000 all of Council's water, drainage and sewerage charges are subject to approval by the Minister for Water following determination by the Independent Pricing and Regulatory Tribunal.

Water, drainage and sewerage charges for 2011/12 are as per The Independent Pricing and Regulatory Tribunal Water – Determination and Final Report - May 2009. For these charges, Council has used a Consumer Price Index figure of 2.85 % pending official notification from the Tribunal on the actual Consumer Price Index for the 12 months ending March 31 2011. The weighted average for the 2011/12 Budget is an estimated Consumer Price Index of 2.8%.

### Pension Rebates - Water and Sewerage Service Charges

Council provides a reduction of 50% of the water service charges levied up to a maximum of \$87.50 and a further reduction of 50% of sewerage service charges levied up to a maximum of \$87.50. Of these reductions 55% is reimbursed by the New South Wales Government.

*The estimated total amount of the pension rebate in 2011/12 is \$2,541,000.00*

#### 2.3.1 Water Supply Service Charges

The proposed charges for water supply are as follows:

Water Service Charge Metered Service per Nominal Pipe/Meter Size(mm)	Base Service Charge	PLUS: State Government "Climate Change Fund" \$15.21 per Service (subject to gazettal)	Total Water Service Charge \$
20	142.10	15.21	157.31
25	222.04	15.21	237.25
40	568.41	15.21	583.62
50	888.51	15.21	903.36
80	2,273.65	15.21	2,288.86
100	3,552.59	15.21	3,567.80
150	7,993.31	15.21	8,008.52
200	14,210.27	15.21	14,225.48
250	22,203.54	15.21	22,218.75
Non-Specified Pipe/Meter Size	Formula: (Meter Size) <sup>2</sup> x \$142.10/ 400	15.21	Formula: (Meter Size) <sup>2</sup> x \$142.10/ 400 + \$15.21.

*The total yield in 2011/12 from this charge is estimated to be \$10,561,000.00*

## 2.3.2 Water Usage Charge

All water consumed is proposed to be charged at the rate of \$1.98 per kilolitre.

*The total yield in 2011/12 from this charge is estimated to be \$24,657,000.00*

Other Water Service Charges	Charge
<b>Water Service Charges Strata Title Properties</b>	It is proposed that where water usage to residential strata titled property is measured through a common meter, each individual strata title lot be levied a service charge of \$157.31 (Inclusive of the Climate Change Levy of \$15.21). Water usage is to be apportioned and charged to the various lots in the strata plan in accordance with the schedule of unit entitlement and charges to the strata title owners at the rate of \$1.98 per kilolitre.
<b>Water Service Charges Retirement Villages</b>	It is proposed that where water usage to a retirement village is measured through a common meter only, the service charge is to be commensurate with the size of the meter. Usage consumed through the common meter is to be charged at the rate of \$1.98 per kilolitre.
<b>Water Service Charges Community Development Lot</b>	It is proposed that where water usage to a community development lot is measured through a common meter only, the service charge is to be commensurate with the size of the meter and this charge is apportioned to the various lots in the community development lot in accordance with the schedule of unit entitlement. Usage consumed through the common meter is to be apportioned and charged to the individual unit owners in accordance with the unit entitlement at the rate of \$1.98 per kilolitre.
<b>Water Service Charges Company Title Dwelling</b>	It is proposed that where water usage to a company title dwelling is measured through a common meter only, each individual company title dwelling be levied a service charge of \$157.31 (Inclusive of the Climate Change Levy of \$15.21). Water usage is to be charged to the owner of the company title building (within the company title dwelling) at the rate of \$1.98 per kilolitre.
<b>Water Service Charges Vacant Land</b>	It is proposed that a water service charge be levied on vacant land which is not connected to the water supply system but is reasonably available for connection to the water supply system at the rate of \$157.31 (Inclusive of the Climate Change Levy of \$15.21).
<b>Nominal Service Size</b>	Where water pressure requires larger sizes of pipes and meters a charge as assessed by Council will apply.
<b>Water Fire Service</b>	There is no charge for a separate Water Fire Service. Where a property has a combined fire and commercial service the property will be charged a Water Service Charge – Metered Service commensurate with the meter size.
<b>Part Year Charges and Fees</b>	For those properties that become chargeable or non-chargeable during the year a proportional charge or fee calculated on a weekly basis is applied.



## 2.4 SEWAGE SERVICE CHARGES

### 2.4.1 Residential Sewage Charges

#### Single Residential Properties Including Residential Strata Properties and Company Title Dwellings

It is proposed to continue the current charging structure based on a service charge for each residential property. The proposed charge is \$449.62 for each single residential property/lot/dwelling. There is no usage charge for this category.

*The total yield in 2011/12 from this charge is estimated to be \$25,762,000.00*

### 2.4.2 Metered Non-Residential Charges

In the determination of Council's 1995/96 charges, the Independent Pricing and Regulatory Tribunal approved the introduction of a pay for use system of charging for sewerage based upon a service charge and a usage charge. Non-Residential customers are those that do not meet the classification as a single residential customer. These include non strata titled residential units and Retirement Villages. In line with this approval it is proposed to continue with this charging structure, as detailed below:

The maximum price for sewerage services to a non-residential property connected to the sewerage system is the greater of:

- The non-residential minimum sewerage charge; or
- The sum of the non-residential sewerage service charge commensurate with meter size and the non-residential sewerage usage charge.

A discharge factor is applied to the charge based on the volume of water discharged into Council's sewerage system.

Meter Size (mm)	Meter Charge (\$)
20	\$161.98 x discharge factor
25	\$253.10 x discharge factor
40	\$647.93 x discharge factor
50	\$1,012.38 x discharge factor
80	\$2,591.70 x discharge factor
100	\$4,049.53 x discharge factor
150	\$9,111.44 x discharge factor
200	\$16,198.12 x discharge factor
250	\$25,309.28 x discharge factor
Non-specified Pipe/Meter Size	$(\text{Meter Size})^2 \times \$161.98 / 400 \times \text{discharge factor.}$

### 2.4.3 Non-Residential Properties – Sewage Other Charges

Service	Charge
<b>Non-Residential Properties - Usage Charge</b>	<p>The usage charge is to be based on the estimated volume of metered water usage discharged into the Council's sewerage system. Metered water usage is to be multiplied by a discharge factor, based on the type of premises to estimate the volume of water discharged.</p> <p>The price for sewerage usage charges is proposed to be 81.00 cents per kilolitre.</p>
<b>Non-Residential Properties - Minimum Charge</b>	The proposed minimum amount payable for a non-residential customer is \$449.62
<b>Non-Residential Properties - Community Development Lots</b>	The proposed sewerage service charge for a community development lot is calculated by: the non-residential sewerage usage charge commensurate with meter size apportioned to the various lots in the community development lot in accordance with the schedule of unit entitlement.
<b>Nominal Service Size</b>	Where water pressure requires larger sizes of pipes and meters a charge as assessed by Council will apply.
<b>Sewerage Service Fees – Exempt Properties</b>	For all properties exempt from service charges under Schedule 4 of the Water Management Act 2000 it is proposed that a fee be charged, in accordance with Section 310(2) of the Act, of \$63.48 per annum for each water closet and \$22.48 per annum for each cistern servicing a urinal where installed.
<b>Sewerage Service Charges – Vacant Land</b>	It is proposed that the charge for sewerage services on vacant land which is not connected to the sewerage system but is reasonably available for connection to the sewerage system is \$337.22.

*The total yield in 2011/12 from all non-residential sewer charges is estimated to be \$1,735,000.00 for service charges and \$818,000.00 for usage charges.*

### 2.4.4 Liquid Trade Waste Charges

Liquid trade waste means all liquid waste other than sewage of domestic nature. A summary of the trade waste policy outlining the property classifications and charges is as follows:

<b>Classification A</b>	Low risk liquid trade waste. Is of low volume and/or strength and has standard non-complex pre-treatment requirements.
<b>Classification B</b>	Medium risk liquid trade waste (<20kL per day) with prescribed pre-treatment requirements.
<b>Classification C</b>	High risk and large liquid trade waste dischargers which are not nominated as a Classification A or B discharger and/or involve a discharge volume of over 20 kl/day
<b>Classification S</b>	Acceptance of septic tank waste, pan waste and ship-to shore pump-outs into Council's sewerage system. Private pumping stations are included in Category S.

### Categories and The charging components associated with the Categories for liquid trade waste:

Pricing for Liquid Trade Waste discharges from the above classifications (excluding Classification S) is calculated based on the following three categories.

Liquid Trade Waste Discharge Category	Liquid Trade Waste Application Fee	Annual Trade Waste Fee	Re-inspection Fee	Liquid Trade Waste Usage Charge/kl	Excess Mass Charges/kg	Non-compliance Excess Mass Charges	Septic Waste Disposal Charge
<b>Category 1</b>  Liquid Trade Waste Dischargers are those conducting an activity deemed by Council as requiring nil or minimal pre-treatment equipment and whose effluent is well defined and or relatively low risk to the sewerage system. The volume discharge to sewer is deemed to be low. Also included are Classification A or B activities with prescribed pre-treatment but low impact on the sewerage system.	Yes	Yes	Yes	No	No	No	No
<b>Category 2</b>  Liquid Trade Waste Dischargers are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised. The volume discharged to sewer may be approved up to 20KL/day.	Yes	Yes	Yes	Yes	No	No	No
<b>Category 3</b>  Liquid Trade Waste Dischargers are those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (generally over 20kL/day) of liquid trade waste to the sewerage system. Any Category 1 or 2 discharger whose volume exceeds 20 kL/day becomes a Category 3 discharger.	Yes	Yes	Yes	No	Yes	Yes	No
<b>Category S</b>  Liquid Trade Waste Discharges are those conducting an activity of transporting and/or discharging septic tank waste, pan waste and ship to shore pump-outs into the sewerage system. Private pumping stations are included in Category S; however the septic waste Disposal charge does not apply.	Yes	Yes	Yes	No	No	No	Yes

## 2.4.5 Trade Waste Charges

Charge Component	Basis	Category	Proposed Charge \$
Trade Waste Application Fee	<p>The application fee covers the cost of administration and technical services provided in processing an application on a scale related to the category into which the discharger is classified, and reflects the complexity of processing the application. It includes processing change of ownership of the discharger.</p> <p>The application fee for Category 2 dischargers covers the primary treatment device e.g. grease arrestor, with an additional fee for each subsequent treatment device.</p> <p>The application fee for Category 3 dischargers includes allowance for two site visits during the construction stage. Additional site visits will incur an extra cost.</p> <p>The Application Fee for Category S discharges covers the cost of administration and one inspection of the installation.</p>	Category 1	46.74
		Category 2	59.49
		Category 3	912.40
		Category S – Residential	49.15
		Category S – Non-Residential	198.70
Annual Trade Waste Fee	This fee recovers the cost incurred by Council for administration and the scheduled inspections each year to ensure a liquid trade waste discharger's ongoing compliance with the conditions of their approval.	Category 1	81.75
		Category 2	326.99
		Category 3	549.28
		Category S - Residential	43.70
		Category S- Non-Residential	88.75
Re-inspection Fee	Where non-compliance with the conditions of an approval has been detected and the discharger is required to address these issues, Council will undertake re-inspections to confirm that remedial action has been satisfactorily implemented. Council will impose a fee for each re-inspection. The re-inspection fee will be based on full cost recovery.	All Categories per inspection	\$76.65
Trade Waste Usage Charge	The trade waste usage charge is imposed to recover the additional cost of transporting and treating liquid trade waste from Category 2 dischargers. Either one of two charges is applicable.	Compliant pre-treatment equipment	0.66/kL
		Non-compliant pre-treatment equipment.	14.04/kL
Excess Mass and Non-compliant Excess Mass Charge	Excess mass charges will apply for the substances specified that are discharged in excess of the deemed concentrations in domestic sewage.		0.68 / kg
Biochemical Oxygen Demand	Non-compliant excess mass charges will apply for the substances specified that are discharged in excess of the Trade Waste Approval Limit.		0.87 / kg
Suspended Solids			1.23 / kg
Total Oil and Grease	The nominated charges are applied in accordance with the formulas contained in Council's Liquid Trade Waste Policy.		0.68 / kg
Ammonia (as Nitrogen)			0.17 / kg
Total Kheldhal Nitrogen			1.39 / kg
Total Phosphorus			0.04 / kg
Total Dissolved Solids			0.13 / kg
Sulphate (as SO4)			

In addition to the substances listed above, the following excess mass charges will apply per kilogram of waste discharged in excess of the Liquid Trade Waste Policy Guideline Acceptance Limits. Non-compliant excess mass charges will apply for trade waste discharged in excess of the Liquid Trade Waste Approval Limit. The nominated charges are applied in accordance with the formulas contained in Council's Liquid Trade Waste Policy.

Substance	Proposed Charge \$	Substance	Proposed Charge \$	Substance	Proposed Charge \$
Aluminium	0.68 / kg	Copper	14.04 / kg	Organoarsenic compounds	689.79 / kg
Arsenic	0.68 / kg	Cyanide	68.98 / kg	Pesticides general (excludes organochlorines and organophosphates)	689.79 / kg
Barium	34.48 / kg	Fluoride	3.44 / kg	Petroleum Hydrocarbons (non-flammable)	2.29 / kg
Boron	0.68 / kg	Formaldehyde	1.39 / kg	Phenolic compounds (non-chlorinated)	6.89 / kg
Bromine	13.79 / kg	Herbicides/defoliants	689.79 / kg	Polynuclear aromatic hydrocarbons (PAH's)	14.04 / kg
Cadmium	319.34 / kg	Iron	1.39 / kg	Selenium	48.53 / kg
Chloride	No Charge	Manganese	6.89 / kg	Silver	1.27 / kg
Chlorinated Hydrocarbons	34.48 / kg	Mercaptans	68.98 / kg	Sulphide	1.39 / kg
Chlorinated Phenolics	1,379.58 / kg	Mercury	2,299.29 / kg	Sulphite	1.52 / kg
Chlorine	1.39 / kg	Methylene Blue Active Substances (MBAS)	0.68 / kg	Thiosulphate	0.24 / kg
Chromium	22.99 / kg	Molybdenum	0.68 / kg	Tin	6.89 / kg
Cobalt	14.04 / kg	Nickel	22.99 / kg	Uranium	6.89 / kg
Lead	34.48 / kg	Zinc	14.04 / kg		
Lithium	6.89 / kg				

*The total yield in 2011/12 from this charge is estimated to be \$772,000.00*

## Septic Waste Disposal Charges (Category S)

Council intends to continue its current practice of pricing in accordance with the provisions of s.310(2) of the Water Management Act 2000 and cl.6 of the Water Management (Water Supply Authorities) Regulation 2004. The maximum fees for the period 1 July 2011 to 30 June 2012 to be as follows:

Service	Unit	Service Fee
<b>Residential</b>		
Fortnightly effluent removal and disposal service	annual	1,035.78
Additional effluent removal and disposal service	service	40.09
Sludge removal and disposal services		
• Septic tanks with a capacity up to 2750 litres	service	290.57
• Septic tanks exceeding 2750 litres or AWTS with one tank	service	376.98
• AWTS with more than one tank	service	562.34
• Sludge disposal only (collection organised by customer)	kilolitre	31.31
<b>Non-Residential</b>		
Commercial effluent removal and disposal service	kilolitre	13.29
Sludge removal and disposal services		
• Septic tanks with a capacity up to 2750 litres	service	290.57
• Septic tanks exceeding 2750 litres or AWTS with one tank	service	376.98
• AWTS with more than one tank	service	562.34
• Sludge disposal only (collection organised by customer)	kilolitre	31.31
<b>Septic and Chemical Toilet Charges</b>		
Volume charges will apply for each kilolitre of waste specified, that is discharged to the sewerage system.	kilolitre	15.33

*The total yield in 2011/12 from this charge is estimated to be \$39,000.00*

## Chemical Closet Charges (Category S)

In accordance with the provisions of Section 310(2) of the Water Management Act 2000, and Clause 6 of the Water Management (Water Supply Authorities) Regulation 2004, it is proposed the maximum fees for the period 1 July 2010 to 30 June 2011 be as follows:

Type of Service	Cost of Service \$
Annual Fortnightly service	1492.85
Each requested weekly special service	29.08

*The total yield in 2011/12 from this charge is estimated to be \$20,000.00*

It should be noted that Trade Waste Charges apply in addition to Sewer service charges. Where properties discharging Liquid Trade Waste become chargeable or non-chargeable for a part of the financial year a proportional charge calculated on a weekly basis is to apply.

## 2.5 DRAINAGE SERVICE CHARGES

In its Determination of Council's 2009/10 charges, the Independent Pricing and Regulatory Tribunal approved the introduction of a drainage service charge.

### Residential Charges

#### Single Metered Residential Properties

The proposed charge is \$87.09 for each single residential property/lot/dwelling. There is no usage charge for this category.

*The total yield in 2011/12 from this charge is estimated to be \$4,703,000.00*

#### Metered Non-Residential Properties

Non-Residential Properties are those that do not meet the definition of Residential Properties or Multi Premises Properties.

It is proposed to use the charging structure detailed below for Non-Residential Properties that are serviced by a water meter:

Meter Size (mm)	Meter Charge \$
20	87.09
25	136.09
40	348.37
50	544.33
80	1,393.49
100	2,177.33
150	4,898.99
200	8,709.31

Charges for meters not specified above are calculated using the formula  $(\text{Meter Size})^2 \times \$87.09 / 400$

*The total yield in 2011/12 from this charge is estimated to be \$463,000.00*



**Nominal Service Size**

Where water pressure requires larger sizes of pipes and meters a charge as assessed by Council will apply.

**Multi Premises Properties**

The proposed charge is \$65.32 for each Multi Premises property that is serviced by a common water meter or multiple common water meters.

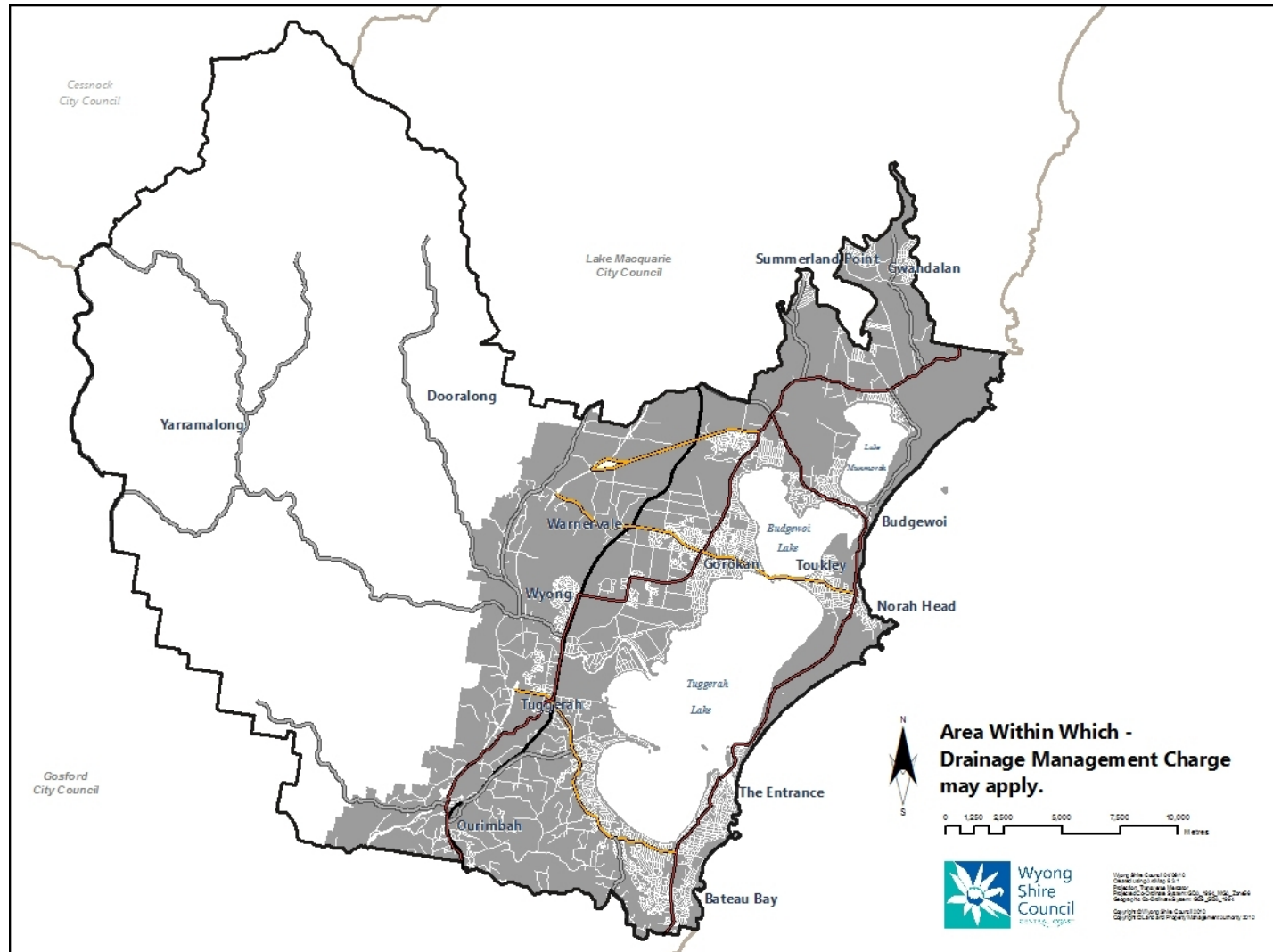
Multi Premises properties include;

- a) Strata Title lots
- b) Company Title dwellings
- c) Community Development lots
- d) Retirement Village units and
- e) A part of a building lawfully occupied or available for occupation (other than those described in paragraphs a) to d) above.

Multi Premises properties do not include hotels, motels, guest houses or backpackers' hostels.

*The yield from these charges in 2011/12 is estimated to be \$701,000.00*

## Map 12 – Drainage Management Charge



### 3 INTEREST ON OVERDUE RATES AND CHARGES

In accordance with Section 566 of the Local Government Act 1993 and Section 356 of the Water Management Act 2000 Council charges interest on all rates and charges which remain unpaid after they become due and payable. Interest will be calculated on a daily basis using the simple interest method.

The due dates for payment of rates and charges are as follows:

- If payment is made in a single instalment, the instalment is payable by 31 August 2011.
- If payment is made by quarterly instalments, the instalments are payable by 31 August 2011, 30 November 2011, 28 February 2012 and 31 May 2012.
- For water usage charges, the account is due 30 days after posting date.

The rate of interest applied to overdue rates and charges levied under the Local Government Act 1993 will be the maximum rate of 9% as specified by the Minister for Local Government and published in the Government Gazette.

The rate of interest applied to overdue charges levied under the Water Management Act 2000 will be the rate of interest payable for the time being on an unpaid judgment of the Supreme Court which is currently 9%.

### 4 DEVELOPER CONTRIBUTIONS

Developer contributions for Water and Sewerage services are levied in accordance with the methodology developed by the Independent Pricing and Regulatory Tribunal

The various contributions are contained in Council's Development Servicing Plans which are available for inspection at Council's Offices.

Other Developer Contributions are levied in accordance with Section 94 of the Environmental Planning and Assessment Act. The various contribution rates are listed in the section 94 plans available for inspection at Council's offices.

## 5 STATEMENT OF THE AMOUNTS OF RATES PROPOSED TO BE CHARGED FOR THE CARRYING OUT BY THE COUNCIL OF WORK ON PRIVATE LAND

In accordance with Section 67(1) of the Local Government Act 1993 Council may by agreement with the owner or occupier of any private land carry out on the land any kind of work that may lawfully be carried out on the land.

The rates proposed to be adopted by Council are set to recover the estimated cost to Council in providing the works on private land. The amounts proposed to be charged for private works are set out in the attached Schedule of Fees in accordance with the type of works conducted by Council as indicated below:

Septic and sewer connections and applications	15 & 20
Water service connections and applications	20
Footpath reinstatement	21.01
Construction – Kerb & Guttering & Foot paving	21.04
Vehicle crossings	21.06
Concrete work - Supervision/Design etc	21.07
Kerb and gutter - Supervision/Design etc	21.07
Road reinstatement	21.08
Road testing	21.09

For all other works a minimum charge for the use of Council labour, plant or materials on private land equal to the actual cost (including overheads) plus 10%.

The General Manager has the authority to set the fee for works to be undertaken by Council on private land, using Council labour, plant or materials, having regard to market forces in each instance, on condition that no such charge shall be less than the actual cost to Council (including overheads) plus 15%.

## 6 STATEMENT OF PROPOSED BORROWINGS

It is Council's policy to borrow to fund capital projects that have a life expectancy beyond the term for repayment of the loan in order to establish intergenerational equity. All loans are secured over the income of the Council. In 2011/12 Council's borrowings will include refinancing of Council's existing 10 year loan cashflows in the Water Fund

It is also Council's policy to invite quotes for the provision of loan funds from lending institutions and a competitive quotation is accepted. The following loan borrowings are proposed for 2011/12:

Source of Borrowings	Amount to be Borrowed \$	Proposed Security
Financial Institutions of Land and Property Management Authority	450,000	A charge on the income of the Council.
Financial Institutions	18,125,000	A charge on the income of the Council.

\* Consists of Water loans of \$ 8,125.00 and Sewer loans of \$ 10,000,000.00

## 7 CHILD CARE AND EDUCATION

In setting Care and Education Centre fees Council does not seek to recover National Competition Policy (NCP) notional costs, return on capital, or a portion of corporate support costs. These items amount to \$1,151,250 for 2011/12 and are made up as follows:

2011/12	\$
Non-cash NCP Payroll Tax	182,143
Non-cash NCP notional Land Tax	31,286
Non-cash NCP target return on capital	356,300
Portion of Corporate support overhead	581,521
<b>TOTAL</b>	<b>1,151,250</b>

The category pricing policy is “D” being; the price of this good/service is set at a level to make a contribution towards the cost of providing the service. With the remainder of the costs being Council’s Community Service Obligation to the provision of this service.

This has been Council’s policy direction so as to partly subsidise the costs of providing Care & Education services to make it more affordable to the community.

## 8 HOLIDAY PARKS

Council has a management partnership with the Land & Property Management Authority (LPMA) that sees Council managing four Holiday Parks – at Budgewoi, Canton Beach, Toowoona Bay and Norah Head.

Council will continue a pricing and revenue strategy of full cost recovery including any requirements for capital expenditure.

Fees will reflect this revenue recovery approach.

## 9 PROPOSED FEES AND CHARGES

In accordance with Section 608 of the Local Government Act 1993 Council may charge and recover an approved fee for any service it provides other than a service provided, or proposed to be provided, on an annual basis for which it may make an annual charge under Section 501.

A list of the fees proposed to be charged by Council for the financial year ending June 30 2011 is set out in the attached Schedule of Fees.

The fees shown in the Schedule of Fees are arrived at after allowing for normal inflationary growth in the cost of providing these services. However, where the fee is based on the costs of providing the service and those costs increased extraordinarily during the year, Council reserves the right to amend the fees to recover the cost increase.

In respect of the Schedule of Fees, a category of pricing policies is set out in the following table and each fee within the schedule is related to a pricing policy that is disclosed in the table.

The Fees and Charges for Building Certification Services have been prepared on the basis that the total cost of providing the service including on-costs and overheads have been identified and that there is no subsidy from Councils general purpose revenue. Costing systems are in place to ensure the on-going accuracy of actual income and expenditure compared to budget..

**Table 1 Categories of Pricing Policies Proposed in Respect of the Advertised Schedule of Fees**

A	The price for this good/service represents the direct costs of providing the service.
B	The price charged for this good/service is a statutory charge set by regulation.
C	The price for this service is set at a level acceptable to the user of the service and which makes a minimal contribution to the annual operating and maintenance costs of the facility.
D	The price of this good/service is set at a level to make a contribution towards the cost of providing the service. With the remainder of the costs being Council's Community Service Obligation to the provision of this service.
E	The price for this good/service is based on the full cost including oncosts, overheads and asset replacement of providing the service.

Note: In relation to Bonds received by Council on or after 1 July 2006, interest will be calculated daily at the current rate of interest earned in Council's Trading Bank Account. Interest will be paid on deposits held for more than 90 days, less an administration charge of \$50. Fees expressed as percentages are stated exclusive of GST.

The General Manager has the authority to waive or amend fees and charges for reasonable grounds provided in writing.

# Fees & Charges

## Table of Contents

Item	Description
2	Library fees
3	Plan printing
4	Photocopying
5	Rating
6	Cemeteries
7	Public hall Community Facilities & Civic Centres
8	Sundry charges
9	Development fees
10	Other development fees and charges
11	Companion animals
12	Local Government Act approvals
13	Inspections and reinspections
14	Miscellaneous Shire planning fees
15	Sewage planning fees
16	Tree preservation
17	Recycling
18	Bus parking
19	Parks, Playing Fields, Ovals, Beaches
20	Water & sewage
21	Roads and associated facilities
22	Town centres
23	Airport
24	Tip charges
25	Care & education centre Fees
26	Holiday park Fees



# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
<b>2</b>	<b>LIBRARY FEES</b>			
<b>2.01</b>	Lost Books Plus replacement Cost	D		<b>\$10.00</b>
<b>2.02</b>	Reservations per item	D		<b>\$3.00</b>
<b>2.03</b>	Replacement Borrower's Card	D		<b>\$5.00</b>
<b>2.04</b>	Photocopying (Coin operated)			
	A4 Black & White	E		<b>\$0.20</b>
	A4 Colour	E		<b>\$1.50</b>
	A3 Black & White	E		<b>\$0.40</b>
	A3 Colour	E		<b>\$2.00</b>
<b>2.05</b>	Sale of Discarded Books ( <i>Per Item or as approved by the Manager, Director or General Manager</i> )	D		<b>\$3.00</b>
<b>2.06</b>	Inter-Library Loans ( <i>Plus the cost of the inter library loan vouchers if applicable</i> )	D		<b>\$5.00</b>
<b>2.07</b>	Library Bags each	E		<b>\$2.00</b>
<b>2.09</b>	Printing from PC			
	A4 Black and White	E		<b>\$0.20</b>
	A4 Colour	E		<b>\$1.50</b>
	A3 Black & White	E		<b>\$1.50</b>
	A3 Colour	E		<b>\$2.00</b>
<b>2.10</b>	Room Hire - Not for Profit - Per Hour	E		<b>\$10.00</b>
	Room Hire - Commercial - Per Hour	E		<b>\$20.00</b>
<b>2.11</b>	Local History Research			
	Image Reproduction - Digital Image - Per Hour	E		<b>\$10.00</b>
	Hard Copy Photograph on a Data CD each	E		<b>\$10.00</b>
<b>3</b>	<b>PLAN PRINTING - MICROFILM MAP PRINTING</b>			
<b>3.01</b>	Plain Paper from Microfilm or CD Rom - per copy			
	DP's, House Plans - A4	C	<b>\$11.00</b>	
	DP's, House Plans - A3	C	<b>\$11.20</b>	
<b>3.02</b>	Maps/Plans House Plans - per copy			
	A1	C	<b>\$13.00</b>	
	A0	C	<b>\$16.50</b>	
	B1	C	<b>\$16.50</b>	
	B2	C	<b>\$11.20</b>	
	A3 from Micro	C	<b>\$11.20</b>	
	A0:A3	C	<b>\$15.50</b>	
	A1:A3	C	<b>\$13.50</b>	
<b>3.04</b>	GIS Plotter Maps - per copy			
	A1	C	<b>\$21.00</b>	
	A0	C	<b>\$30.35</b>	
	A4 Screen Dump	C	<b>\$2.00</b>	
	A3 Cadastral Base	C	<b>\$8.00</b>	
	A0 sets - Cadastral only - per set	C	<b>\$1,800.00</b>	
	A3 sets - Cadastral only - per set	C	<b>\$432.00</b>	
<b>4</b>	<b>PHOTOCOPYING - PRINTING</b>			
<b>4.01</b>	Black & White Printing			
	A4			
	Single Sided - per page			
	Up to 500 Pages - Customer Service	E		<b>\$0.35</b>
	10 - 100 Pages - Copy Shop	E		<b>\$0.30</b>
	101 to 1,000 Pages	E		<b>\$0.25</b>
	2000 Plus Pages	E		<b>\$0.15</b>
	Double Sided - per page			
	10 - 100 Pages - Copy Shop	E		<b>\$0.40</b>

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	101 - 1,000 Pages	E		\$0.35
	Amounts over 1,000 Pages	E		\$0.20
	A3			
	Single Sided - per page			
	Up to 500 Pages - Customer Service	E		\$0.45
	101 - 1,000 Pages - Copy Shop	E		\$0.45
	100 to 1,000 Pages	E		\$0.35
	1000 Plus Pages	E		\$0.20
	Double Sided - per page			
	101 to 1000 Pages - Copy Shop	E		\$0.65
	100 to 1,000 Pages	E		\$0.45
	1000 Plus Pages	E		\$0.35
4.02	Coloured Printing			
	A4			
	Single Sided - per page			
	Up to 50 Pages	E		\$2.20
	50 to 100 Pages	E		\$1.20
	200 Plus Pages	E		\$1.00
	500 Plus Pages	E		\$0.65
	A3			
	Single Sided - per page			
	Up to 50 Pages	E		\$2.75
	50 to 100 Pages	E		\$2.20
	100 Plus Pages	E		\$1.65
4.03	A4 Coloured Cardboard - per sheet			
	Supply only	E		\$0.75
	Supply and Print	E		\$0.80
4.04	Binding - per document			
	Ring Binders + .55c (card)	E		\$3.30
	Strip Binders	E		\$4.00
	Thermal Bind	E		\$2.50
4.05	Sundry - per hour			
	Desktop Publishing	E		\$110.00
	Word Processing	E		\$110.00
4.06	Photocopying - Copying - Printing (Specified Acts or Regulations) - per copy			
	Hard Copy to Hard Copy	B	\$0.80	
	Microfiche / Film to Hard Copy	B	\$0.40	
	Electronic to Hard Copy	B	\$0.40	
	Electronic to Disk - per disk	B	\$35.00	
5	<b>RATING</b>			
5.01	Certificate - Section 603 Local Government Act	B	\$65.00	
	Urgency Charge - Section 603 Local Government Act Certificate <i>(provided electronically within 36 hours of receipt or a manually requested section 603 Certificate provided with 72 hours of application receipt)</i>	A	\$20.00	
5.02	Rates Record Statement			
	Up to and including 5 years	A	\$17.00	
	<b>Debtors</b>			
	Copy of Accounts or Invoices	A	\$7.00	

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Further back than 5 years, \$ 3.00 reduction for information received electronically.	A	\$65.00	
<b>5.03</b>	<b>Legal Costs - Debt Recovery</b>			
	Fees and Charges as currently legislated in Local Courts (Civil Procedure) Rules 2005.			
	Filing Fees - Issue of Statement	B	\$80.00	
	Filing Fees - Issue of Writ of Execution	B	\$67.00	
	Filing Fees - Service By Agent	B	\$54.00	
	Professional Costs - Preparation of Process- Filing statement of claim			
	Debts between \$0.01 to \$1,000.00	B	\$209.20	
	Debts between \$1001.00 to \$5,000.00	B	\$313.80	
	Debts between \$5,001.00 to \$20,000.00	B	\$418.40	
	Debts Over \$20,000.00	B	\$523.00	
	Professional Costs - Default Judgement			
	Debts between \$0.01 to \$1,000.00	B	\$303.60	
	Debts between \$1,001.00 to \$5,000.00	B	\$455.40	
	Debts between \$5,001.00 to \$20,000.00	B	\$607.20	
	Debts Over \$20,000.00	B	\$759.00	
	Professional Costs - Issue of Writ of Execution			
	<i>Change in legislation has resulted in a flat fee across all debt sizes</i>			
	Debts between \$0.01 to \$1,000	B	\$235.00	
	Debts between \$1,001.00 to \$5,000.00	B	\$258.50	
	Debts between \$5,001.00 to \$20,000.00	B	\$258.50	
	Debts over \$20,000.00	B	\$258.50	
<b>6</b>	<b>CEMETERIES</b>			
	<i>For the purposes of this schedule "interment" includes the sinking of the grave, the placement of the coffin or ashes therein, backfilling of the grave and removal of debris. Interment costs are the responsibility of the deceased's family.</i>			
<b>6.01</b>	Burial Permit	C	\$220.00	
<b>6.02</b>	Perpetual Maintenance Costs - Lawn Cemetery	A		\$600.00
<b>6.03</b>	Perpetual Maintenance Costs - Memorial Garden /Wall	A		\$135.00
<b>6.04</b>	Bronze plaque - standard - lawn cemetery only (No larger than 150mm(w) X 150mm(h) with up to ten lines)	A		\$220.00
<b>6.05</b>	Administration Fee - transfer burial and memorial rights	A		\$75.00
<b>6.06</b>	Application to erect stone or concrete kerbing and or slab over grave (General section only)	C	\$150.00	
<b>6.07</b>	Permit for Monumental works (Headstone)	C	\$75.00	
<b>6.08</b>	Refurbish bronze or granite plaque	C		\$230.00
<b>6.09</b>	Burial Right (Single Plot Purchase) (Double depth burial up to 1.2m x 2.4m - immediate use or reservation)	A		\$1,600.00
<b>6.10</b>	Burial Right (Double Plot Purchase) (Side by side double depth burial plots up to 1.2m x 2.4m - immediate use or reservation)	A		\$2,800.00
<b>6.11</b>	Burial Right - Childs (Double depth burial up to 1m x 1.2m)	D		\$800.00
<b>6.12</b>	Destitute Grave Site	D		\$600.00
<b>6.13</b>	Removal of human remains from grave to another part of the cemetery	A		\$520.00
<b>6.14</b>	Exhumation of human remains from grave to transport to another cemetery	D		\$520.00
	<b>Memorial gardens</b>			
	<i>Currently only available at Norville Cemetery. Placement and immurement of ashes Tuesday to Thursday 9:00am to 3:00pm</i>			
<b>6.15</b>	Right of Niche in the Memorial Garden inclusive of Granite pillar and standard cast bronze Reserved plaque	C		\$750.00
<b>6.16</b>	Plaque and ash placement in Memorial Garden - cast bronze no larger than 135mm (w) X 135mm (h) with up to ten lines (For a quote for additional lines or non standard plaque contact WSC Cemetery Officer)	A		\$510.00
<b>6.17</b>	Right of Niche in the Garden Wall inclusive of standard cast bronze reserve plaque.	C		\$500.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
6.18	Plaque and ash immurement in Garden wall - cast bronze plaque no larger than 135mm (w) X 135mm (h) with up to ten lines (For a quote for additional lines or non standard plaque contact WSC Cemetery Officer)	A		\$330.00
6.19	Star Memorial Plaque and placement on Memorial Wall <i>(Incorporates the cost of plaque and staff time and materials to install)</i>	A		\$220.00
6.20	Removal of ashes remains from one site in Memorial Garden or wall to another site within the memorial Garden or wall within cemetery. <i>(Remove and reinstate plaque/s where new niche has already been purchased and burial permit exists)</i>	D		\$475.00
	<b>Other charges</b>			
6.21	Re-open grave (Second and or subsequent interment)	A		\$75.00
6.22	Burial of indigenous persons under instructions from institutions <i>(Subject to such reduction as Council may authorise in the particular case)</i>	A		<b>Nominal Interment Fee</b>
<b>7</b>	<b>PUBLIC HALLS, COMMUNITY FACILITIES &amp; CIVIC CENTRES</b>			
	Hire Fees based on room size. Council reserves the right to increase the bond subject to the proposed use.			
7.01	Hire Fees & Charges: Wyong Civic Centre Multipurpose Facility			
	Tony Sheridan Function Room - Non Community Groups - less than 4hrs	A		\$550.00
	Tony Sheridan Function Room - Community Groups - less than 4 hrs	A		\$220.00
	Tony Sheridan Function Room - Non Community Groups - greater than 4 hours	A		\$770.00
	Tony Sheridan Function Room - Community Groups - greater than 4 hours	A		\$440.00
	Bond	A	\$500.00	
	Security <i>(Staff member per hour per officer out of hours functions)</i>	A		\$80.00
	Setting up if required - per hour	A		\$85.00
	PA System Hire	A		\$52.00
	Data Projector Hire	A		\$52.00
	Laptop Hire	A		\$52.00
	Table Cloth Hire/Laundry - per tablecloth.	A		\$3.00
7.02	Hire Fees & Charges: Other Facilities Managed By Council			
	Permanent - Non Profit Groups - per hour			
	Honeymoon Rate	A		\$5.50
	Low Rate	A		\$8.50
	Standard Rate	A		\$10.00
	Permanent - Profit Groups - per hour			
	Low Rate	A		\$15.00
	Medium Rate	A		\$20.00
	Standard Rate	A		\$25.00
	Casual Hire			
	Small to Medium Size Hall - per function, bond applies			
	Day Time Functions	A		\$130.00
	Evening / Night Functions	A		\$185.00
	Medium to Large Size Hall - per function, bond applies			
	Day Time Functions	A		\$175.00
	Evening / Night Functions	A		\$250.00
	Bond			
	Low Risk Functions - per function, bond applies	A	\$250.00	
	Medium Risk Functions - per function, bond applies (Parties)	A	\$350.00	
	High Risk Functions - per function, bond applies (Teenage, 21st Birthdays etc)	A	\$750.00	
7.03	Permanent Exclusive Use Groups - Organisations - per week, bond applies			
	Chittaway Bay Hall - Hellenic Society - per week - bond applies	A		\$30.00
	De L'isle Drive Community Centre - Benevolent Society - per week - bond applies	A		\$175.00
	Boomerang Cottage - Work wise - per week - bond applies	A		\$55.00
	The Cottage Youth Centre			
	Samaritans Youth Service - per week - bond applies	A		\$82.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Samaritans Active Linking Initiative - per week - bond applies	A		\$65.00
	Beryl Street Community Centre			
	Tuggerah Lakes Potters - per week - bond applies	A		\$55.00
	Community Transport - per week - bond applies	A		\$175.00
	Blue Haven Community Centre			
	Smith Family - per week - bond applies	C		\$73.00
	San Remo Neighbourhood After School Care - per week - bond applies	C		\$185.00
	Computer Technology Centre - per week - bond applies	C		\$75.00
	The Entrance Community Centre			
	The Entrance Neighbourhood Centre - per week - bond applies	A		\$75.00
	Horizons Central Coast Family Services - per week - bond applies	A		\$288.45
	Tuggerah Lakes Community Centre - per week, bond applies			
	<i>Prior to 2009/10 the facility was previously managed under s355 committee.</i>			
	Northern Settlement Services - per week - bond applies	A		\$145.00
	Central Coast Community Council - per week - bond applies	A		\$135.00
	Wyong Shire Food Service - per week - bond applies	A		\$255.00
	Samaritans Disability Services - per week - bond applies	A		\$195.00
	Central Coast Italian Friendship - per week - bond applies	A		\$40.00
	Wattanobbi Community Centre			
	<i>Prior to 2009/10 the facility was previously managed under s355 committee.</i>			
	Wyong Neighbourhood Centre - per week - bond applies	A		\$75.00
<b>7.04</b>	Hire Fees & Charges: Other Halls (Including Sec 355 Committees)			
	Regular Hire - Not For Profit Group - per hour, bond applies			
	Minimum Charge	A		\$5.50
	Maximum Charge	A		\$10.00
	Regular Hire - Profit Group - per hour, bond applies			
	Minimum Charge	A		\$15.00
	Maximum Charge	A		\$25.00
	Casual Hire			
	Minimum Charge	A		\$175.00
	Maximum Charge	A		\$250.00
	Bond - per function			
	Minimum Charge	A	\$250.00	
	Maximum Charge	A	\$1,500.00	
<b>7.05</b>	Gravity Youth Centre (Lake Haven)			
	Permanent Exclusive Use Groups			
	Office Space - per square metre, per week	C		\$7.00
	Room Hire - per square metre, per week	C		\$4.00
	Casual Hire			
	Youth Related "Not-for-profit" Youth Based Organisation			
	Community Groups - Non Youth Specific			
	Commercial Based Organisation			
	Permanent - Non Profit Groups - per hour			
	Honeymoon Rate	C		\$5.50
	Low Rate	C		\$8.50
	Standard Rate	C		\$10.00
	Permanent - Profit Groups - per hour			
	Low Rate	C		\$15.00
	Medium Rate	C		\$20.00
	Standard Rate	C		\$25.00
	Casual Hire one off functions including outdoor amphitheatre hire - per function			

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Small to Medium Size Hall			
	Day Time Functions	C		\$130.00
	Evening / Night Functions	C		\$185.00
	Medium to Large Size Hall			
	Day Time Functions	C		\$175.00
	Evening / Night Functions	C		\$250.00
	Bond - per function			
	Low Risk Functions	C		\$250.00
	Medium Risk Functions	C		\$350.00
	High Risk Function	C		\$750.00
	Market Stall Space Hire - (Gravity Community Park) per space			
	Not for profit and individuals	C		\$16.00
	Profit Group/Individual	C		\$26.00
7.06	Central Coast Life Time Learning Centre (CCLLC)			
	Community and Road Education Scheme (CARES Course) per student	C		\$4.00
	<b>Facility Hire</b>			
	Category 1: CCLLC hire by an Education 'Not For Profit' Organisation			
	Minimum Fee	C		\$45.00
	1 to 3 hours	C		\$45.00
	3 to 7 hours	C		\$70.00
	Over 7 Hours - Base rate \$70.00	C		\$70.00
	<i>Fee is the base rate plus \$15.00 per hour to a maximum of \$140.00</i>			
	Saturday & Sunday Surcharge - per day	C		\$15.00
	Category 2: CCLLC hire by Community/Sporting Groups			
	Minimum Fee	C		\$55.00
	1 to 3 hours	C		\$55.00
	3 to 7 hours	C		\$80.00
	Over 7 Hours - base rate \$80.00 plus \$15.00 per hour to a maximum of \$140.00	C		\$80.00
				<b>Base rate</b>
	Saturday & Sunday Surcharge - per day	C		\$19.10
	Category 3: CCLLC hire by Commercial Based Organisations			
	Minimum Fee	C		\$85.00
	1 to 3 hours	C		\$85.00
	3 to 7 hours	C		\$140.00
	Over 7 Hours - Base rate \$140.00 plus \$25.00 per hour to a maximum of \$210.00	C		\$140.00
				<b>Base rate</b>
	Saturday & Sunday Surcharge - per day	C		\$40.00
7.07	The Gallery - The Entrance Community Centre			
	Hire Fees per exhibition day			
	Not for Profit Group - per day. Includes individual artists	C		\$25.00
	For Profit Group - per day	C		\$60.00
	Hire Fees - per week			
	Not for Profit Group	C		\$70.00
	For Profit Group	C		\$200.00
	<b>Bonds</b>			
	Key - per exhibition	C	\$25.00	
	Room Hire - For Profit Business - per exhibition	C	\$210.00	
	Room Hire - For Non Profit Business - per exhibition	C	\$0.00	

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Commission from sales - per exhibition	C		20% commission
	Gallery Promotion Pack			
	Includes 300 DL Invitation Cards, 40 A4 Posters, 10 A3 Posters - per pack	C		\$140.00
	Community Events Trailer			
	Fees	C		\$30.00
	Bond	C		\$100.00
<b>8</b>	<b>SUNDRY CHARGES</b>			
<b>8.01</b>	Road Widening Certificates - each	D		\$65.00
<b>8.02</b>	External Truck and Plant Hire ( <i>Fee to include direct costs of plant item plus overheads</i> )	E		By Negotiation
<b>8.03</b>	Supply and Install Blue RTA/Council Directional Signs - each	A		\$152.60
<b>8.04</b>	Wyang LEP Instruments - each	A	\$70.00	
<b>8.05</b>	Resuscitation Signs for Swimming Pools - each	A		\$25.00
<b>8.06</b>	Noxious Weed Section 64 Certificates - each	A	\$110.00	
<b>8.07</b>	Noxious weeds reinspections charges for non-compliance			
	Properties up to 1 hectare - base charge	A		\$150.00
	Properties larger than 1 hectare - Base rate \$150.00 plus \$40.00 for every 15 minutes beyond 1 hour	A		\$150.00
				Base rate
	Development Control General Administrative Costs			
<b>8.08</b>	Charge to recoup research & other costs - per hour	A		\$110.00
<b>8.09</b>	Sediment Control Signs - each	A		\$6.00
<b>8.10</b>	Effluent Disposal Signs - each	A		\$6.00
<b>8.11</b>	Dishonour Cheque Fee	A		\$55.00
<b>8.12</b>	History of Wyong Shire - Softcover	C		\$40.00
<b>8.13</b>	History of Wyong Shire - Hardcover	C		\$75.00
	Plan of Management/Wyong Strategic Council Strategic Plan (hardcopy)	A		100.00
	Plan of Management/Wyong Strategic Council Strategic Plan (CD)	A		4.40
	Shire Strategic Vision (hardcopy)	A		12.00
	Shire Strategic Vision (CD)	A		4.40
	State of the Shire Report (hardcopy)	A		16.00
	State of the Shire Report (CD)	A		4.40
<b>8.14</b>	Tuggerah Lakes Estuary Management Plan	A	\$40.00	
<b>8.15</b>	Tuggerah Lakes Estuary Management Study	A	\$40.00	
<b>8.16</b>	Tuggerah Lakes Estuary Process Study	A	\$40.00	
<b>8.17</b>	Section 94 Contribution Plans - per copy	A	\$25.00	
<b>8.18</b>	Miscellaneous Future Planning Booklets, Publications and CDs not specified elsewhere - per item	A	\$25.00	
<b>8.19</b>	Plans of Management for Council Buildings & Reserves	A	\$25.00	
<b>8.20</b>	Flora and Fauna Guidelines	A	\$18.00	
<b>8.21</b>	Wyang Shire Photographic Competition Entry Fee - per entry	D		\$6.00
<b>8.22</b>	Calico Bags	E		\$2.00
<b>8.23</b>	Owership enquiry fee - verbal at counter - per assessment	A		\$15.00
<b>8.24</b>	Research Fee, Research Officer - Per 15 minutes or part there of.	A		\$60.00
<b>8.25</b>	Time Based Fees - For works undertaken by Council for outside persons/organisations:			
	Professional Services - per hour	A		\$155.00
	Technical/inspection services - per hour	A		\$110.00
<b>8.26</b>	Government Information (Public Access) Act 2009			
	Access Applications			
	Application Fee	B	\$30.00	



# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Processing Charge - Per hour. Up to 20 hours of processing time is covered by the initial \$30 application fee for applications concerning the personal affairs of the applicant. Application of other types of information are charged at \$30 per hr. A 50% discount on processing charges is available in certain circumstances; holders of a current Pensioner Concession card; full-time students; and non-profit organisations.	B	\$30.00	
	Internal Review	B	\$40.00	
	Time Based Fees - Per Hour Property, project management and legal and risk matters.	A		\$165.00
8.27	Credit Card - Merchant Fees			
	Fee for the merchant charge levied on payments by Credit Card	A		0.4% of transaction value
9	DEVELOPMENT FEES			
	Development Application Fees			
9.01	Council Development application fees may be waived by the Manager of Development Assessment for not for profit charity / community organisations on sighting of appropriate documentation			
	The maximum fee for development involving the erection of a building, the carrying out of work or the demolition of a work or a building, is calculated in accordance with the following:			
	These fees include the Plan First fee of \$0.64 per \$1,000 over \$50,000 of estimated costs.			
	The fees determined under Section 9.1 do not apply to development in other sections unless specified.			
	These fees exclude the cost of notification and advertising.			
	Up to \$5,000 (To be used for Tree Applications)	B	\$110.00	
	\$5,001 - \$50,000 Base plus index - Base rate \$170.00 plus an additional \$3.00 for each \$1,000 (or part of 1,000) of the estimated cost	B	170.00 Base rate	
	\$50,001 - \$250,000 Base plus index - Base rate \$352.00 plus an additional \$3.64 for each \$1,000 (or part of 1,000) of the estimated cost	B	\$352.00 Base rate	
	\$250,001 - \$500,000 Base plus index - Base rate \$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of 1,000) of the estimated cost	B	\$1,160.00 Base rate	
	\$500,001 - \$1,000,000 Base plus index - Base rate \$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of 1,000) of the estimated cost	B	\$1,745.00 Base rate	
	\$1,000,001 - \$10,000,000 Base plus index - Base rate \$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of 1,000) of the estimated cost exceeding \$1,000,000	B	\$2,615.00 Base rate	
	More than \$10,000,000 Base plus index - Base rate \$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of 1,000) of the estimated cost exceeding \$10,000,000	B	\$1745.00 Base rate	
9.02	Cancellation of Development and Certificate Applications - Prior to Assessment up to 50% of Council fee is refunded. After completion of assessment report nil refund.	A		
9.03	Flood Assessment of application by Council Planning Engineer (Hydrology) - For assessments requiring a minimum 3hrs - \$550 in addition to the DA fee where a flood study is required to be submitted	D	\$550.00	
9.04	Fee to assess amended development plans prior to determination			
	Original Application Fee \$170 or less - Readvertising fee will apply if required			
	Original Application Fees \$171 or more - 50% of the original fee			
9.05	The maximum fee payable for the purpose of one or more advertisement (As required by DCP 2005 Chapter 70) - Base rate \$285.00 plus \$93.00 for each advertisement in excess of one	B	\$285.00 Base rate	
9.06	Application for Tree Identification			
	Application for tree identification - up to 5 trees (When trees are within 3 metres of an approved building)	A		\$70.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Application for tree identification - 6 or more trees - Base rate \$70 plus \$20 per tree more than 5 trees (When trees are within 3 metres of an approved building)	A		<b>\$70.00</b> <b>Base rate</b>
	<i>The maximum fee applicable for a staged development in relation to a site and for any subsequent development application for any part of the site, is the maximum fee that would be payable if a single development application was required.</i>			
<b>9.07</b>	Specific Fees for local and State Significant Development			
	<i>These fees include the PlanFirst fee of \$0.64 per \$1,000 over \$50,000 of estimated costs.</i>			
	Fee for Erection of a dwelling-house with Estimated cost of \$100,000 or less	B	<b>\$455.00</b>	
<b>9.08</b>	Fee for subdivision			
	New Public or Private (community title) Road - Base rate \$665.00 plus \$65.00 per each additional lot created by the subdivision	B	<b>\$665.00</b> <b>Base rate</b>	
	No New Public Road - Base rate \$330.00 plus \$53.00 per each additional lot created by the subdivision	B	<b>\$330.00</b> <b>Base rate</b>	
	Strata or Community Title - Base rate \$330.00 plus an additional \$65.00 per each additional lot created by the subdivision	B	<b>\$330.00</b> <b>Base rate</b>	
	Strata Title - Inspection before issue of Strata Certificate - Where not in conjunction with an Occupation Certificate issued for a Construction Certificate or Complying Development Certificate	A	<b>\$110.00</b>	
	Strata Title - Inspection before issue of Strata Certificate - more than one inspection - per inspection	A	<b>\$85.00</b>	
	Lodgement and recording of private subdivision certificates	B	<b>\$30.00</b>	
<b>9.09</b>	Fee for development not involving the erection of a building, the carrying out of work or the subdivision of land or demolition of a building or work	B	<b>\$285.00</b>	
<b>9.10</b>	Fee for integrated development			
	In addition to the fee specified elsewhere in Section 9 and Sub-Section 10.1 there is an additional fee for the referral and provision of advice in respect to the general terms of approval to be granted by Council specified in Sections 91 and 91A of the EP&A Act.			
	Advice in respect to the general terms of approval - Base rate \$140.00 plus a \$320.00 referral fee. The referral fee is forwarded to the approved body with the request for general terms of the approval.	B	<b>\$140.00</b> <b>Base rate</b>	
<b>9.11</b>	Fee for development that requires concurrence from another authority - Base rate \$140.00 plus a \$320.00 payment to each concurrence authority, is payable in respect of an application for development that requires concurrence.	B	<b>\$140.00</b> <b>Base rate</b>	
<b>9.12</b>	Referral to a design review panel under SEPP65 <u>Design Quality of Residential Flat Buildings</u>			
	Low Level of Service (In addition to relevant fees specified in other sections)	B	<b>\$760.00</b>	
	Medium Level of Service (Statutory Fee \$600 & Professional Services \$497.25 + 20 minutes with Panel)	D	<b>\$1,150.00</b>	
	High Level of Service (Statutory Fee \$600 & Professional Services \$863 + 45 minutes with Panel)	D	<b>\$1,550.00</b>	
<b>9.13</b>	Fee for designated development (In addition to the fee required under clause 9.1)	B	<b>\$920.00</b>	
<b>9.15</b>	Certificates for Development			
	Assessment of proposed BCA Alternative solution - Base rate \$170.00 first hour then \$70 per hour thereafter	A		<b>\$170.00</b> <b>Base rate</b>
<b>9.16</b>	Application to amendment CC (sec 80 (12))			
	Modification - Class 1 & 10	A		<b>50% or maximum of \$500.00</b>
	Modification - Class 2 to 9	A		<b>50% or maximum of \$500.00</b>
<b>9.17</b>	Lodgement and recording of private construction certificate	B	<b>\$30.00</b>	
	Lodgement and recording of private occupation certificate	B	<b>\$30.00</b>	
	Lodgement and recording of private Complying Development Certificates	B	<b>\$30.00</b>	
<b>9.18</b>	Fee for Assessment of Construction Certificate Applications			

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Class 1 & 10			
	Up to \$20,000	A		\$250.00
	\$20,001 to \$50,000	A		\$400.00
	\$50,001 to \$100,000	A		\$550.00
	\$100,001 to \$300,000 - Base rate \$550 plus 0.4% of the amount in excess of \$100,000	A		\$550.00 Base rate
	\$300,001 to \$500,000 - Base rate \$1,350 plus 0.3% of the amount in excess of \$300,000	A		\$1,350.00 Base rate
	\$500,001 to \$1,000,000 - Base rate \$2,200 plus 0.2% of the amount in excess of \$500,000	A		\$2,200.00 Base rate
9.19	Class 2 to 9			
	Up to \$20,000	A		\$400.00
	\$20,001 to \$50,000	A		\$600.00
	\$50,001 to \$100,000	A		\$800.00
	\$100,001 to \$300,000 - Base rate \$800 plus 0.4% of the amount in excess of \$100,001	A		\$800.00 Base rate
	\$300,001 to \$500,000 - Base rate \$1600 plus 0.3% the amount in excess of \$300,001	A		\$1,600.00 Base rate
	\$500,001 to \$1,000,000 - Base rate \$2200.00 plus 0.2% of the amount in excess of \$500,001	A		\$2,200.00 Base rate
	Exceeding \$1,000,000 - Fee proposal to be obtained from Council	A		TBA
9.20	Fee for Assessment of Complying Development Certificate Applications			
	<i>Council has revised its Complying Development Certificate fees after a review which included comparisons to adjoining councils, cost neutrality, and user friendliness.</i>			
	Class 1 & 10			
	Up to \$20,000	A		\$350.00
	\$20,001 to \$50,000	A		\$450.00
	\$50,001 to \$100,000	A		\$700.00
	\$100,001 to \$300,000 - Base rate \$700 plus 0.4% of the amount in excess of \$100,000	A		\$700.00 Base rate
	\$300,001 to \$500,000 - Base rate \$1,500 plus 0.3% of the amount in excess of \$300,000	A		\$1,500.00 Base rate
	\$500,001 to \$1,000,000 - Base rate \$2,100 plus 0.2% of the amount in excess of \$500,000	A		\$2,100.00 Base rate
	Exceeding \$1,000,000 - Fee proposal to be obtained from Council	A		TBA
9.21	Class 2 to 9			
	Up to \$20,000	A		\$500.00
	\$20,001 to \$50,000	A		\$700.00
	\$50,001 to \$100,000	A		\$900.00
	\$100,001 to \$300,000 - Base rate \$900 plus 0.4% of the amount in excess of \$100,000	A		\$900.00 Base rate
	\$300,001 to \$500,000 - Base rate \$1700 plus 0.3% of the amount in excess of \$300,000	A		\$1,700.00 Base rate

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	\$500,001 to \$1,000,000 - Base rate \$2300 plus 0.2% of the amount in excess of \$500,000	A		<b>\$2,300.00</b> Base rate
	Exceeding \$1,000,000 - Fee proposal to be obtained from Council	A		<b>TBA</b>
<b>9.22</b>	Fees for critical stage inspections. Where Council has issued the Construction Certificate and is the nominated Principal Certifying Authority (PCA)			
	Class 1 & 10 Buildings			
	Up to \$20,000	A		<b>\$360.00</b>
	\$20,001 to \$50,000	A		<b>\$480.00</b>
	\$50,001 to \$100,000	A		<b>\$600.00</b>
	\$100,001 to \$300,000	A		<b>\$720.00</b>
	\$300,001 to \$500,000	A		<b>\$840.00</b>
	\$500,001 to \$1,000,000	A		<b>\$960.00</b>
	\$1,000,000 to \$2,000,000	A		<b>\$1,200.00</b>
	Over \$2,000,000	A		<b>By Negotiation</b>
<b>9.23</b>	Class 2 to 9 Buildings ( <i>12 inspections estimated. Per inspection</i> )			
	Up to \$5,000	A		<b>\$360.00</b>
	\$5,001 to \$20,000	A		<b>\$600.00</b>
	\$20,001 to \$100,000	A		<b>\$720.00</b>
	\$100,001 to \$200,000	A		<b>\$960.00</b>
	\$200,001 to \$1,000,000	A		<b>\$1,440.00</b>
	\$1,000,000 to \$2,000,000	A		<b>\$1,680.00</b>
	Over \$2,000,000	A		<b>By Negotiation</b>
	Inspection over and above the number of inspections in the service agreement	A		<b>\$120.00</b>
	Nomination of Council as PCA, where Council has not issued the CC - 100% of CC fee levied under 9.18 for class 1-10 buildings and 9.19 for class 2-9 buildings	D		
<b>9.24</b>	Fee for Occupation Certificate (or interim Occupation Certificate) Where a construction certificate is not required			
	<i>Not obtained as part of Construction Certificate</i>			
	Occupation Certificate Inspection	A	<b>\$150.00</b>	
	Occupation Certificate Re-Inspection	A	<b>\$110.00</b>	
<b>9.25</b>	Fee for Swimming Pool Certification			
	Swimming Pool Certificate of Compliance	B	<b>\$70.00</b>	
	Swimming Pool Certificate (if applied for within 14 days of receiving satisfactory final inspection letter)	B		<b>\$40.00</b>
	Swimming Pool Application for exemption	B	<b>\$70.00</b>	
	Bushfire Certificate ( <i>for Complying Development Certificate in bushfire prone areas</i> )			<b>\$300.00</b>
<b>9.26</b>	Additional Fees are Payable for Advertised Development - <i>Council will refund the amount of the fee paid under this section that is not spent in giving the notice.</i>			
	Designated Development	B	<b>\$2,220.00</b>	
	Advertised Development	B	<b>\$1,105.00</b>	
	Prohibited Development	B	<b>\$1,105.00</b>	
	Environmental Planning Instrument Requirement not listed above	B	<b>\$1,105.00</b>	
	Notification Fee as required under DCP 70			<b>\$220.00</b>
<b>10</b>	<b>OTHER DEVELOPMENT FEES AND CHARGES</b>			
<b>10.01</b>	Environmental Assurance Fee This fee will automatically apply to commercial properties as a fee for service. It will be a voluntary fee for residential developments.			

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Application value less than \$50,000	B	0.2% up to \$75.00	
	Application value \$50,001 - \$100,000	B	0.175 up to \$150.00	
	Application value \$100,001 - \$250,000	B	0.15% up to \$275.00	
	Application value \$250,001 - \$500,000	B	0.125% up to \$500.00	
	Application value \$500,001 - \$1,000,000	B	0.1% up to \$750.00	
	Application value \$1,000,001 to \$5,000,000	B	0.075 up to \$2,250.00	
	Application value greater than \$5,000,000	B	\$3,700.00	
10.02	Fee for a request for a review of determination			
	Maximum Fee under 82A (3) EP&A Act			
	Doesn't involve erection, carrying out work or demolition of a building - 50% of the fee for the original development application	B	TBA	
	Does involve erection, carrying out work or demolition of a building < \$100,000	B	\$190.00	
	Any other development as set out in table below			
	<i>Note: An additional amount of not more than \$620.00 if notice of the application is required to be given under Sec 82A (3) of the EP&amp;A Act. Please refer advertising fee under 9.09</i>			TBA
	Up to \$5,000	B	\$55.00	
	\$5,001 - \$250,000 Base plus index - Base rate \$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	B	\$85.00 Base rate	
	\$250,001 - \$500,000 Base plus index - Base rate \$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	B	\$500.00 Base rate	
	\$500,001 - \$1,000,000 Base plus index - Base rate \$712 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	B	\$712.00 Base rate	
	\$1,000,001 - \$10,000,000 Base plus index - Base rate \$987 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	B	\$987.00 Base rate	
	More than \$10,000,000 Base plus index - Base rate \$4,737 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	B	\$4,737.00 Base rate	
10.03	Modification of a consent for local development or State significant development	B	TBA	
	<i>Council will refund so much of the additional amount as is not spent in giving the notice under Section 96 (2) or 96AA (1) of the EP&amp;A Act and will refund the additional fee paid under Section 9.12 above if the development is not referred to the design review panel.</i>			
	<i>Plus an additional amount of not more than \$500 if notice of the application is required to be given under section 96(2) or 96AA(1) of the EP&amp;A Act.</i>	B	TBA	
	<i>An additional fee, not exceeding \$600, is payable for residential flat development to which clause 115 (1A) EP&amp;A Reg 2000 applies.</i>	B	TBA	
	<i>Council will not charge a fee for applications lodged under s96(1) of the EP &amp; A Act where it can be clearly established the modification is a result of a Council error.</i>			
	Modification of a development consent	B	\$71.00	
	Dwelling - house with an estimated cost of construction of \$100,000 or less			\$190.00
	Minimal Environmental Impact - Consenting Authority - 50% of the fee for the original development application or \$645.00 (which ever is the lesser)	B	TBA	
	Not of Minimal Environmental Impact - Consenting Authority			
	Original Application less than \$100 - 50% of the original fee	B	50% of the original fee	

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Original Application Greater than \$100			
	Doesn't involve erection, carrying out work or demolition of a building - 50% of the fee for the original development application	B	<b>50% of the fee for the original DA</b>	
	Does involve erection, carrying out work or demolition of a building < \$100,000			
	Any other development			
	Up to \$5,000	B	<b>\$55.00</b>	
	\$5,001 - \$250,000 Base plus index - Base rate \$85 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	B	<b>\$85.00</b> <b>Base rate</b>	
	\$250,001 - \$500,000 Base plus index - Base rate \$500 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	B	<b>\$500.00</b> <b>Base rate</b>	
	\$500,001 - \$1,000,000 Base plus index - Base rate \$712 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	B	<b>\$712.00</b> <b>Base rate</b>	
	\$1,000,001 - \$10,000,000 Base plus index - Base rate \$987 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	B	<b>\$987.00</b> <b>Base rate</b>	
	More than \$10,000,000 Base plus index - Base rate \$4,737 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	B	<b>\$4,737.00</b> <b>Base rate</b>	
<b>10.04</b>	The fee for the extension of a development consent	A	<b>\$295.00</b>	
<b>10.05</b>	Confirmation of Commencement of Consent where Council is nominated as principal certifying authority.	A	<b>\$580.00</b>	
<b>10.06</b>	The fee for a planning certificate			
	Fee for Certificate under s149 (2) of the EP&A Act	B	<b>\$40.00</b>	
	Fee for Certificate under s149 (2) & (5) of the EP&A Act	B	<b>\$100.00</b>	
	Fee for certificate indicating ability to utilise SEPP (exempt and complying developments codes) 2008	B	<b>\$40.00</b>	
<b>10.07</b>	Fee for a Building Certificate 149B			
	<i>Additional fees applicable for unauthorised works in certain circumstances - works completed in previous 24 months and applicant, or the person on whose behalf the application is made, was responsible for the work. Maximum amount payable for application for Development Consent or Complying Development Consent PLUS maximum amount payable for application for a Construction Certificate. Amounts payable are as per the Environment Planning Acts and Regulations</i>	B	<b>TBA</b>	
	Residential (Class 1 and 10 and combinations) - Per Dwelling / unit	B	<b>\$250.00</b>	
	Any other Class of building - not exceeding 200m2	B	<b>\$250.00</b>	
	Any other Class of building - 201m2 to 2000m2 - Base rate \$250.00 plus \$0.50 for each additional m2 over 200m2	B	<b>\$250.00</b> <b>Base rate</b>	
	Any other Class of building - exceeding 2000m2 - Base rate \$1,165 plus \$0.075 for each additional m2 over 2000m2	B	<b>\$1,165.00</b> <b>Base rate</b>	
	Part Building - No Floor Area	B	<b>\$210.00</b>	
	More than one inspection before issuing a building certificate	B	<b>\$90.00</b>	
<b>10.08</b>	Fee for a copy of a building certificate	B	<b>\$13.00</b>	
<b>10.09</b>	Fee for a certified copy of a document, map or plan held by Council	B	<b>\$53.00</b>	
<b>10.10</b>	Other fees and charges			
	Amount determined by the Director - The cost of the Minister, Corporation, Department or Director of doing anything referred to in that subsection.	B	<b>TBA</b>	

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	No relevant determination force - 120% of the cost of the Minister, Corporation, Department or Director of doing anything referred to in that subsection.	B	TBA	
10.11	Preliminary assessment of development proposal prior to lodgement			
	Where estimated value is \$1.0m or less	A		\$320.00
	Where estimated value is greater than \$1.0m	A		\$640.00
	DA Pre-Development Assessment *Minimum \$150 per hour: Planning, Arborist, Health & Building Surveyor, Engineering and Ecologist *Minimum \$350 per hour: Manager DAU, Director, General Manager		TBA	
10.12	Building Specification Booklet - each	A		\$18.00
10.13	Moved Building Inspection Fee			
	Within Shire	A		\$390.00
	Lake Macquarie/Gosford	A		\$530.00
	Elsewhere (e.g. Sydney)	A		\$705.00
10.14	Fee for finalisation of incomplete building applications under the Local Government Act 1919 (prior to 1998)	A	\$220.00	
	Fee for Urgency Certificate issued under s149 of the EP&A Act	A	\$30.00	
10.15	Outstanding Notice Certificate	A	\$172.00	
10.16	Objection to Application of Regulations and Local Policies	A	\$345.00	
10.17	Rezoning Applications - Phase 1 Fee (Lodgement Fee)	A	\$9,250.00	
	Rezoning Applications - Phase 2 Fee - Base rate Initial fee \$8,808.00. If staff time exceeds 60hrs then a rate of \$146.80 (Professional) or \$104.40 (Technical/Admin) per hour is payable by the proponent for additional hours.	A	\$8,808.00 Base rate	
	Rezoning Applications - Phase 3 Fee - Base rate Initial fee \$5,872.50. If staff time exceeds 40hrs then a rate of \$146.80 (Professional) or \$104.40 (Technical/Admin) per hour is payable by the proponent for additional hours.	A	\$5,872.50 Base rate	
	<i>Following the initial "desktop" assessment, if Council resolves to commence the rezoning process, the full cost of the rezoning process including all necessary studies, Council staff time, etc. must be met by the applicant.</i>			
10.18	Development Consent Service			
10.19	Zoning Maps			
	A3 (Extract) - per sheet	C	\$22.00	
	A0 (1:4000) - per sheet	C	\$30.00	
	A3 (1:10000) - per sheet	C	\$25.00	
	A0 (1:4000) - per sets	C	\$1,980.00	
	A3 (1:10000) - per sets	C	\$1,150.00	
	A0 (100 dpi) PDF digital - per sheet	C	\$30.00	
	A0 (100 dpi) PDF digital - per set	C	\$1,900.00	
10.22	Bonus Provisions Contributions			
	Berkeley Vale / Tumby (Value per hectare of 7a land)	D		\$13,420.00
	Ourimbah (Value per hectare of 7a land)	D		\$10,470.00
	Jilliby (Value per hectare of 7a land)	D		\$8,470.00
10.23	Additional Sets of Stamped Plans			
	Up to 5 Plans per set	A	\$17.00	
	More than 5 Plans per set	A	\$33.00	
10.24	Noise Monitoring - per site visit	A		\$176.00
10.25	Temporary connection to sewer or building site (per IPART Final Determination May 2009)	A		\$54.00



# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
10.26	Lodgement of Notice of Completion for the installation of a relocatable home or associated structure (Caravan Park)	A	\$41.00	
10.27	Application for a Certificate of Completion and the inspection of a manufactured home and associated structure (Manufactured Home Estate)	B	\$65.00	
	Reinspection required because of non compliance with the regulations at the initial inspection	B	\$65.00	
10.28	Application for a Certificate of Completion and the inspection of an associated structure not included on the Certificate of Completion previously issued for the manufactured home installed on the site. (Manufactured Home Estate)	B	32.5	
	Reinspection required because of non compliance with the regulations at the initial inspection	B	32.5	
10.29	Applications For Events (Community & Private) Involving the Erection of Temporary Structures			
	<i>Note: Inspection Fee prior to use is also applicable.</i>			
	Application fees	B	\$220.00	
10.30	Fire Safety Audit	E		\$120.00
	Lodgement of annual Fire Safety Statement	A	\$44.00	
10.31	Construction & Compliance Certificate			
	Administration Costs - Certificates each	B	\$36.00	
	Urban Development			
	Roads & Drainage - per lineal metre	A		\$65.00
	Roads & Drainage on Public Roads - per lineal metre	A	\$60.00	
	Rural Development			
	Roads & Drainage - per lineal metre	A		\$30.00
	Roads & Drainage on Public Roads - per lineal metre	A	\$30.00	
	Other Development			
	Half Road Width Roads and Drainage - per lineal metre	A		\$35.00
	Infill Kerb & Gutter Works (max. 50m)	A		\$1,800.00
	Miscellaneous Development Engineering Works - Minimum Charge (eg footpaving and VAC - 2 lot development)	A		\$800.00
	Additional Fees - Depending on extent, scope and number of assessments required. Additional fees range from 5% to 50% of initial fee	A		TBA
10.32	Public Roads			
	Section 138 Roads Act 1993 Consent	A		\$240.00
	Hoarding/compound on Council land			
	Class A Hoarding	E	\$16.70 per linear metre pre month minimum \$271.70	
	Class B Hoarding	E	\$57.50 per linear metre per month minimum \$543.40	
	Hoarding Charges- Application assessment fee	D	\$175.00	
	Contiguous or other piling anchors into roads	A		\$11,025 per month development plus bond of \$26,125 per road frontage
10.33	Section 307 Certificate, Water Management Act 2000			
	Administration Costs - certificates	B	\$36.00	
	Water and Sewer works (refer W&S Section of Mgt Plan)			\$0.00
10.34	Natural Occurance Information	A	\$65.00	
10.35	Development Control Plan 2005: Development Controls for Wyong Shire			
	CD Version	A	\$26.00	
	Full Hard copy version	A	\$565.00	
	Chapter 67: Engineering Requirements for Development	A	\$190.00	
	All other individual chapters or pages	A	\$2.00	

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
<b>10.36</b>	Fee for Subdivision Certificate <i>For the subdivision \$214 plus \$16 additional lot each lot created in the subdivision.</i> <i>The fee payable for the lodgement and recording of privately issued subdivision certificate is \$52.25.</i>			
	Fee for Subdivision Certificate - Non Strata	A	\$240.00	
	Fee for Subdivision Certificate - Strata	A		\$265.00
	Linen Release - Non Strata - per lot	A	\$50.00	
	Linen Release - Strata - per lot	A		\$55.00
	Re-sign/endorse Linen / 88B - Non Strata - per plan	A	\$100.00	
	Re-sign/endorse Linen / 88B - Strata - per plan	A		\$105.00
	Processing land dealings (such as easements, change of restrictions etc.)	A	\$260.00	
	Civil Works Maintenance Bond	A	Minimum 5% value of works with a minimum of \$2,250	
	Reinspections for Maintenance or other bond releases - per inspection	A		\$150.00
	Application and release of bonding of works	A		\$260.00
	Residential Performance Bond - Erosion & Sediment Controls per lot	A	\$410.00	
	Industrial Performance Bond - Erosion & Sediment Controls - per lot	A	\$1,100.00	
<b>10.37</b>	Referrals from Statutory Authorities	A	\$180.00	
<b>11</b>	<b>COMPANION ANIMALS</b>			
	<i>In 2009/10 the Companion Animal fee structure has been reviewed to encourage the rehoming of animals and discourage the abandonment of animals.</i>			
<b>11.01</b>	Lifetime Registration Fee - per animal			
	Desexed dog or cat owned by Pensioner	B	\$15.00	
	Desexed dog or cat	B	\$40.00	
	Non-desexed dog or cat	B	\$150.00	
	Dog or cat owned by Registered Breeder	B	\$40.00	
	Trained seeing eye or hearing dogs	B	No Charge	
<b>11.02</b>	Seizure - Registered Dogs/Cats			
	Seizure release fee for registered dogs/cats			
	Same Day - per animal	D	\$21.00	
	Subsequent Days - per animal			
	1 to 3 nights	D	\$53.00	
	4 to 8 nights	D	\$105.00	
	9 to 14 nights	D	\$195.00	
	Seizure - Unidentified and or unregistered Dogs/Cats			
	Seizure release fee for unidentified and/or unregistered dogs/cats where the owner agrees to the animal being desexed. These fees include the desexing costs			
	Same Day owned by Pensioner - per animal			
	Dog - Female	D	\$170.00	
	Dog - Male	D	\$130.00	
	Cat - Female	D	\$120.00	
	Cat - Male	D	\$85.00	
	Subsequent Days owned by Pensioner - per animal			
	1 to 3 nights			
	Dog - Female	D	\$200.00	
	Dog - Male	D	\$160.00	
	Cat - Female	D	\$150.00	
	Cat - Male	D	\$115.00	
	4 to 8 nights			

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Dog - Female	D	\$250.00	
	Dog - Male	D	\$210.00	
	Cat - Female	D	\$200.00	
	Cat - Male	D	\$165.00	
	9 to 14 nights			
	Dog - Female	D	\$335.00	
	Dog - Male	D	\$295.00	
	Cat - Female	D	\$285.00	
	Cat - Male	D	\$250.00	
	Same Day Non-pensioner - per animal			
	Dog - Female	D	\$175.00	
	Dog - Male	D	\$155.00	
	Cat - Female	D	\$145.00	
	Cat - Male	D	\$110.00	
	Subsequent Days Non-pensioner - per animal			
	1 to 3 nights			
	Dog - Female	D	\$205.00	
	Dog - Male	D	\$185.00	
	Cat - Female	D	\$175.00	
	Cat - Male	D	\$140.00	
	4 to 8 nights			
	Dog - Female	D	\$255.00	
	Dog - Male	D	\$235.00	
	Cat - Female	D	\$225.00	
	Cat - Male	D	\$190.00	
	9 to 14 nights			
	Dog - Female	D	\$340.00	
	Dog - Male	D	\$320.00	
	Cat - Female	D	\$310.00	
	Cat - Male	D	\$275.00	
<b>11.03</b>	Sundry Services			
	Surrender			
	All animals (dogs and cats only) per animal. Voluntary surrender	A		\$195.00
	Recovery of fees & charges when animal destroyed	A		\$195.00
	Inspection / Reinspection of Dog Enclosure	B		\$100.00
<b>11.04</b>	Impounding - Other Animals			
	Impounding release - per animal	A	\$190.00	
	Impounding release 2nd and subsequent animals - per animal	A	\$120.00	
	Daily sustenance	A	Market price	
	Veterinary Care	A	\$55.00	
	Advertising/notification	A	\$105.00	
	Driving fee - per km	A	\$5.00	
	Sundry			
<b>11.05</b>	Motor Vehicle & Article Release Fee - per vehicle or article	A	\$273.00	
	Release of impounded/abandoned/shopping trolleys/articles	A	\$75.00	
	Release of impounded advertising signs	A	\$75.00	
	Storage - if released	A	\$35.00	
	Sale of Animals			
<b>11.06</b>	Sale of male dogs (desexed & immunised) per male dog	D		\$200.00
	Sale of female dogs (desexed & immunised) per female dog	D		\$225.00
<b>11.07</b>	Sale of male cats (desexed & immunised) per male cat	D		\$85.00
	Sale of female cats (desexed & immunised) per female cat	D		\$85.00
<b>11.08</b>	Micro chipping - per dog or cat	A		\$5.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
<b>11.09</b>	Sale of Warning Signs and Distinctive Collars			
	Warning Signs - per sign	A		\$40.00
	Distinctive Collars:			
	Medium (25mm for a dog weighing less than 20kg) - per collar	A		\$40.00
	Large (40mm for a dog weighing between 20-40kg) - per collar	A		\$45.00
	Extra Large (50mm for a dog weighing more than 40kg) - per collar	A		\$53.00
	Accessories:			
	Dog Collars Small	A		\$5.00
	Dog Collars Medium	A		\$6.00
	Dog Collars Large	A		\$9.00
	Dog Collars Extra Large	A		\$10.00
	Dog Leads Small	A		\$7.00
	Dog Leads Medium	A		\$8.00
	Dog Leads Large	A		\$11.00
	Dog Leads Extra Large	A		\$12.00
	Cat Collars	A		\$7.00
	Dog & Cat Identification Tags (27 & 35mm)	A		\$7.00
<b>12</b>	<b>LOCAL GOVERNMENT ACT APPROVALS</b>			
	Renewable July 1 Annually			
	Motor Vehicles on Public Reserves			
<b>12.01</b>	Standard ( <i>Includes Commercial Fisherman Beach Permit</i> )	C	\$345.70	
<b>12.02</b>	Disabled ( <i>Concession</i> )	C	\$38.45	
<b>12.03</b>	Beach Reserves ( <i>This Fee is not for Beach Access Permits</i> )	C	\$1,115.00	
<b>12.04</b>	Application under Section 68 of the Local Government Act 1993			
	<i>Refer to 10.32 for fees for development engineering works</i>			
	The fee for an application for approval under the this Local Government Act not part of a development application.	B	\$135.00	
	Application for the initial approval to operate under S 68 F2 or F3 for a caravan park, camping ground or manufactured home estate. Not part of development application.			
	12 Sites or less	B	\$0.00	
	Greater than 12 Sites	B	\$0.00	
	Reinspection required because of non-compliance with the regulations at the initial inspection			
	12 Sites or less	B	\$0.00	
	Greater than 12 Sites	B	\$0.00	
	Application for the renewal or continuation of an approval to operate a caravan park, camping ground or manufactured home estate			
	17 Sites or less	B	N	\$0.00
	Greater than 17 Sites	B	N	\$0.00
	Reinspection required because of non-compliance with the regulations at the initial inspection for the application to renew or continue the approval to operate.			
	17 Sites or less	B	\$0.00	
	Greater than 17 Sites	B	\$0.00	
<b>12.05</b>	Replacement Approval to Operate			
	Replacement Approval to Operate in the name of a new proprietor	B		\$37.00
<b>13</b>	<b>INSPECTIONS AND REINSPECTIONS</b>			
	Based on average inspection time of 45 minutes			
<b>13.01</b>	Food Shops Annual Administration Charge - per food premises			
	Up to 5 FTE food handlers	B	\$390.00	\$390.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	With between 5 to 50 FTE food handlers	B	\$800.00	\$800.00
13.02	Improvement Notice Served Under Food Act - per food premises	B	\$330.00	\$330.00
13.03	Reinspection - per food premises	A		\$165.00
13.04	Pre Purchase Inspection Food Shop - per food premises	A		\$165.00
13.05	Temporary Food Business – Annual Approval to Operate <i>Per temporary food business. Applies to commercial food businesses and does not apply to food operations carried out by community service or charitable organisations.</i>			
	Annual Approval to Operate	A		\$165.00
	Single Event Approval to Operate	A		\$80.00
	<b>Business Inspections</b>			
13.06	Hairdressers/Beauty Salons/Barbers - Per premises.	A		\$130.00
13.07	Skin Penetration - Per premises.	A	\$130.00	
13.08	Mortuaries/Crematoriums - Per premises.	A		\$200.00
13.09	Undertaker Approval (5 years) - Per premises.	A		\$200.00
13.10	Legionella/Water Cooling Tower Registration (Annual)			
	First System on the property (includes water sample)	A	\$390.00	
	Subsequent Systems on the property (includes water sample)	A	\$130.00	
	Reinspection ( <i>Each system on the property requiring reinspection</i> )	A	\$130.00	
	Warm Water Systems - Health Care facilities	A	\$130.00	
13.11	Pre-purchase Inspection Reports - Fee to be equivalent to the respective inspection fees	A		TBA
13.12	Swimming Pools - per property	A		\$120.00
13.14	Protection of the Environment Cost Recovery Charges <i>Recovery costs for regulatory services under the Protection of the Environment Operations Act 1997.</i>			
	Management - per hour	E		\$225.00
	Senior Technical - per hour	E		\$185.00
	Technical - per hour	E		\$125.00
	Administrative - per hour	E		\$110.00
	Recovery of cost of entry and inspection for enforcement action - Base rate \$150.00 first hour plus \$37.50 per 15 min thereafter	D		\$150.00
				Base rate
	<b>On-Site Sewerage Management Fees</b>			
13.15	Application for initial approval to operate on site sewage management system			
	Domestic	D	\$55.00	
	Commercial	D	\$205.00	
13.16	Application for renewal of approval to operate sewerage management facility			
	Domestic	A	\$45.00	
	Commercial	A	\$100.00	
13.17	Application to install or construct a sewerage management facility			
	Domestic	A	\$575.00	
	Commercial	A	\$800.00	
13.18	Application to alter an existing sewerage management facility	A	\$200.00	
13.19	Inspection Fees			
	Pre-purchase Inspection of Domestic or Commercial On-site Sewerage Management System - per property	A	\$175.00	
	On-site sewerage management system Audit Re-inspection - ( <i>Applicable when the schedule of works has not been complied with</i> )	A	\$130.00	
13.20	Additional Expenses			
	Laboratory Testing & Travelling Time	A	Cost recovery basis plus 15%	

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
<b>13.21</b>	Inspections. <i>Caravan Parks - Periodic inspection required as conditions of approval</i>			
	Minimum ( 17 sites or less)	B		\$65.00
	Per Site ( greater than 17 sites)	B		3.75
<b>14</b>	<b>MISCELLANEOUS SHIRE PLANNING FEES</b>			
<b>14.01</b>	Booklets and publications	A	\$14.00	
<b>14.03</b>	Food Receivable Stamp - fee per stamp	A		\$30.00
<b>14.04</b>	Publication - 4 Year Delivery Program (Hard Copy)	A		\$35.00
<b>14.05</b>	Publication - 4 Year Delivery Program (CD)	A		\$5.00
<b>14.06</b>	Publication - Community Strategic Vision (Hard Copy)	A		\$35.00
<b>14.07</b>	Publication - Community Strategic Vision (CD)	A		\$5.00
<b>14.08</b>	Publication - SOS (Hard Copy)	A		\$17.00
<b>14.09</b>	Publication - SOS (CD)	A		\$5.00
<b>15</b>	<b>SEWERAGE PLANNING FEES</b>			
	Sundry Services			
<b>15.01</b>	Copy of Septic Tank Approvals			
	Per Quarter	A	\$50.00	
	Per Annum	A	\$185.00	
<b>15.02</b>	Owner Builder Investigation	C	\$200.00	
<b>16</b>	<b>TREE PRESERVATION (Application for permit to remove) - DELETED</b>			
<b>16.01</b>	Application for permit to remove			
	<i>Note: See item 9.01</i>			
<b>17</b>	<b>RECYCLING</b>			
<b>17.01</b>	Reln Compost Bins	A		\$35.00
<b>17.02</b>	Palamount Compost Bins	A		\$60.00
<b>17.03</b>	Worm Farms	A		\$80.00
<b>18</b>	<b>BUS PARKING</b>			
<b>18.01</b>	Using Council amenities on camping grounds and picnic areas - per bus	C		\$65.00
<b>19</b>	<b>PARKS, PLAYING FIELDS, OVALS, BEACHES</b>			
<b>19.01</b>	Events/Functions			
	<i>Bonds refundable in part or full after deducting any sum required for cleaning, damages, other costs incurred plus GST on forfeiture of bonds.</i>			
	Event/Function Administration Fee <i>(Basic admin processing fee. All applicants to pay admin fee including "not-for-profit and wedding function")</i>	C		\$65.00
	Event/Function clean up fee <i>(Minimum charged where a hired site is left in an unacceptable state and Council is required to resource a significant clean up effort. Manager of Sport, Leisure and Recreation will set the fee per site)</i>	C		\$350.00
	Not for profit Groups Event Fee <i>(Per day, per location fee. Eg: Charity, fund-raising, club presentation days)</i>	C		\$100.00
	Event Fee; Private Functions <i>(Per day, per location fee. Eg: wedding receptions, birthday parties etc)</i>	C		\$200.00
	Event Fee: For Commercial events charging entry fee <i>(Per day, per location fee. Minimum charge Per day, per location fee. Rate to be determined by the Manager of Sport, Leisure and Recreation on a case by case basis. Eg. Fee for commercial events charging entry)</i>	C		\$500.00
	Event (Bond) <i>(Where a hired site is left in an unacceptable state and Council is required to resource a significant clean up effort, the cost of that effort will be taken from the bond. Where the group is a not-for-profit group, that group will be charged the full recoverable clean-up cost, as determined by the Manager of Sport, Leisure and Recreation. Note: not-for-profit groups are not charged event bonds as per resolution of Council)</i>	C	\$609.00	
<b>19.02</b>	Electrical inspections			
	Fee per inspection	C		\$500.00
	Not for Profit			\$0.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Event -pre-function request - foreshore cleaning <i>(Work undertaken in addition to scheduled foreshore work. Requested by event hirer. Per 3 hrs work)</i>	C		\$500.00
	Event -pre-function request - reserves and parks mowing <i>(Work undertaken in addition to scheduled foreshore work. Requested by event hirer. Per 3 hrs work)</i>	C		\$200.00
	Not-for-profit Volunteer or Charity Groups where function held can be demonstrated to have a direct community benefit	C		No Charge
19.03	Filming / Photography			
	Occasional activity with minimal impact	C		\$0.00
	Occasional/infrequent low impact activities - Fee	C		\$0.00
	Occasional/infrequent low impact activities - Bond	C	\$0.00	
	Occasional/infrequent medium impact or regular low impact activities - Fee	C		\$0.00
	Occasional/infrequent medium impact or regular low impact activities - Bond	C	\$0.00	
	Occasional high impact or regular medium impact activities - Fee	C		\$0.00
	Occasional high impact or regular medium impact activities - Bond	C	\$0.00	
	Activities with considerable impact for extended periods - Fee	C		\$0.00
	Activities with considerable impact for extended periods - Bond	C	\$0.00	
	Filming Administration Fee <i>(Work undertaken in addition to scheduled foreshore work. Requested by event hirer)</i>	C		\$65.00
19.04	Key Bonds <i>For seasonal users, event holders, sports groups etc. This bond is refundable in part or in full after deducting any sum required for key(s) and lock replacement and other costs incurred plus GST on forfeiture of bonds.</i>			
	One set per facility	C	\$264.00	
	Two sets per facility	C	\$495.00	
	Three or more sets per facilities	C	\$605.00	
19.05	Fitness			
	Fitness Administration Fee <i>Paid bi-annually to review all applications, insurances, qualifications and registrations for all PT's &amp; groups. Seasons are April 1st to Sept 31st &amp; Oct 1st to May 31st</i>	C		\$65.00
	Personal Training Fee - 1 to 3 clients (per time slot, per day, per location) <i>Paid per season (6 months) per time slot (5 1/2 hours) per day, per location for up to 3 clients per session. Note: Able to do only PT in this slot for the prescribed season. (Slots: 5am - 10.30 / 10.30-3.30 / 3.30 - 8.30)</i>	C		\$270.00
	Group Fitness Fee - 3 to 18 clients (per time slot, per day, per location also includes Personal Training)	C		\$525.00
	Fitness - Bond per company <i>Bond paid at the beginning of the season booking. Returned after season end on review of the area by OSR team. Bond is paid per company - so even if you have several slots in several locations, bond is only paid once.</i>	C	\$1,050.00	
19.06	Commercial use of Parks, Playing Fields, Beaches, Ovals			
	Apex Park Wyong display banner exhibition fee	C		500
19.07	Surf School			
	Surf School Administration Fee <i>Paid bi-annually to review all applications, insurances, qualifications and registrations for all Surf Schools.</i>	C	Y	\$65.00
	Surf Schools Fee - per beach per annum at a Council approved location. Maximum of 5 hrs per day. <i>Paid per season (6 months) per location for up to 18 clients per session. (time slots not relevant as it will depend on the tide). Seasons are April 1st to September 31st / October 1st to May 31st.</i>	C	Y	\$525.00
	Surf School Bond	C	N	\$1,050.00
19.08	Oval / Pitch Hire			
	Level 1 - (Highest Quality of Facilities Available)			
	Level 2 - (Medium Quality of Facilities Available)			
	Level 3 - (Lowest Quality of Facilities Available)			
	Per day per field - Level 1 <i>Per pitch for winter sports, per cricket oval, per pitch per summer sports. Daily hire rate for training or competition</i>	C		\$70.00



# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Per day per field - Level 2 <i>Per pitch for winter sports, per cricket oval , per pitch per summer sports. Daily hire rate for training or competition</i>	C		\$60.20
	Per day per field - Level 3 <i>Per pitch for winter sports, per cricket oval , per pitch per summer sports. Daily hire rate for training or competition</i>	C		\$49.00
	Per field per day - enclosed ground - charging entry fee <i>Per pitch for winter sports, per cricket oval , per pitch per summer sports. Daily hire rate for training or competition</i>	C		\$1,245.00
	Seasonal - night competition - Level 1	C		\$420.00
	Seasonal - night competition - Level 2	C		\$364.00
	Seasonal - night competition - Level 3	C		\$294.00
	Seasonal - day - level 1 <i>Seasonal charge/ perpitch/oval/per Saturday or Sunday (or a permanent booking midweek)</i>	C		\$1,400.00
	Seasonal - day - level 2 <i>Seasonal charge/ perpitch/oval/per Saturday or Sunday (or a permanent booking midweek)</i>	C		\$1,204.00
	Seasonal - day - level 3 <i>Seasonal charge/ perpitch/oval/per Saturday or Sunday (or a permanent booking midweek)</i>	C		\$980.00
	School Usage - ground only <i>School usage - ground only in school hours</i> <i>NB. Excludes inter-school competitions.</i>	C		Free
	Per field, per night: level 1 <i>Per pitch for winter sports, per cricket oval , per pitch per summer sports. Night hire rate for training or competition. From 4-30 to 9.30pm inclusive</i>	C		\$21.00
	Per field, per night: level 2 <i>Per pitch for winter sports, per cricket oval , per pitch per summer sports. Night hire rate for training or competition. From 4-30 to 9.30pm inclusive</i>	C		\$18.20
	Per field, per night: level 3 <i>Per pitch for winter sports, per cricket oval , per pitch per summer sports. Night hire rate for training or competition. From 4-30 to 9.30pm inclusive</i>	C		\$15.40
<b>19.09</b>	Casual Ground Hire fees (summer and winter seasonal users)			
	<i>Grounds being enclosed, eg. Fencing, hessian, brattice etc &amp; charging fees. Organisations are required to submit a recommended ground entry fee to Council for approval.</i>			
	Out of Season Competition Games (all grounds) <i>Per field, per day for all out of season competition games (all grounds)</i>	C		\$140.00
<b>19.10</b>	Sundries			
	Special mowing requests (Per request, maximum area 5,000m2)	C		\$168.00
	Key / padlock replacement fee (Per key / padlock)	C		\$238.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Sportsground / Amenities cleaning fee - per hour	C		\$56.00
	Linemarking ( set up and Paint) - per field	A		\$336.00
	Linemarking ( Paint only) - per field	A		\$168.00
	Fines - 1st offence <i>Charged for all unauthorized use including but limited to out of season use, usage of closed grounds, or in wet weather. 1st Offence</i>	C		\$420.00
	Fines - 2nd offence <i>Charged for all unauthorized use including but limited to out of season use, usage of closed grounds, or in wet weather. 2nd Offence</i>	C		\$840.00
	Fines - 3rd offence <i>Charged for all unauthorized use including but limited to out of season use, usage of closed grounds, or in wet weather. 3rd Offence</i>	C		\$1,400.00
19.11	Floodlights - Electrical & Maintenance charge per pitch per night			
	Floodlights maintenance - Level 1	C		\$28.00
	Floodlights maintenance - Level 2	C		\$22.40
	Floodlights maintenance - Level 3	C		\$14.00
	Seasonal Fee - Floodlights Level 1	C		\$672.00
	Seasonal Fee - Floodlights Level 2	C		\$538.00
	Seasonal Fee - Floodlights Level 3	C		\$336.00
	Netball / Basketball Courts <i>Grounds being enclosed, eg. Fencing, hessian, brattice etc &amp; charging fees. Organisations are required to submit a recommended ground entry fee to Council for approval</i>			
19.12	Netball Courts - Baker Park Complex			
	Competition and Seasonal - Baker Park Complex - Saturday or Sunday.	C		\$2,410.00
	Seasonal Training fee - Baker Park - per night - Training fees cover the period from 4pm to 9.30pm,	C		\$723.00
	Training Fee - Baker Park Complex - per night - Training fees cover the period from 4pm to 9.30pm,	C		\$36.15
	Per Day - Full complex	C		\$120.50
19.13	Netball Courts - other complex			
	Competition and Seasonal - Other Complex - per complex, per season	C		\$578.40
	Seasonal Training fee : Netball training per complex per night	C		\$482.00
	Per Day - Full complex	C		\$28.92
	Training per netball complex - per night	C		\$24.10
	Floodlights - Grass and asphalt netball courts all complexes except Baker Park	C		\$16.87
19.14	Basketball Courts - other complex			
	Basketball	C		\$24.10
19.15	Tennis Court Hire fees			
	Membership Fee	C		\$25.00
	Tennis courts hire fee - Hard courts - per hour	C		\$15.00
	Tennis courts hire fee - Synthetic courts - per hour	C		\$20.00
	Tennis courts hire fee - Private coaching - per hour	C		\$75.00
	Tennis courts hire fee - Use of Floodlights	C		\$15.00
19.16	Building/Construction access (Bond) <i>Access to the reserve is subject to the approval of the Manager of Sport, Leisure and Recreation.</i>			
	Building/Construction access Bond (no plant / small machinery eg. bobcat, delivery vans ) includes commercial fisherman beach permit	C	\$384.00	
	Building/Construction access Bond (large plant / machinery eg. excavator, concrete trucks)	C	\$1,740.00	
20	<b>WATER &amp; SEWERAGE</b>			
20.01	Conveyance Certificate (Section 360 Water Management Act 2000)			
	Statement of Outstanding Charges - Conveyance Certificate	B	\$17.80	
20.02	Property Sewerage Diagram - Up to and including A4 size - <i>Diagram showing the location of the house-service line, building and sewer for the property.</i>			
	Certified	B	\$17.80	
	Uncertified	B	\$17.80	
20.03	Service Location Diagram			

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	<i>Location of Sewer and / or Water mains in relation to a property's boundaries</i>			
	Sewer Service Location Diagram	B	\$17.79	
20.04	Special Meter Reading Statement	B	\$54.60	
20.05	Billing Record Search Statement - Up to and including 5 Years	B	\$17.79	
20.06	Water Reconnection			
	During business hours	B	\$36.78	
	Outside business hours	B	\$151.83	
20.07	Workshop Test of Water Meter			
	<i>Removal and full mechanical test of the meter by an accredited organisation at the customers request to determine the accuracy of the water meter. This involves dismantling and inspection of meter components. Note: If the meter is faulty no charge will be levied.</i>			
	20mm	B	\$182.66	
	25mm	B	\$182.66	
	32mm	B	\$182.66	
	40mm	B	\$182.66	
	50mm	B	\$182.66	
	60mm	B	\$182.66	
	80mm	B	\$182.66	
20.08	Application for Disconnection - All Sizes	B	\$30.83	
	Physical Disconnection	B	\$120.30	
20.09	Application for Water Service Connection (all sizes)	B	\$30.80	
20.10	Metered Standpipe Hire			
	Security Bond (25mm)	B	\$376.02	
	Security Bond (63mm)	B	\$723.57	
20.11	Metered Standpipe Hire			
	Annual Fee - As per water service charge based on meter size (pro-rata for part of year on monthly basis)	B		
	Quarterly Fee - As per water service charge based on meter size (pro-rata for part of year on monthly basis)	B		
	Monthly Fee - As per water service charge based on meter size (pro-rata for part of year on monthly basis)	B		
20.12	Standpipe Water Usage Fee (All Usage) As per standard water usage charges per kilolitre	B		
20.13	Backflow Prevention Device Application and Registration Fee	B	\$62.87	
20.14	Major Works Inspection Fee			
	<i>This fee is for the inspection, for the purpose of approval, of water and sewer mains, constructed by others that are longer than 25 metres and/or greater than 2 metres in depth.</i>			
	Water Mains (\$ per metre)	B	\$5.46	
	Gravity Sewer Mains (\$ per metre)	B	\$7.28	
	Rising Sewer Mains (\$ per metre)	B	\$5.46	
20.15	Statement of Available Pressure Flow	B		\$132.85
20.16	Plumbing and Drainage Inspection			
	Residential - single dwellings, villas and units - per unit	B		\$161.79
	Caravans and mobile homes - per permit	B		\$81.54
	Commercial/Industrial	B		\$161.79 plus \$46.96/wc
	Alterations - per permit	B		\$81.54
	Additional Inspections - per inspection	B		\$60.02
20.17	Billings Record Search - Further Back than 5 Years - Base fee \$17.79 for the first 15 minutes or part thereof then \$11.85 per 15 minutes or part thereof	B	\$17.79 Base fee	
20.18	Relocate Existing Stop Valve or Hydrant - Base fee \$121.58 for the first hour or part thereof then \$30.24 per 15 minutes or part thereof	B	\$121.58 Base fee	
	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i>			

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
<b>20.19</b>	Provision of Water Services			
	<i>Application for water service connection fee is also applicable.</i>			
	Meter only (20mm)	B	<b>\$104.38</b>	
	Short Service - 20mm	B	<b>\$633.42</b>	
	Long Service - 20mm	B	<b>\$633.42</b>	
	Short Service - 25mm	B	<b>\$768.65</b>	
	Long Service - 25mm	B	<b>\$768.65</b>	
	Short Service - 40mm	B	<b>\$1,444.77</b>	
	Long Service - 40mm	B	<b>\$1,920.43</b>	
	Short Service - 50mm	B	<b>\$2,061.58</b>	
	Long Service - 50mm	B	<b>\$2,541.98</b>	
	Larger Service - provision of live main connection only - Base fee \$121.58 for first hour per part therefo then \$30.24 per 15 minutes pr part therefo	B	<b>\$121.58</b>	
			<b>Base fee</b>	
	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i>			
<b>20.20</b>	Relocate Existing Service			
	Short - 20mm	B	<b>\$308.40</b>	
	Long - 20mm	B	<b>\$480.41</b>	
	Larger services - provision of live main connection only	B/E	<b>By Quote</b>	
	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i>			
<b>20.21</b>	Alteration from Dual Service to Single Service			
	20mm service only	B	<b>\$368.91</b>	
<b>20.22</b>	Sewerage Drainage Arrester			
	Approval	B	<b>\$99.64</b>	
	Annual Inspection	B	<b>\$30.24</b>	
<b>20.23</b>	Sewerage Junction Cut-in (150mm)	B		<b>\$300.10</b>
	<i>No excavation, no concrete encasement removal, no sideline, junction within property. Excavation provided by customer.</i>			
<b>20.24</b>	Sewerage Junction Cut-in (150mm) with sideline less than 3m	B		<b>\$314.33</b>
	<i>No excavation, no concrete encasement removal, sideline, junction outside the property. Excavation provided by customer.</i>			
<b>20.25</b>	Sewerage Junction Cut-in (225mm)	B		<b>\$702.21</b>
	<i>No excavation, no concrete encasement removal, no sideline, junction within property. Excavation provided by customer.</i>			
<b>20.26</b>	Sewerage Junction Cut-in (225mm) with sideline less than 3m	B		<b>\$741.35</b>
	<i>No excavation, no concrete encasement removal, sideline, junction outside property. Excavation provided by customer.</i>			
<b>20.27</b>	Sewerage Junction Cut-in Greater than 225mm or where excavation or removal of concrete encasement required by Council - Base rate \$133.73 per hour for first hour or part thereof then \$33.27 per 15 minutes or part thereof	B	<b>\$133.73</b>	
			<b>Base rate</b>	
	<i>Price exclusive of plant hire charges, material costs and traffic control where applicable.</i>			
<b>20.28</b>	Sewer Main Encasement with Concrete			
	Encasement inspection fee when construction is not by Council	B		<b>\$101.41</b>
	Construction by Council	B/E		<b>By Quote</b>
<b>20.29</b>	Sewer Advance Scheme - Administration Charge	B		<b>\$264.87</b>
<b>20.30</b>	Raise and Lower Sewer Manholes greater than 300mm. Price listed is the manhole adjustment inspection fee. Charge for actual physical adjustment is by quote.	B	<b>\$101.42</b>	
<b>20.31</b>	Underground Services Locations - Council assists in on-site physical locations. Customer provides all equipment - Base rate \$80.24 per hour for first hour or part thereof then \$19.56 per 15 minutes or part thereof	B		<b>\$80.24</b>
				<b>Base rate</b>
<b>20.32</b>	Underground Services Locations - Council undertakes on-site physical locations and provides all equipment - Base rate \$133.73 per hour for first hour or part thereof then \$33.27 per 15 minutes or part thereof	B		<b>\$133.73</b>
				<b>Base rate</b>
<b>20.33</b>	Water Sample Analysis for Water Quality Testing Private Supplies	B		<b>\$81.53</b>
<b>20.34</b>	Raise/Lower/Adjust existing services (no more than 2 metres from existing location)			

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	20mm service only (no Materials)	B	\$122.18	
	Larger services or requiring materials	B/E	By Quote	
20.35	Disconnection of Existing Service	B	\$120.35	
20.36	Supply of reticulated tertiary treated sewerage effluent (except when covered by individual agreement). Per kilolitre	A	\$0.99	
20.37	Time Based Fees per hour			
	For works undertaken by Council for outside persons/organisations:			
	Professional Services	A		\$154.15
	Technical/inspection services	A		\$92.60
20.38	Plan Plotting - per plot			
	On Film			
	B1 size	A	\$62.65	
	A1 size	A	\$38.25	
	A2 size	A	\$30.95	
	A3 size	A	\$30.95	
	A4 size	A	\$30.95	
	On Vellum			
	B1 size	A	\$53.75	
	A1 size	A	\$38.25	
	A2 size	A	\$24.70	
	A3 size	A	\$24.70	
	A4 size	A	\$24.70	
	On 60GSM Paper			
	B1 size	A	\$38.25	
	A1 size	A	\$24.70	
	A2 size	A	\$21.55	
	A3 size	A	\$21.55	
	A4 size	A	\$21.55	
20.39	Development investigation for Water & Sewerage Requirements			
	Under section 306 Water Management Act			
	Minor Development	B		278.30
	Major Development	B		641.30
21	<b>ROADS AND ASSOCIATED FACILITIES</b>			
21.01	Reinstatement of Footpaths - Concrete 75mm = per square metre			
	Minimum	A		\$261.95
	Less than 10 m2	A		\$261.95
	10 m2 to 20 m2	A		\$174.20
	Over 20 m2	A		\$115.65
21.02	Tar and bituminous on all classes of base other than concrete			
	Minimum	A		\$257.85
	Per m2	A		\$138.80
21.03	Earth and gravel, water bound macadam and all other classes of unsealed footpath.			
	Minimum	A		\$257.85
	Per m2	A		\$107.90
21.04	Construction - per metre			
	Kerbing and guttering - programmed works	D		\$91.25
	Footpaving - programmed works	D		\$41.40
21.05	Other Works			
	"Do and charge basis"	E		By Quote
21.06	Vehicle Crossings			
	Standard 3.6m x 3.0m - each	A		\$1,606.80
	Additional area - per square metre	A		\$105.10

# WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
	Industrial 150mm - per square metre	A		\$117.20
21.07	Supervision/Design etc			
	Private concreting/vehicle access - Inspection work by approved contractor	A		\$192.45
	Private kerbing and guttering - Survey, design and supervision	A		\$385.25
21.08	Road Reinstatement			
	Asphaltic concrete with concrete base			
	Minimum	A		\$260.00
	per m2	A		\$525.00
	Concrete			
	Minimum	A		\$260.00
	per m2	A		\$490.00
	Tar and bitumen surface on all classes of base other than concrete (including access).			
	Minimum	A		\$260.00
	per m2	A		\$250.00
	Earth and gravel, water course macadam and all other classes of unsealed pavement or shoulders.			
	Minimum	A		\$260.00
	per m2	A		\$200.00
	Two coat bitumen seal only	A		\$90.00
21.09	Tests			
	Deflection testing with Benklemen Beam			
	Application Fee - Plus includes travelling, traffic control & truck hire	A		\$100.00
	Hourly charge - Plus includes travelling, traffic control & truck hire	A		\$480.00
21.10	Road Openings			
	Application Fee - each	A	\$110.00	
21.11	Road Closure Fee Council Road - Includes application fee and reimbursement of external party expenses	A		\$10,845.00
21.12	Road Closure Fee Crown Road - Includes application fee and reimbursement of external party expenses	A		\$1,500.00
21.13	Dedication of land from developers administration fee	A		\$495.00
22	<b>TOWN CENTRES</b>			
22.01	The Entrance Town Centre – Outdoor Eating Areas			
	<i>These fees take effect from November 1 of the financial year.</i>			
	Coral Street Northward - per chair, per week	C		\$8.20
	Victoria Avenue to Coral Street - per chair, per week	C		\$5.00
	Campbell Avenue to Victoria Avenue - per chair, per week	C		\$3.30
	The Entrance Town Centre Outdoor Dining Structures - per structure, per week	C		\$60.00
22.02	Town Centres - Outdoor Eating Areas			
	All Areas (excluding The Entrance Town Centre) per chair, per week	C		\$1.50
22.03	Application Fee - Outdoor Eating Areas	C	\$300.00	
22.04	Bonds for Outdoor Eating Areas The Entrance	C	\$1,340.00	

## WYONG SHIRE COUNCIL - FEES & CHARGES

ITEM	DESCRIPTION	PRICE CAT.	2011/12 Excluding GST	2011/12 Including GST
<b>22.05</b>	Bonds for Outdoor Eating Areas Outside The Entrance	C	<b>\$645.00</b>	
<b>22.06</b>	Street Vending Licences - per annum	C		<b>\$75.00</b>
<b>22.07</b>	Advertising Licences - per annum	C		<b>\$75.00</b>
<b>23</b>	<b>AIRPORT</b>			
<b>23.01</b>	Landing fees of aircraft other than commercially operated aircraft - Annual	C		<b>\$295.00</b>
<b>23.02</b>	Landing Fees for commercially operated aircraft permanently based on the airfield - Annual	C		<b>\$620.00</b>
<b>23.03</b>	Parking fees for aircraft permanently based on the airfield and parked on Council land - Annual	C		<b>\$1,030.00</b>
<b>23.04</b>	For itinerant aircraft			
	Landing Fee - per engine per landing	C		<b>\$15.00</b>
	Tie Down Fee - per night	C		<b>\$7.50</b>
<b>23.05</b>	Parachute landing at Warnervale Airport - per drop	C		<b>\$3.10</b>

# WYONG SHIRE COUNCIL - FEES & CHARGES

24	Tip Charges	PRICE CAT	Excludes GST	Includes GST
24.01	Mixed Waste			
	Waste to landfill - per tonne	E		212.6
	Minimum Charge for mixed waste to landfill up to 60kg - each	E		12.60
24.02	Virgin Excavated Natural Material (VENM) - per tonne <i>Virgin excavated natural material not contaminated-required to meet operational requirements.</i>	E		99.60
24.03	Building and Demolition Waste - per tonne <i>Excavation material not contaminated - required to meet operational requirements not classified as VENM</i>	E		99.60
24.04	Building and Demolition Waste	E		99.60
	Mixed building and demolition waste - per tonne	E		212.60
	Minimum Charge - each	E		12.80
24.05	Dredge Material - per tonne	E		13.40
24.06	Recyclables			
	Clean excavated material aggregates > 40mm in diameter (rocks)	E		113.00
	Concrete (source separated, free of contaminants) - per tonne	E		113.00
	Brick (source separated) - per tonne	E		113.00
	Roof Tiles (source separated) - per tonne	E		113.00
	Commercial loads of cardboard - per tonne	E		212.60
	Recyclables generated by commercial operations - per tonne	E		65.00
	Recyclables - <i>Recyclables generated by caravan parks, shops, restaurants, offices and other businesses</i>	E		No charge
	Matresses - each	E		20.00
	e-Waste (1 to 5 items)	E		No charge
	e-Waste (more than 5 items) - per tonne	E		212.60
24.07	Special Waste			
	Security and Customs Waste - per tonne	E		225.10
	Asbestos - per tonne	E		275.00
	Asbestos generated outside Wyong Shire LG area - per tonne (Sydney Metropolitan area)	E		307.00
	Asbestos generated outside Wyong Shire LG area - per tonne (Extended Regulated area)			290.00
	Animal and food wastes	E		243.90
	Bulky demolition wastes - per tonne	E		243.90
	Fine dusty wastes - per tonne	E		14.60
	Minimum charge for special waste up to 60kg - each	E		0.00
24.08	Organic Materials			
	Trees, garden vegetation & untreated timber - per tonne	E		78.20
	Shredded Green Waste - per tonne	E		57.40
	Bio solids - per tonne	E		63.90
	Sea Grass - per tonne	E		57.90
	Tree Stumps and Trunks (with a diameter greater than 1m measured at the widest point) - per tonne	E		78.20
	Minimum Charge for organic materials up to 60kg - per tonne	E		4.70
24.09	Other Waste Management Charges			
	Provision of 240litre special event waste bin - per bin, per day	E		28.95
	Provision of 240litre special event recycling bin - per bin, per day	E		27.25
	Collection of waste - per tonne. <i>Collection of waste (dumped waste, where the number of allocated kerbside collections are exceeded or for properties that are not entitled to kerbside collections). Waste type must be in accordance with guidelines and collection is at the discretion of Council</i>	E		60.50
25	Care and Education Centre Fees	PRICE CAT	\$ Jul-Dec 2011	\$ Jan - Jun 2012 2011-2012
	<b>Child Care Fee</b> - <i>The proposed fees for Care and Education Centres are set to recover the annual operating and maintenance costs of the centres after Government and Council subsidies. The following fees are proposed for 2011/12</i>			
	Child Care Fee - Under 2 years (per child per day)	D	75.00	80.00



# WYONG SHIRE COUNCIL - FEES & CHARGES

Child Care Fee - 2 to 6 years (per child per day)	D	\$70.00	76.00	
Casual Hourly Fee (Occasional Care Fee) - Under 2 years (per child per hour)	D	\$10.00	11.00	
Casual Hourly Fee (Occasional Care Fee) - 2 to 6 years (per child per hour)	D	\$9.50	10.50	
<b>Other Fees</b> - The other proposed fees (which will not attract Childcare Benefit) for 2011/12 are as follows:				
Annual Administration Fee (per child)	D			25.00
Enrolment Fee (per child - one-off payable upon enrolment)	D			60.00
Waiting List Fee (per child - refundable upon enrolment)	D			10.00
Nappy Fee (Where not provided, to be charged at the fully absorbed cost)	D			Not provided
Late Pickup Fee (for every 15 minutes after 6pm)	D			20.00
Excursion Costs (Per child per excursion)	D			At cost plus 15% admin
Vacation Care Fees - The proposed fees for Vacation Care Centres are set to recover the annual operating and maintenance costs of the Vacation Care Centres net after Government Subsidies. The following fees are proposed for 2011/12:				
Vacation Care - excluding excursions costs (per child per day)	D			41.00
Vacation Care - excluding excursions costs (per child per day not pre-booked (incl.\$5 admin charge)	D			46.00
Excursion Costs - (per child per excursion)	D			Cost +15% Admin
<b>Budgewoi Holiday Park</b>	<b>PRICE CAT</b>	<b>Off Peak 2011/12</b>	<b>Shoulder 2011/12</b>	<b>Peak 2011/12</b>
<b>Tourist Fees</b>				
<b>Powered Sites</b>				
Nightly - 2 Persons	E	23.00	30.00	50.00
Weekly - 2 Persons	E	138.00	180.00	350.00
<b>Powered Sites - Prime</b>				
Nightly - 2 Persons	E	25.00	33.00	55.00
Weekly - 2 Persons	E	150.00	198.00	385.00
<b>Additional Persons</b>				
Nightly - Additional Adult (17 years and over)	E	15.00	15.00	15.00
Nightly - Additional Child (6 to 16 years)	E	8.00	8.00	8.00
Weekly - Additional Adult (17 years and over)	E	90.00	90.00	105.00
Weekly - Additional Child (6 to 16 years)	E	48.00	48.00	56.00
<b>Permanents</b>				
<b>CPI increase based on March 2011 Sydney all groups index</b>				
<b>Cabins Fees ( The rate is up to 4 persons. Including linen for 4)</b>				
<b>Sheerwater</b>				
Nightly - Mid Week - Garden Cabin	E	100.00	120.00	240.00
Weekend Package	E	250.00	345.00	N/A
Weekly	E	600.00	720.00	1,680.00
<b>Ibis</b>				
Nightly - Mid Week	E	115.00	145.00	265.00
Weekend Package	E	290.00	415.00	N/A
Weekly	E	690.00	870.00	1,855.00
<b>Lorikeet</b>				
Nightly - Mid Week	E	110.00	130.00	245.00
Weekend Package	E	275.00	375.00	N/A

# WYONG SHIRE COUNCIL - FEES & CHARGES

	Weekly	E	660.00	780.00	1,715.00
	<b>Kingfisher</b>				
	Nightly - Mid Week	E	125.00	155.00	280.00
	Weekend Package	E	315.00	445.00	N/A
	Weekly	E	750.00	930.00	1,960.00
	<b>Additional Linen hire</b>				
	Single Bed	E	8.00	8.00	8.00
	Queen Bed	E	12.00	12.00	12.00
	<b>Storage</b>				<b>Annual Fee</b>
	<b>Standard</b>				
	Option 1 <i>Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.</i>	E			4,400
	Option 2 <i>Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.</i>	E			5,050
	<b>Prime</b>				
	Option 1 <i>Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.</i>	E			5,000
	Option 2 <i>Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.</i>	E			5,600
	<b>Other</b>				
	Late Fee (Where applicable) <i>Late payment fee of \$40 will be levied on any account that is outstanding 7 days after payment falls due.</i>	E			40.00
	Occupation Agreement Fee <i>General fee for preparing each new Occupation Agreement for storage van owners.</i>	E			45.40
	Additional Housekeeping (linen, curtains, lounges) <i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i>	E			64.00
	Additional cleaning (washing / cleaning lounges, linen, carpet) <i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i>	E			38.00
	Locksmith charges <i>For locksmith to gain entry to bad debtors vans, as required by Consumer, Trader, Tenancy, Tribunal.</i>	E			65.00
	Local partnership/business - Annual Fee or \$10.00 per month <i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i>	E			100.00
	4 hour per vehicle day use fee <i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i>	E			30.00
	Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday				
	Note:- Rates for Ensuities, Powered and Unpowered sites are for two people.				
<b>Canton Beach Holiday Park</b>		<b>PRICE CAT</b>	<b>Off Peak 2011/12</b>	<b>Shoulder 2011/12</b>	<b>Peak 2011/12</b>
	<b>Tourist Fees</b>				
	<b>Powered Sites</b>				
	Nightly - 2 Persons	E	21.00	28.00	46.00
	Weekly - 2 Persons	E	126.00	168.00	322.00
	<b>Unpowered Sites</b>				
	Nightly - 2 Persons	E	18.00	22.00	40.00
	Weekly - 2 Persons	E	108.00	132.00	280.00
	<b>Additional Persons</b>				
	Nightly - Additional Adult (17years and over)	E	15.00	15.00	15.00
	Nightly - Additional Child (6 to 16 years)	E	8.00	8.00	8.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

Weekly - Additional Adult (17 years and over)	E	90.00	90.00	105.00
Weekly - Additional Child (6 to 16 years)	E	48.00	48.00	56.00
<b>Permanents</b>				
<b>CPI increase based on March 2011 Sydney all groups index</b>				
<b>Cabins Fees ( The rate is up to 4 persons. Including linen for 4)</b>				
<b>Jabiru</b>				
Nightly - Mid Week	E	85.00	100.00	165.00
Weekend Package	E	215.00	285.00	N/A
Weekly	E	510.00	600.00	1,155.00
<b>Osprey</b>				
Nightly - Mid Week	E	100.00	120.00	235.00
Weekend Package	E	250.00	345.00	N/A
Weekly	E	600.00	720.00	1,645.00
<b>Sandpiper</b>				
Nightly - Mid Week	E	90.00	115.00	185.00
Weekend Package	E	225.00	330.00	N/A
Weekly	E	540.00	690.00	1,295.00
<b>Sheerwater</b>				
Nightly - Mid Week - 2 bedroom Cabin with Disabled Access	E	110.00	130.00	245.00
Weekend Package	E	275.00	375.00	N/A
Weekly	E	660.00	780.00	1,715.00
<b>Kingfisher</b>				
Nightly - Mid Week - Luxury 2 Bedroom Cabin	E	125.00	155.00	280.00
Weekend Package	E	315.00	445.00	N/A
Weekly	E	750.00	930.00	1,960.00
<b>Additional Linen hire</b>				
Single Bed	E	8.00	8.00	8.00
Queen Bed	E	12.00	12.00	12.00
<b>Storage</b>				<b>Annual fee</b>
<b>Standard</b>				
Option 1 <i>Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.</i>	E			<b>4,400.00</b>
Option 2 <i>Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.</i>	E			<b>5,050.00</b>
Late Fee (Where applicable) <i>Late payment fee of \$40 will be levied on any account that is outstanding 7 days after payment falls due.</i>	E			<b>40.00</b>
Occupation Agreement Fee <i>General fee for preparing each new Occupation Agreement for storage van owners.</i>	E			<b>45.40</b>
Private Ensuite Fee <i>Annual fee for standard sites with private ensuite.</i>	E			<b>360.00</b>
Additional Housekeeping (linen, curtains, lounges) <i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i>	E			<b>64.00</b>
Additional cleaning (washing / cleaning lounges, linen, carpet) <i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i>	E			<b>38.00</b>
Locksmith charges <i>For locksmith to gain entry to bad debtors vans, as required by Consumer, Trader, Tenancy, Tribunal.</i>	E			<b>65.00</b>

# WYONG SHIRE COUNCIL - FEES & CHARGES

	Local partnership/business - Annual Fee or \$10.00 per month <i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i>				100.00
		E			
	4 hour per vehicle day use fee <i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i>	E			30.00
	Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday				
	Note:- Rates for Ensuites, Powered and Unpowered sites are for two people.				
<b>Norah Head Holiday Park</b>		<b>PRICE CAT</b>	<b>Off Peak 2011/12</b>	<b>Shoulder 2011/12</b>	<b>Peak 2011/12</b>
	<b>Tourist Fees</b>				
	<b>Ensuite Sites</b>				
	Nightly - 2 Persons	E	37.00	44.00	70.00
	Weekly - 2 Persons	E	222.00	264.00	490.00
	<b>Powered Sites - Std</b>				
	Nightly - 2 Persons	E	25.00	32.00	55.00
	Weekly - 2 Persons	E	150.00	192.00	385.00
	<b>Powered Sites - Prime</b>				
	Nightly - 2 Persons	E	27.00	35.00	60.00
	Weekly - 2 Persons	E	162.00	210.00	420.00
	<b>Unpowered Sites</b>				
	Nightly - 2 Persons	E	19.00	23.00	42.00
	Weekly - 2 Persons	E	114.00	138.00	
	<b>Additional Person</b>				
	Nightly - Additional Adult (17 years and over)	E	15.00	15.00	15.00
	Nightly - Additional Child (6 to 16 years)	E	8.00	8.00	8.00
	Weekly - Additional Adult (17 years and over)	E	90.00	90.00	105.00
	Weekly - Additional Child (6 to 16 years)	E	48.00	48.00	56.00
	<b>Permanents</b>				
	<b>CPI increase based on March 2011 Sydney all groups index</b>				
	<b>Cabins Fees ( The rate is up to 4 persons. Including linen for 4)</b>				
	<b>Bunkhouse - 2 Persons</b> * Includes linen for 2 people				
	Nightly - Mid Week	E	60.00	70.00	120.00
	Weekend Package - Budget Motel style accommodation	E	150.00	200.00	N/A
	Weekly	E	360.00	420.00	840.00
	<b>Bunkhouse - 4 Persons</b>				
	Nightly - Mid Week	E	60.00	70.00	120.00
	Weekend Package - Budget Motel style accommodation	E	150.00	200.00	N/A
	Weekly	E	360.00	420.00	840.00
	<b>Jabiru</b>				
	Nightly - Mid Week	E	85.00	97.00	160.00
	Weekend Package	E	215.00	280.00	N/A
	Weekly	E	510.00	582.00	1,120.00
	<b>Pelican/Osprey</b>				
	Nightly - Mid Week	E	105.00	125.00	235.00
	Nightly - Weekend Package - Garden Villa	E	290.00	375.00	N/A
	Weekly	E	630.00	750.00	1,645.00
	<b>Sandpiper</b> * Includes linen for 2 persons				
	Nightly - Mid Week	E	100.00	120.00	190.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

	Weekend Package - 1 bedroom Cabin	E	275.00	360.00	N/A
	Weekly	E	600.00	720.00	1,330.00
	<b>Sheerwater/Seagull</b>				
	Nightly - Mid Week	E	110.00	135.00	250.00
	Weekend Package - 2 bedroom Cabin	E	305.00	405.00	N/A
	Weekly	E	660.00	810.00	1,750.00
	<b>Kingfisher</b>				
	Nightly - Mid Week	E	130.00	160.00	285.00
	Weekend Package - Luxury 2 bedroom Cabin with Spa	E	360.00	480.00	N/A
	Weekly	E	780.00	960.00	1,995.00
	<b>Additional Linen hire</b>				
	Single Bed	E	8.00	8.00	8.00
	Queen Bed	E	12.00	12.00	12.00
	<b>Storage</b>	<b>PRICE CAT</b>			<b>Annual fee</b>
	<b>Standard</b>				
	Option 1				4,450.00
	<i>Includes up to 110 nights usage for 4 people per stay and continuous electricity and water.</i>	E			
	Option 2				5,050.00
	<i>Includes up to 180 nights usage for 8 people per stay and continuous electricity and water.</i>	E			
	Late Fee (Where applicable)				40.00
	<i>Late payment fee of \$40 will be levied on any account that is outstanding 7 days after payment falls due.</i>	E			
	Occupation Agreement Fee				45.40
	<i>General fee for preparing each new Occupation Agreement for storage van owners.</i>	E			
	Additional Housekeeping (linen, curtains, lounges)				64.00
	<i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i>	E			
	Additional cleaning (washing / cleaning lounges, linen, carpet)				38.00
	<i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i>	E			
	Locksmith charges				65.00
	<i>For locksmith to gain entry to bad debtors vans, as required by Consumer, Trader, Tenancy, Tribunal.</i>	E			
	Local partnership/business - Annual fee or \$10.00 per month				100.00
	<i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i>	E			
	4 hour per vehicle day use fee				30.00
	<i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i>	E			
	Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday				
	Note:- Rates for Ensuites, Powered and Unpowered sites are for two people.				
	<b>Toowoan Bay Holiday Park</b>	<b>PRICE CAT</b>	<b>Off Peak 2011/12</b>	<b>Shoulder 2011/12</b>	<b>Peak 2011/12</b>
	<b>Tourist Fees</b>				
	<b>Powered Sites -Std</b>				
	Nightly	E	27.00	33.00	58.00
	Nightly - Additional Adult (17 years and over)	E	15.00	15.00	15.00
	Nightly - Additional Child (6 to 16 years)	E	8.00	8.00	8.00
	Weekly	E	162.00	198.00	406.00
	Weekly - Additional Adult (17 years and over)	E	90.00	90.00	105.00
	Weekly - Additional Child (6 to 16 years)	E	48.00	48.00	56.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

<b>Unpowered Sites</b>				
Nightly - Not available				
Nightly - Additional Adult				
Nightly - Additional Child				
Weekly - Not available				
Weekly - Additional Adult				
Weekly - Additional Child				
<b>Powered Sites - Prime</b>				
Nightly	E	29.00	36.00	63.00
Weekly	E	174.00	216.00	441.00
<b>Ensuite sites</b>				
Nightly	E	39.00	45.00	73.00
Weekly	E	234.00	270.00	511.00
<b>Permanents</b>				
<b>CPI increase based on March 2011 Sydney all groups index</b>				
<b>Cabins Fees ( The rate is up to 4 persons. Including linen for 4)</b>				
<b>Studio Rooms</b>				
Nightly - Mid Week * Includes linen for 2 people	E	85.00	110.00	180.00
Weekend Package - 2 berth Studio	E	215.00	315.00	N/A
Weekly	E	510.00	660.00	1,260.00
<b>Jabiru</b>				
Nightly - Mid Week	E	100.00	125.00	195.00
Weekend Package - 6 berth Cabin	E	250.00	360.00	N/A
Weekly	E	600.00	750.00	1,365.00
<b>Pelican/Sheerwater</b>				
Nightly - Mid Week - Garden Villa	E	115.00	145.00	255.00
Weekend Package	E	320.00	435.00	N/A
Weekly	E	690.00	870.00	1,785.00
<b>Sandpiper</b>				
Nightly - Mid Week	E	110.00	145.00	215.00
Weekend Package	E	305.00	435.00	N/A
Weekly	E	660.00	870.00	1,505.00
<b>Ibis</b>				
Nightly-Mid Week	E	140.00	170.00	290.00
Weekend Package	E	385.00	510.00	N/A
Weekly	E	840.00	1,020.00	2,030.00
<b>Kingfisher</b>				
Nightly - Mid Week - Luxury Cabin	E	145.00	180.00	310.00
Weekend Package	E	400.00	540.00	N/A
Weekly	E	870.00	1,080.00	2,170.00
<b>Beachcomber</b>				
Nightly - Mid Week - Luxury ocean view 2 bedroom Cabin	E	165.00	200.00	410.00
Weekend Package	E	455.00	600.00	N/A
Weekly	E	990.00	1,200.00	2,870.00
<b>Linen hire</b>				
Single Bed	E	8.00	8.00	8.00

# WYONG SHIRE COUNCIL - FEES & CHARGES

	Queen Bed	E	12.00	12.00	12.00
	<b>Storage</b>	<b>PRICE CAT</b>			<b>Annual fee</b>
	<b>Standard</b>				
	Option 1 <i>Includes up to 110 nights usage for 4 people per stay and continuous water.</i>	E			4,820.00
	Option 2 <i>Includes up to 180 nights usage for 8 people per stay and continuous water.</i>	E			5,420.00
	<b>Prime</b>	E			
	Option 1 <i>Includes up to 110 nights usage for 4 people per stay and continuous water.</i>	E			6,270.00
	Option 2 <i>Includes up to 180 nights usage for 8 people per stay and continuous water.</i>	E			6,820.00
	Late Fee (Where applicable) <i>Late payment fee of \$40 will be levied on any long term casual account that is outstanding 7 days after payment falls due.</i>	E			40.00
	Occupation Agreement Fee <i>General fee for preparing each new Occupation Agreement for storage van owners.</i>	E			45.40
	Private Ensuite Fee <i>Annual fee for standard sites with private ensuite.</i>	E			360.00
	Local partnership/business - Annual fee or \$10.00 per month <i>For local partnerships/businesses to be listed on CCHP websites. This also includes a link to their website</i>	E			100.00
	Additional Housekeeping (linen, curtains, lounges) <i>For when patrons ignore non smoking policy in cabin accommodation. In some circumstances cabins cannot be resold after heavy smokers check out, due to the limited time to air out the cabin, in this instance the nightly tariff would override the additional housekeeping fee.</i>	E			64.00
	Additional cleaning (washing / cleaning lounges, linen, carpet) <i>For additional cleaning that is required when patrons have pets in pet free accommodation.</i>	E			38.00
	Locksmith charges <i>For locksmith to gain entry to bad debtors vans, as required by Consumer, Trader, Tenancy, Tribunal.</i>	E			65.00
	4 hour per vehicle day use fee <i>Includes use of amenities and pump out points to dispose of waste from portable toilets in all types of mobile vehicles.</i>	E			30.00
	Minimum weekend package applies from noon Friday to 5pm Sunday ie minimum 2 nights with late check out Sunday				
	Note:- Rates for Ensuities, Powered and Unpowered sites are for two people.				