



AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

05 June 2024



COMMUNITY STRATEGIC PLAN 2018-2028

ONE – CENTRAL COAST IS THE COMMUNITY STRATEGIC PLAN (CSP) FOR THE CENTRAL COAST LOCAL GOVERNMENT AREA

ONE – CENTRAL COAST DEFINES THE COMMUNITY'S VISION AND IS OUR ROADMAP FOR THE FUTURE

ONE – CENTRAL COAST BRINGS TOGETHER EXTENSIVE COMMUNITY FEEDBACK TO SET KEY DIRECTIONS AND PRIORITIES

One - Central Coast will shape and inform Council's business activities, future plans, services and expenditure. Where actions are the responsibility of other organisations, sectors and groups to deliver, Council will work with key partners to advocate on behalf of our community.

Ultimately, every one of us who live on the Central Coast has an opportunity and responsibility to create a sustainable future from which we can all benefit. Working together we can make a difference.

RESPONSIBLE

WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.

We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

 **Good governance and great partnerships**

G2 Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making

There are 5 themes, 12 focus areas and 48 objectives

COMMUNITY STRATEGIC PLAN 2018-2028 FRAMEWORK

All council reports contained within the Business Paper are now aligned to the Community Strategic Plan. Each report will contain a cross reference to a Theme, Focus Area and Objective within the framework of the Plan.

The infographic details the following structure:

- THEME: BELONGING**
 - Focus Area: OUR COMMUNITY (Objectives: G1, G2, G3, G4)
 - Focus Area: COMMUNITY CONNECTION AND LOCAL IDENTITY (Objectives: G5, G6, G7, G8)
- THEME: SMART**
 - Focus Area: A GROWING AND COMPETITIVE REGION (Objectives: C1, C2, C3, C4)
 - Focus Area: A PLACE OF OPPORTUNITY FOR PEOPLE (Objectives: C5, C6, C7, C8)
- THEME: GREEN**
 - Focus Area: ENVIRONMENTAL WELL-BEING FOR THE FUTURE (Objectives: E1, E2, E3, E4)
 - Focus Area: INCREASED RAIN WATER RESILIENCE (Objectives: E5, E6)
- THEME: RESPONSIBLE**
 - Focus Area: GOOD GOVERNANCE AND GREAT PARTNERSHIPS (Objectives: G9, G10, G11)
 - Focus Area: BELONGING THROUGH INFRASTRUCTURE (Objectives: G12, G13, G14)
 - Focus Area: SAFE, ACTIVE AND SUSTAINABLE DEVELOPMENT (Objectives: G15, G16, G17, G18)
- THEME: LIVEABLE**
 - Focus Area: RELIABLE PUBLIC TRANSPORT AND CONNECTIONS (Objectives: L1, L2, L3, L4)
 - Focus Area: SAFE AND HEALTHY LIVES (Objectives: L5, L6, L7, L8)
 - Focus Area: HEALTHY LIFESTYLES (Objectives: L9, L10, L11, L12)



Meeting Notice

The Audit, Risk and Improvement Committee Meeting of Central Coast Council

will be held in the Council Committee Room,
2 Hely Street, Wyong and Remotely – Online,

on Wednesday 5 June 2024 at 2:00pm,

for the transaction of the business listed below:

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Edward Hock
Chairperson

1.1 ACKNOWLEDGEMENT OF COUNTRY, APOLOGIES AND WELCOME

ARIC Chairperson

We acknowledge the Traditional Custodians of the land on which we live, work and play. We pay our respects to Darkinjung country, and Elders past and present. We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home. We recognise our future leaders and the shared responsibility to care for and protect our place and people.

Item No: 1.2
Title: Disclosures of Interest
Department: Corporate Services



5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16130042

Recommendation

- 1 *That the Committee note the standing declarations of current Committee members outlined in the table below.*
- 2 *That the Committee now disclose any conflicts of interest in matters under consideration by the Committee at this meeting.*
- 3 *That the Committee make a recommendation that this report be made publicly available as the nature or content of the report do not fall within any listed exceptions pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter.*

Report Purpose

Chapter 14 of the *Local Government Act 1993* ("LG Act") regulates the way in which the Councillors and relevant staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public functions.

Section 451 of the LG Act states in part that:

- (1) *A councillor or a member of a council committee who has a pecuniary interest in any matter with which the council is concerned and who is present at a meeting of the council or committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.*
- (2) *The councillor or member must not be present at, or in sight of, the meeting of the council or committee:*
 - (a) *at any time during which the matter is being considered or discussed by the council or committee, or*
 - (b) *at any time during which the council or committee is voting on any question in relation to the matter.*
- (3) *For the removal of doubt, a councillor or a member of a council committee is not prevented by this section from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because*

1.2 Disclosures of Interest (cont'd)

the Councillor or member has an interest in the matter of a kind referred to in section 448.

Further, the [Code of Conduct](#) adopted by Council applies to all Councillors and Staff. The Code relevantly provides that if a Councillor or Staff member has a non-pecuniary conflict of interest, the nature of the conflict must be disclosed as well as providing for a number of ways in which a non-pecuniary conflict of interests might be managed.

Committee Members standing declarations

ARIC Member	Meeting Date	Disclosure of Interest
Carl Millington	13 July 2021 (noted outside of meeting) and 7 December 2022	Less than significant non-pecuniary interest as an Independent member on Randwick City Council and Penrith City Council and Woollahra Council. Audit, Risk and Improvement Committee.
Arthur Butler	24 June 2021	Less than significant non-pecuniary interest as a member of the Audit, Risk and Improvement Committee for the Hunter and Central Coast Development Corporation.
Peter McLean	14 September 2022	Less than significant non-pecuniary interest as Chair, Audit, Risk and Improvement Committee, Shoalhaven City Council and Goldenfields Water County Council, Independent member of the Audit, Risk and Improvement Committee at Federation Council and is a current Councillor for Camden Council.

Attachments

Nil



Item No: 1.3
Title: Confirmation of Minutes of Previous Meeting
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2023/00021 - D16189731

Author: Briony Stiles, Team Leader - Civic Support

Summary

The purpose of this report is to confirm the minutes of the previous Audit, Risk and Improvement Committee meeting held on the 27 March 2024.

Recommendation

- 1 That the Committee confirm the minutes of the previous Meeting held on 27 March 2024.***
- 2 That the Committee recommend that this report and the supporting papers to this report be made publicly available as the nature or content of the report do not fall within any listed exceptions, pursuant to Clause 78 of the Audit, Risk, and Improvement Committee Charter.***

Background

Council's *Audit Risk and Improvement Committee Charter* states that all supporting papers to the meeting agendas will be released to the public on Council's website, unless such release would be contrary to the public interest. It is considered that the nature or content of this report and attachments do not fall within any of the exceptions listed under Clause 78 of the Charter and release to the public be approved.

Attachments

- 1 MINUTES - Audit, Risk and Improvement Committee - 27 March 2024 D16130422**



Central Coast Council
 Audit, Risk and Improvement Committee
 Meeting

Committee room, 2 Hely Street, Wyong

27 March 2024

MINUTES

Present

Carl Millington (Chairperson)	Independent member
Arthur Butler	Independent member
Peter McLean	Independent member
Rik Hart	Administrator

In Attendance

David Farmer	Chief Executive Officer
Marissa Racomelara	Director Corporate Services
Teressa Chadwick	Unit Manager Governance Risk and Legal
Emma Galea	Chief Financial Officer
Michelle Best	Financial Accounting and Assets
Edward Hock	Manager Enterprise Risk Project
Rachel Gibson	Civic Support
Briony Stiles	Civic Support
Paul Mewing	Work, Health Safety Lead Specialist
Caroline Karakatsanis	Director, Financial Audit, Audit Office of NSW
Adriana Marques	KPMG
Aisling Kilgannon	KPMG

Minutes of the Audit, Risk and Improvement Committee Meeting of Council 27 March 2024
contd

PROCEDURAL ITEMS

1.1 Acknowledgement of Country, Apologies and Welcome

The Chairperson, Carl Millington, opened the meeting, welcomed attendees, and completed an Acknowledgement of Country.

We acknowledge the Traditional Custodians of the land on which we live, work and play. We pay our respects to Darkinjung country, and Elders past and present. We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home. We recognise our future leaders and the shared responsibility to care for and protect our place and people.

Apologies received: Nil

1.2 Disclosures of Interest

Disclosures received by Carl Millington and noted as less than significant non pecuniary for item 1.2

Resolution

- 1 That the Committee note the standing declarations of current Committee members outlined in the table below.**
- 2 That the Committee now disclose any conflicts of interest in matters under consideration by the Committee at this meeting.**
- 3 That the Committee make a recommendation that this report be made publicly available as the nature or content of the report do not fall within any listed exceptions pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter.**

1.3 Confirmation of Minutes of Previous Meeting

Minutes Confirmed

Peter's name was misspelt in the previous minutes and how been corrected. It is noted that the correct spelling is McLean.

Resolution

- 1 That the Committee confirm the minutes of the previous Meeting held on**

Minutes of the Audit, Risk and Improvement Committee Meeting of Council 27 March 2024
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6 December 2023.

- 2 That the Committee recommend that this report and the supporting papers to this report be made publicly available as the nature or content of the report do not fall within any listed exceptions, pursuant to Clause 78 of the Audit, Risk, and Improvement Committee Charter.

1.4 Outstanding Action Items

Item	Meeting Date	Action	Responsible Officer	Status
ARIC107/202	14/09/2021	The Committee requested that in regard to Issue 2 – Framework and documentation outlining the Council’s understanding of restrictions, that the policy document and tracking spreadsheet be presented to the next ARIC meeting after they are available.	Chief Financial Officer	ONGOING/ standing item. The policy document and tracking spreadsheet be presented to the next ARIC meeting after they are available. 6 December 2023 meeting - Changed to a standing item for Finance. Current as at 27 March 2024
N/A	8/06/2022 and 08/03/2023	Work, Health, and Safety report to be provided to each quarterly ARIC meeting. The Committee added the following notes and recommendations: <ul style="list-style-type: none"> • Would like to see more of a graph of near misses and if there is a trend happening and what is being done. • Engagement of Exercise Physiologist with ageing 	Unit Manager People and Culture	ONGOING/Standing item. Noted for all future meetings and included on agenda for 6 December 2023 meeting

**Minutes of the Audit, Risk and Improvement Committee Meeting of Council 27 March 2024
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		<p>workforce to ensure a preventative approach.</p> <ul style="list-style-type: none"> Implement a chart from previous Pulse surveys to do a comparison. 		
ARIC22/23	08/03/2023	<p>Service Reviews</p> <p>The Committee provided the following information to Council:</p> <ul style="list-style-type: none"> Currently likes the selection process framework, but recommend initial reviews be selected to verify the framework. <p>Council to consider having it regularly reported to ARIC Committee to provide extra level of assurance and so the Committee can support the process.</p>	Unit Manager Strategic Planning	<p>ONGOING/Standing item.</p> <p>Noted for future meetings and included on agenda for 6 December 2023 meeting.</p>
ARIC Item 2.6	06/12/2023	The internal audit report will be ready for the 27 March 2024 ARIC meeting.	Edward Hock	<p>Delivered 27 March 24 meeting</p> <p>27 March 2024 Ed stated that internal audit report coming.</p>
ARIC Item 2.7	06/12/2023	Review overdue items on the Agreed management actions tracker tool and respond back to ARIC at 27 March 2024 meeting	Edward Hock	27 March 2024 Inconsistency in reports that was caused by old report supplied.

**Minutes of the Audit, Risk and Improvement Committee Meeting of Council 27 March 2024
contd**

Resolution

- 1 That the Committee note the report on Outstanding Action Items.**
- 2 That the Committee recommend that this report be made publicly available, pursuant to Clause 78 of the Audit, Risk, and Improvement Committee Charter.**

1.5 Council's Current Status - Verbal Report

Verbal report given by David Farmer CEO.

David Farmer noted that Council did not appear in the Auditor General's report on local government to Parliament 26 March 2024 for the first time in many years.

Finalizing budget that is going up for exhibition at the end of April 2024.

Discussion held around different regulatory regimes between IPART for Water & Sewer, and Office of Local Government for general accounts. David Farmer is hopeful for a resolution that economises the regulatory burden on Council.

Caroline Karakatsanis Director, Financial Audit, Audit Office of NSW, Suggested that Council continues its consultation and advocacy with OLG.

REPORTS

2.1 Internal Audit Work Program 2024/25

Edward Hock- Manager Enterprise Risk Project spoke to the report. Provided introduction of the KPMG audit partners Aisling Kilgannon Adriana Marques . Also introduced Teresa Chadwick Unit Manager Governance Risk and Legal.

Aisling Kilgannon provided a presentation

KMPG have drafted an internal work plan working with Teresa Chadwick and Edward Hock
Highlights

- Transport for NSW
- Accounts payable and procurement
- Systems health check and payroll.

Teresa Chadwick Unit Manager Governance Risk and Legal – stated that the Internal Audit Workplan was reviewed with ELT last week and WHS compliance system will be reviewed however systems health check and payroll will be reviewed at a later date to accommodate national heavy vehicle accreditation scheme as it is mandated.

**Minutes of the Audit, Risk and Improvement Committee Meeting of Council 27 March 2024
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Early financial year 2024/2025 the that audit plan will come to ARIC.

Question asked by Arthur Butler, will there be a forward plan and what is the timing?

Answer by Aisling Kilgannon KPMG and Edward Hock Manager Enterprise Risk Project - Financial year 2025 and will be putting together a forward detailed plan and ensuring they are tracked.

Compliance with legislation has been reviewed and is something that can be done and will be added to the Workplan.

Edward Hock Manager Enterprise Risk Project stated that Legislative compliance review was completed 22-23.

Question asked by Carl Millington, Come September 2024 election we will need to develop an internal strategic plan. Is Council using the time now to develop this plan and the answer was given by Edward Hock Manager Enterprise Risk Project of yes that is correct.

Question asked by Carl Millington, Is it linked to strategic objectives of Council?

Answered by Aisling Kilgannon we are putting together a strategic universe and it will show the linkage back to the Strategic plan.

The Strategic pillars will be used and linked to both risk and strategy.

Carl Millington stated that the ARIC would be looking to ensure the plan is focused on Councils key responsibilities.

Aisling Kilgannon stated they will bring a couple of approaches to the ARIC to review.

Resolution

1 That the Committee endorse the updated Internal Audit Work Plan 2024/25.

2.2 NSW Audit Office Final Management Letter for Year Ended 30 June 2023

Caroline Karakatsanis Director, Financial Audit, Audit Office of NSW
Final Management letter taken as read.

Split up the letter prior year showing partial 4 and 3 repeat issues.

In terms of risk rating all repeat issues are moderate with 1 low repeat issue.

Current year matters reported totalling 6.

Question from Peter McLean, Is there a focus on the matters that management disagrees.

Answered by Caroline Karakatsanis Director, Financial Audit, Audit Office of NSW -Not concerned considering the risk rating about the disagreed items as it was potentially a timing

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matter. The action has since been implemented.

April 2024, 2-week interim in order to bring audit back into regular audit cycle.

Question from Arthur Butler, management pointed out that to update the revaluation and have a valuation 30 June is not worth the effort and if management has that view then what is the plan.

Answered by Caroline Karakatsanis Director, Financial Audit, Audit Office of NSW – We cannot move away from the accounting standard requirements that you still need to assess for any material movements and fair value as at 30 June. There is value in doing early in March each year and reassessing 30 June. We have to be consistent and apply the standard.

Emma Galea, Chief Financial Officer added that this is not a Central Coast Council issue. We have to follow the standards.

Resolution

That:

- 1 The Committee note the Final Management Letter for Year Ended 30 June 2023 as per Attachment 1 to this report, as issued by the NSW Audit Office.**
- 2 The Committee recommend that this report and the attachment to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as:
 - a) they contain information about matters affecting the security of Council, Council Officials and/or Council property; and**
 - b) as on balance it would not be in the public interest to make this information available as Council does not disclose to the public any information from the NSW Audit Office to ensure the efficacy of its investigating, auditing, or reporting functions.****

2.3 NSW Audit Office Engagement Letter - 2023/2024 Audit

Report taken as read.

Update given by Caroline Karakatsanis Director, Financial Audit, Audit Office of NSW.

Key issues in section 2. Show key items and risks that are highlighted.

Fair value assessment this year. Recommendation is to continuing to improve and assessing impact of any significant transactions early and indexation early.

- Cyber security as it may impact financial statements.
- Asset remediation provision and methodology along with capital expenditure and

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how it is accounted for and complete.

Audit timetable includes provision for ARIC to review the draft financials before they go to Audit.

Feedback is that Council staff are responsive and accommodating.

Question from Peter McLean, Audit is the same price as last year and knowing there are no comprehensive evaluation, will the fee go down?

Answered by Caroline Karakatsanis Director, Financial Audit, Audit Office of NSW - It is being looked at and they will continue to monitor actual cost. Will assess at the end of the review, any savings will be passed onto Council.

Resolution

That:

- 1 The Committee note the NSW Audit Office Annual Engagement Plan for Year Ended 30 June 2024 as per Attachment 1 to this report.**
- 2 The Committee recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as**
 - a) they contain information about matters affecting the security of Council, Council Officials and/or Council property; and**
 - b) as on balance it would not be in the public interest to make this information available as Council does not disclose to the public any information from the NSW Audit Office to ensure the efficacy of its investigating, auditing, or reporting functions.**

2.4 General Finance Update

Emma Galea gave high level summary. Report taken as read.

Trajectory at the moment, surplus is ahead of budget.

Information contained in the report to advise the community that we are going into a March quarter review. We started the year with a 5.6 million surplus after the December review, detailed in the paper.

Question from Arthur Butler, The Interest adjustments we have increased our outcome by 8m. What is assumption for interest rates next year?

Answer by Emma Galea CFO, It's not that we underestimated. We look at the environment at the time and what we think is going to happen. We do need to be a bit more conservative

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contd**

because if it's not there, it's not there. At the time the original budget was appropriate for the time it was done, it was an area where we were going to want have to monitor.

Question from Peter McLean, Noticed fines are up was that estimated.

Answer by Emma Galea- It is my understanding that processes have been reviewed and a baseline set. Looking at the base value.

Question from Peter McLean, any unforeseen circumstances that may impact?

Answered by Emma Galea, we review variances and nothing standing out as a big risk in the next few months.

Question from Carl Millington, how would ARIC expect issues to impact?- IPART (current determination runs out 2026).

Answered by David Farmer, IPART set our fees. We can only account under the way we are required to account at the moment.

If not resolved by election we have time before the current determination runs out in 2026.

Resolution

That:

- 1 *The Committee note the report on General Finance Update.***
- 2 *The Committee recommend that this report and the attachments to this report be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter.***

**2.5 Guidelines for Risk Management and Internal Audit and ARIC Work Program
2024**

Edward Hock – Report taken as read.

New guidelines came into legislative effect in November 2023. Practical commencement is 1 July 2024.

Attachment 3 of report pulled each compliance item to make this a standing report and each ARIC meeting.

- Identify the numerated reference in those updated guidelines.
- Allocate some responsibility, a management owner and then forward plan how the committee is going to address those obligations.
- The proposal is to make this a standing report at each quarterly ARIC meeting.
- In time, develop this into a 5 year roll, sorry. Five quarter rolling schedule.

We can continue to populate this in a more comprehensive way and we're seeking feedback

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from the committee today on.

Looking for committee feedback on the workplan.

Peter McLean stated that the font is too small to read otherwise happy with the format. Arthur Butler stated that they will need to make sure each year that program is rolling to ensure they are covered.

Edward Hock responded the plan will ensure Strategic Plan will be tied in the cover all goals set out.

Carl Millington commented great start and gives guidance. Vision for this and other Councils that there's a complete approach across all of Council. Ensuring all components work together. Some extensions in guidelines that will be amended.

Arthur Butler stated that he would reach out to Edward Hock with feedback.

Comments from Edward Hock regarding ARIC membership

As of 1 July: As a serving counsellor of Camden, Peter McLean would be ineligible to be a member on this on this ARIC.

The guidelines are clear that recruitment for independent members should only be conducted once every 12 months if possible.

We have Peter becoming ineligible after the 30th of June. Arthur's term expiring in April of next year, and Carl's term expiring in April the next year.

Arthur has kindly agreed, subject to council endorsement, to continue for another 12 months. We will need to run 2 expressions of interest campaigns for an independent chair and an independent member.

Question from Carl Millington, Guidelines state that councils can only appoint 1 Councillor to be a non-voting member of ARIC, and they have made it very clear that that person cannot be the Mayor.

Answered by Edward Hock, Mayor or councillor can join to observe. Terms will be updated as at 1 July to follow new guidelines. New Councillors will appoint non-voting member of ARIC.

Resolution

- 1 That the Committee provide feedback on the Draft Annual Workplan (Attachment 1 – under separate cover) for adoption in June 2024.**
- 2 That the Committee recommend that this report and the supporting papers to this report be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter.**

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contd**

**2.6 Update on Election Preparation and Organisational Readiness for Councillor
Return**

Report taken as read.

Teresa Chadwick provided a presentation on the screen for Start Smart Program.

ELT have endorsed the program.

Question from Peter McLean, comprehensive program, asked if there will be external trainer for things like code of conduct. Teresa Chadwick stated that yes we will be using some external training.

Question from Peter McLean, might be some change once Councillors are elected that they may change some policy. He has seen councils engage ARIC in orientation/induction for Councillors. Training Councillors more in financial matters to have an individualized professional development schedule.

Answered by Teresa Chadwick, we are required to provide a comprehensive induction training and a professional development training plan for each councillor. Council is required to report on training provided to Councillors in its annual report. OLG put out guidelines that requires Council to provide suitable training and report on Councillor attendance. One of the training courses that will be provided is the Company Directors training and a workshop on finance, Integrated Planning and Reporting as well and Asset Management.

Question from Arthur Butler, will risk register be a part of the induction? Asked about the referendum.

Answered by Teresa Chadwick, we have external communication and education. This is also addressed in the becoming a Councillor session. We have a new comms officer starting in a couple of weeks to assist with external communications on the election and referendum, and internal communications and change management to prepare the staff to work with Councillors again.

Carl Millington asked Rik his perspective on the plan- Rik stated the internal plan is thorough.

Carl Millington stated that he was impressed with the paper and its well thought out.

Recommendation

1 That the Committee note the report.

2.7 Work, Health and Safety Report

Paul Mewing – Work, Health Safety Lead Specialist, presented in person to the report.

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Working to modify the report to capture into 1 standard report for end of quarter reporting.

Question from Arthur Butler- hours lost tables by directorate that longest are due to psychological in Corp services.

Asked about main cause, answered by Paul Mewing that survey has gone out to staff to determine what causes psychological hours lost.

Question from Peter McLean, aggressive abuse where does that come from.
Answered by Paul Mewing, not internal staff but external. Paul Mewing stated that due to uptick in aggressive abuse there was a study completed to determine root cause.

Question from Peter McLean, assessment done on reduction in injuries what caused this?
Answered by Paul Mewing- advanced training and relates to aging workforce.

Question Peter McLean, investigating vehicle damage and looking beyond that is it a symptoms on the edge of something more serious?

Answered by Paul Mewing, working with plant and fleet to review data. Successful in reporting minor incidents.

Question from Carl Millington, to David Farmer how would you assess?

Answered by David Farmer, more diagnostic work still need to be done.

Outcomes are average from his experience and we have a lot of work to do with our systems and processes.

Recommendation

- 1 That the Committee note the report on Work Health and Safety.**
- 2 That the Committee recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as they contain information that is confidential and unsuitable to be published.**

2.8 Annual Report 2023

Report taken as read

Commentary from Edward Hock

Report is a reflection of the activity undertaken in calendar year 2023. Likely to be the final calendar year based annual report from ARIC.

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The guidelines provide for an annual attestation by the Chair and general manager to be included in council's overall annual report.

I think the future chair of this committee will have licence to contribute a written report as well.

But really this is this is the final stand alone. ARIC annual report in this form.

Comments from Arthur Butler – made suggestions for additions to the Annual report.

- First report card it would have been useful to add in financial performance and management as it was a big focus of 2023.
- Internal audit/external audit section needs expanding.
- Last page 4 focus areas would be a useful start and add compliance internal controls and governance framework.

The Annual report will go to the April Council meeting.

Recommendation

- 1 That the Committee endorse the Audit, Risk and Improvement Committee Annual Report 2023 for publication.**
- 2 That the Committee recommend that this report and the supporting papers to this report be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter.**

2.9 General Business

Arthur Butler asked how the audit issues trackers is progressing. Arthur asked that it be made available at each meeting 5 June 2024.

Ed Hock stated it is available. He will provide a link to the committee.

The Meeting closed at 4:32pm.

Next Meeting 5 June 2024



Item No: 1.4
Title: Outstanding Action Items
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16219095
Author: Briony Stiles, Team Leader - Civic Support
Manager: Edward Hock, Unit Manager Enterprise Risk Project

Recommendation

- 1 That the Committee note the report on Outstanding Action Items.**
- 2 That the Committee recommend that this report be made publicly available, pursuant to Clause 78 of the Audit, Risk, and Improvement Committee Charter.**

The information provided in this report is current as at 23/05/2024.

Summary

A review of the Outstanding Action Items from previous meetings.

Green = completed items.
Blue = on agenda for upcoming meeting
White = still pending (not overdue); and
Red = overdue

In summary there are:

Actions ongoing	Actions completed	Actions not completed and not overdue	Actions not completed and overdue
3	1	1	0

Item	Meeting Date	Action	Responsible Officer	Status
ARIC107/202	14/09/2021	The Committee requested that in regard to Issue 2 – Framework and documentation outlining the Council’s understanding of restrictions, that the policy document and tracking spreadsheet be presented to the next ARIC meeting after they are available.	Chief Financial Officer	<p>ONGOING/ standing item.</p> <p>The policy document and tracking spreadsheet be presented to the next ARIC meeting after they are available.</p> <p>6 December 2023 meeting - Changed to a standing item for Finance.</p> <p>Current as at 27 March 2024</p>
N/A	8/06/2022 and 08/03/2023	<p>Work, Health, and Safety report to be provided to each quarterly ARIC meeting.</p> <p>The Committee added the following notes and recommendations:</p> <ul style="list-style-type: none"> • Would like to see more of a graph of near misses and if there is a trend happening and what is being done. • Engagement of Exercise Physiologist with ageing workforce to ensure a preventative approach. • Implement a chart from previous Pulse surveys to do a comparison. 	Unit Manager People and Culture	<p>ONGOING/Standing item.</p> <p>Noted for all future meetings.</p>

Item	Meeting Date	Action	Responsible Officer	Status
ARIC22/23	08/03/2023	<p>Service Reviews</p> <p>The Committee provided the following information to Council:</p> <ul style="list-style-type: none"> Currently likes the selection process framework, but recommend initial reviews be selected to verify the framework. <p>Council to consider having it regularly reported to ARIC Committee to provide extra level of assurance and so the Committee can support the process.</p>	Unit Manager Strategic Planning	<p>ONGOING/Standing item.</p> <p>Noted for future meetings.</p>
ARIC Item 2.6	06/12/2023	The internal audit report will be ready for the 27 March 2024 ARIC meeting.	Edward Hock	Delivered 27 March 24 meeting.
ARIC Item 2.7	06/12/2023	Review overdue items on the Agreed management actions tracker tool and respond back to ARIC at 27 March 2024 meeting	Edward Hock	27 March 2024 Inconsistency in reports that was caused by old report supplied.

Attachments

Nil

2.1 COUNCIL'S CURRENT STATUS

VERBAL REPORT

Chief Executive Officer – David Farmer

Attachments

Nil.

Item No: 2.2
Title: General Finance Update
Department: Corporate Services



5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2020/03205 - D16223161
Author: Emma Galea, Chief Financial Officer
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That The Committee:

- 1 *Note the report on General Finance Update.*
- 2 *Recommend that this report and the attachments to this report be made publicly available, pursuant to Clause 78 of the Audit, Risk, and Improvement Committee Charter.*

Summary

This report and attachments present a summary of Council's financial performance as at April 2024, and the outcome of the Q3 Budget review.

Financial Performance as at 30 April 2024

Operating Result

For 2023-24 FY, Council has budgeted, on a consolidated basis, an operating surplus before capital income of \$8.3M. As at 30 April 2024, Council has an operating surplus of \$42.8M, compared to a YTD budget of an operating surplus of \$1.7M.

The variance is driven by a YTD favourable variance in operating income of \$22.9M, and a favourable variance in operating expenses, mostly in materials and services (\$18.6M).

The net operating surplus including capital income is \$115.2M which is favourable to YTD budget by \$66.5M.

In accordance with legislative requirements Council has completed the March 2024 Quarterly Budget Review. The Review, which is discussed later in this report will move the operating surplus before capital income to \$25.9M.

It is further noted that Council has budgeted to receive the 2024-25 Financial Assistance Grant entitlement of \$23M in advance, in the 2023-24 financial year. The risk remains

2.2 General Finance Update (cont'd)

regarding the level of, if any, advance payment being received. This has a direct impact on the budgeted operating surplus.

Financial Performance Benchmarks

Below is a summary of Council's performance, on a consolidated basis against main industry financial performance benchmarks set by the Office of Local Government.

Financial Performance Ratio	Industry Benchmark	Ratio as at 30/04/24
Operating Performance Ratio	> 0%	8.2%
Own Source operating Revenue Ratio	> 60%	85.4%
Unrestricted Current Ratio	> 1.5x	4.4x
Cash Expense Cover Ratio	> 3 months	7.1 months
Buildings and Infrastructure Renewals Ratio	> = 100%	84.7% (year to date)

More details regarding the operating result and variance analysis are included in the attachment to this report – *Monthly Finance Report April 2024 (Attachment 1)*.

Investments as at 30 April 2024

As at 30 April 2024 Council's cash and investment portfolio was \$768.07M:

Type	Value (\$'000)
Investment Portfolio	\$633,268
Transactional accounts and cash in hand	\$134,804
Total	\$768,072

Council's Portfolio was held in separate funds by purpose and is summarised as follows:

Fund	General Fund	Drainage Fund	Consolidated General Fund	Water Fund	Sewer Fund	Domestic Waste Fund
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
External Restricted Funds	229,667	38,464	268,131	17,725	28,670	105,926
Internal Restricted Funds	117,752	68	117,820	974	935	45
Total Restricted Funds	347,419	38,532	385,951	18,699	29,605	105,971
Unrestricted Funds	100,304	(31,830)	68,474	14,452	132,345	12,574
Total funds by Fund	447,723	6,702	454,425	33,151	161,950	118,545

2.2 General Finance Update (cont'd)

Note: The above table consolidates General Fund and Drainage Fund. From 1 July 2026, Drainage Fund fees and charges will no longer be regulated by IPART and will become part of Council's General Fund.

Further details regarding Council's cash and investments are included in the attachments - *Investment Report for April 2024 (Attachment 2)* and the associated *Attachments 3 to 7*.

2023-24 Quarter 3 Review

Council is required to review its progress in achieving the financial objectives set out in its Operational Plan within two months of the end of each quarter. The Q3 budget review recommended budget adjustments that result in an improved projected operating result for the 2023-24 financial year, on a consolidated basis.

Council considered the Q3 budget review and the proposed budget adjustments at its meeting on 28 May 2024. All the proposed budget changes were adopted.

Operating Result

The proposed Q3 adjustments will move the 2023-24 budgeted operating surplus (excluding capital grants and contributions) from \$8.3M to a budgeted operating surplus of \$25.9M, on a consolidated basis. Including capital grants and contribution, the budgeted operating surplus will move from \$101.7M to \$109.5M.

Capital Works

The proposed Q3 capital expenditure budget adjustment is an increase of \$8.7M, which will result in a revised 2023-24 full year capital works program of \$263.6M. Changes to the capital works program include:

- Increases totalling \$14.5M relating to new grant funded projects, emergency works, unexpected cost increases, necessary scope change, and multi-year projects that are progressing ahead of schedule.

It is noted that in the intervening period between the end of Q3 and June 2024 there may be the opportunity to advance project milestones for some projects that are budgeted across 2023-24 and 2024-25. This may result in the budget allocation for those projects to be exceeded in 2023-24, to allow for timely awarding of contracts associated with the relevant milestones.

- Reductions totalling \$5.74M relating to projects delivered with savings, and projects not proceeding or deferred.

Capital Works continuing in 2024-25

It is noted that as part of reviewing the delivery status of projects that have budgets allocated in 2023-24, the projects that are likely to continue in the 2024-25 FY have been identified.

Alignment of project milestones delivery with a financial year is impacted by various factors

2.2 General Finance Update (cont'd)

including, but not limited to, availability of external resourcing, ongoing adverse weather conditions and natural disasters, challenges encountered during the planning and delivery of projects, as well as opportunities to advance works earlier than anticipated.

The unexpended budgeted funds associated with the above projects will be reviewed as part of the adoption of the 2024-25 Capital Works program included in the Draft Operational Plan, at the June Council meeting.

Details regarding budget changes and the proposed financial position of the Council are in the applicable attachments – *2023-24 Quarter 3 Review (Attachment 8) and Q3 Business Report 2023-24 - Council Meeting – 28 May 2024 (Attachment 9)*.

Attachments

1	Monthly Finance Report April 2024	D16192125
2	Investment Report for April 2024	D16192135
3	Summary of Investment as at 30 April 2024	D16192890
4	Restrictions as at 30 April 2024	D16193876
5	Investment Report Graphs and Table for April 2024	D16192895
6	Trading Limits Reports as at 30 April 2024	D16192898
7	Portfolio Valuation Report as at 30 April 2024	D16192901
8	2023-24 Quarter 3 Review	D16165388
9	2023-24 Q3 Business Report	D16206137



Item No: 2.1
Title: Monthly Finance Report April 2024
Department: Corporate Services

28 May 2024 Ordinary Council Meeting

Reference: F2020/03205 - D16192125
Author: Leslie Chan, Team Leader Financial Accounting
Garry Teesson, Section Manager Financial Planning and Business Support
Manager: Emma Galea, Chief Financial Officer.Finance
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That Council:

- 1 receives the Monthly Financial Report – April 2024.***

Report purpose

To present to Council the monthly financial report for April 2024.

Executive Summary

This report presents the April 2024 monthly financial report.

For 2023-24 FY Council has budgeted, on a consolidated basis, an operating surplus before capital income of \$8.3M. As at 30 April 2024, Council has an operating surplus of \$42.8M, compared to a YTD budget of an operating surplus of \$1.7M. The budgeted net operating position will fluctuate throughout the financial year, reflecting income and expenditure timing.

In accordance with legislative requirements Council has completed the March 2024 Quarterly Budget Review. The outcome of the Review is included in this business paper as a separate item. The budget adjustments in the review, if adopted, will move the 2023-24 FY Council Budget on a consolidated basis, to an operating surplus before capital income of \$25.9M.

It is further noted that Council has budgeted to receive the 2024-25 Financial Assistance Grant entitlement of \$23M in advance, in the 2023-24 financial year. The risk remains regarding the level of, if any, advance payment being received. This has a direct impact on the budgeted operating surplus.

2.1 Monthly Finance Report April 2024 (cont'd)

Background

The monthly financial reports have been prepared in accordance with the requirements of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021*, and the relevant accounting and reporting requirements of the Office of Local Government prescribed Code of Accounting Practice and Financial Reporting and Australian Accounting Standards.

Stakeholder Engagement

The preparation of the April 2024 monthly financial report included consultation with business units across Council to ensure all revenue and expenditure attributable to the 2023-24 FY is captured.

Financial Considerations

This report presents the financial position of Council as at 30 April 2024. Variations from budgeted amounts are detailed and an explanation provided. For the reporting period, Council is performing better than budget. To date, there are no concerns regarding Council's financial performance for the remainder of the financial year.

Consolidated Operating Statement

As at 30 April 2024, Council has a consolidated net operating surplus of \$42.8M, before capital income, which is favourable to YTD budget by \$41.1M. The variance is driven by a YTD favourable variance in operating income of \$22.9M, and a favourable variance in operating expenses, mostly in materials and services (\$18.6M).

The net operating surplus including capital income is \$115.2M which is favourable to YTD budget by \$66.5M.

2.1 Monthly Finance Report April 2024 (cont'd)

Consolidated Operating Statement											
April 2024											
	CURRENT MONTH			YEAR TO DATE				FULL YEAR			
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes (Q2)	Year End Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income											
Rates and Annual Charges	39,474	39,163	311	354,525	353,826	699	326,869	389,283	421,456	62	421,519
User Charges and Fees	12,648	14,164	(1,515)	140,052	137,745	2,307	134,650	164,977	163,782	(12)	163,770
Other Revenue	1,430	1,075	355	18,512	11,904	6,608	16,461	21,086	13,683	425	14,108
Interest	3,049	879	2,169	31,328	21,877	9,451	18,029	23,888	15,244	8,428	23,572
Grants and Contributions	1,238	904	334	21,509	17,196	4,313	20,647	56,621	49,880	(791)	49,689
Gain on Disposal	111	24	87	2,384	764	1,620	2,717	7,785	-	812	812
Other Income	698	732	(34)	8,373	7,990	383	8,008	9,754	8,775	843	9,618
Internal Revenue	4,632	4,820	(187)	46,062	48,529	(2,467)	49,514	61,923	60,701	(1,928)	58,772
Total Income attributable to Operations	63,281	61,762	1,520	622,744	599,831	22,913	576,895	735,318	735,521	7,848	741,361
Operating Expenses											
Employee Costs	15,048	15,120	72	155,119	159,169	4,050	142,377	184,873	195,069	820	195,889
Borrowing Costs	654	567	87	7,817	8,857	1,040	8,526	13,073	13,746	1,243	14,869
Materials and Services	16,970	19,691	2,721	174,817	193,394	18,577	169,271	216,095	237,509	(1,902)	235,607
Depreciation and Amortisation	16,956	15,903	(1,054)	162,274	160,210	(2,064)	144,096	174,925	192,226	3,020	195,248
Other Expenses	2,329	2,946	618	35,491	36,374	883	35,443	44,044	44,523	214	44,737
Loss on Disposal	192	-	(192)	5,086	6	(5,079)	3,650	17,193	-	6	6
Internal Expenses	3,787	3,845	58	39,362	40,164	802	40,183	50,087	47,634	(1,079)	46,555
Overheads	0	0	0	(0)	(0)	0	0	0	(0)	-	(0)
Total Expenses attributable to Operations	55,935	58,072	2,138	579,966	598,174	18,208	543,547	700,290	730,708	2,321	733,029
Operating Result after Overheads and before Capital Amounts	7,347	3,690	3,657	42,778	1,657	41,121	33,349	35,028	2,813	5,519	8,332
Capital Grants	14,841	143	14,698	44,177	28,939	15,239	27,704	48,684	59,854	9,371	69,226
Capital Contributions	5,868	940	4,927	28,287	18,138	10,149	19,477	63,141	17,500	6,634	24,133
Grants and Contributions Capital Received	20,709	1,083	19,626	72,465	47,077	25,388	47,181	111,824	77,354	16,005	93,359
Net Operating Result	28,055	4,772	23,283	115,243	48,734	66,509	80,530	146,852	80,167	21,524	101,691

An overview of consolidated financial performance against budget, and variance analysis is as follows:

Operating Revenue – \$22.9M favourable to YTD Budget

- **Rates +\$0.2M**
Overall Rates are on track (within 0.1% of budget).
- **Annual charges +\$0.5M**
Overall Annual charges are on track (within 0.3% of budget).
- **User charges (\$0.2M)**
Overall Annual charges are on track (within 0.3% of budget).
- **Fees +\$2.5M**
 - \$1.0M favourable variance on RMS User Charges.
 - \$0.7M favourable variance in Pool Fees.
 - \$0.3M favourable variance from statutory and regulatory function fees.
 - \$0.3M favourable variance from CCB Childcare Fee Relief.
 - \$0.2M favourable variance in Tourist Park fees.

2.1 Monthly Finance Report April 2024 (cont'd)

- **Other revenue +\$6.6M**
 - \$5.1M favourable variance in unrealised gain on investments, floating rate notes and bonds. Net unrealised gain of \$4.2M April YTD.
 - \$0.9M favourable variance in fines income.
 - \$0.4M favourable variance in insurance recoveries.
 - \$0.2M favourable variance in miscellaneous sales income.

- **Interest +\$9.5M**

Favourable variance predominantly from an increased interest rate environment, hence receiving more interest on investments than budgeted.

- **Operating Grants +\$4.5M**

Favourable, timing only difference relating to:

 - \$1.8M in operating grants relating to Bushfire and Emergency Services.
 - \$1.4M in operating grants relating to Environmental Programs.
 - \$0.7M in Financial Assistance Grant Top Up Payment (total grant to be received in 23/24 is still unknown).
 - \$0.6M in operating grants relating to Other Roads and Bridges funding.

- **Operating Contributions (\$0.2M)**

Overall Operating Contributions are on track (within 3.8% of budget).

- **Gain on Disposal +\$1.6M**
 - \$0.9M favourable variance from disposals of Operational land.
 - \$0.7M favourable variance from disposals of plant & equipment.

- **Other Income +\$0.4M**
 - \$0.3M favourable variance in Community Facilities rental income.
 - \$0.1M favourable variance in Facilities hire income.

- **Internal revenue (\$2.5M)**
 - (\$0.9M) unfavourable variance in plant pool hire.
 - (\$0.6M) unfavourable variance in tipping fees.
 - (\$0.6M) unfavourable variance in plant and fleet permanent hire.
 - (\$0.3M) unfavourable variance in plant and fleet casual hire.
 - (\$0.1M) unfavourable variance in road rehabilitation income.

2.1 Monthly Finance Report April 2024 (cont'd)

Operating Expenses – \$18.2M favourable to YTD Budget

- **Employee costs + \$4.0M**
 - \$4.0M favourable variance due to staff vacancies.
- **Borrowing costs +\$1.0M**
 - \$1.0M favourable variance due to timing difference regarding repayment of loans.
- **Materials and services +\$18.6M**
 - \$12.8M favourable variance in contract, labour hire and consultant costs.
 - \$2.2M favourable variance in materials purchased.
 - \$1.1M favourable variance in software licenses, memberships and software expenses.
 - \$0.7M favourable variance in training costs.
 - \$0.4M favourable variance in green waste processing contract costs.
 - \$0.3M favourable variance in electricity and gas costs.
 - \$0.4M favourable variance in legal expenses.
 - \$0.3M favourable variance in postage expenses.
 - \$0.3M favourable variance in street lighting expenses.
 - \$0.1M favourable variance in recycling processing contract costs.

Some of these variances are timing differences only.

- **Depreciation (\$2.1M)**

Unfavourable, due to higher than anticipated capitalisations as at the reporting period in:

 - Sewerage Network (\$0.6M)
 - Buildings (\$0.6M)
 - Other Open Space/Recreational Assets (\$0.6M)
 - Plant & Equipment (\$0.3M)
- **Other expenses + \$0.9M**
 - \$1.6M favourable variance in EPA Waste Levy.
 - \$0.2M favourable variance in levy payable on Crown Land.
 - (\$0.9M) unfavourable variance in unrealised decrements in investments. Net unrealised gain of \$4.2M April YTD.

2.1 Monthly Finance Report April 2024 (cont'd)

- **Loss on Disposal (\$5.1M)**
Unfavourable due to disposals of assets that were unbudgeted for, including:
 - Roads (\$2.3M)
 - Sewerage Network (\$1.1M)
 - Stormwater Drainage (\$0.7M)
 - Open Space/Recreation Assets (\$0.4M)
 - Bridges (\$0.2M)
 - Buildings (\$0.2M)
 - Plant and Equipment (\$0.1M)
 - Footpaths (\$0.1M)

- **Internal expenses +\$0.8M**
 - \$1.0M favourable variance in Plant and Fleet Permanent Hire.
 - (\$0.2M) unfavourable variance in Casual Hire.

Capital Items – \$25.3M favourable to YTD Budget

- **Capital Grants +\$15.2M**
Timing only difference relating to:
 - \$3.8M of capital grants relating to RMS.
 - \$3.4M of capital grants relating to Parks, Gardens and Beaches.
 - \$3.4M of capital grants relating to Roads to Recovery.
 - \$3.2M of multiple other capital grant categories.
 - \$0.8M of capital grants relating to Community Centres.
 - \$0.6M of capital grants relating to Environmental Programs.

- **Capital Contributions +\$10.1M**
Favourable timing only differences relating to:
 - \$4.4M of Non-cash contributions in roads works, roads land, open space works, community facilities works and shire wide works.
 - \$1.3M of Community Facilities works.
 - \$1.2M of Open Space works.
 - \$1.1M of s7.12 capital contributions.
 - \$0.9M of other small amounts from multiple categories of capital contributions.
 - \$0.7M of Road works.
 - \$0.4M of Water Quality works.

2.1 Monthly Finance Report April 2024 (cont'd)

Financial Performance by Fund

The following tables summarise the financial performance for the reporting period by Fund.

Total General (+ Drainage & Waste) Fund											
Operating Statement											
April 2024											
	CURRENT MONTH			YEAR TO DATE				FULL YEAR			
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD Actuals	Last Year Actual	Original Budget	Adopted Changes	Year End Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Operating Income											
Rates and Annual Charges	26,857	26,763	94	262,560	262,126	435	252,724	302,073	312,872	428	313,300
User Charges and Fees	6,035	6,444	(410)	64,353	61,718	2,634	64,271	79,306	72,227	988	73,216
Other Revenue	1,421	1,075	346	17,304	11,904	5,399	15,313	19,957	13,683	425	14,108
Interest	2,236	471	1,765	23,445	15,650	7,795	13,853	18,149	12,336	4,233	16,563
Grants and Contributions	1,211	887	323	21,284	17,026	4,258	20,424	56,253	49,880	(995)	48,885
Gain on Disposal	111	24	87	1,781	764	1,018	2,717	7,785	-	812	812
Other Income	698	732	(34)	8,373	7,990	383	8,006	9,752	8,763	855	9,618
Internal Revenue	4,205	4,621	(416)	43,795	46,533	(2,738)	47,630	59,248	58,030	(1,328)	56,102
Total Income attributable to Operations	42,773	41,018	1,755	442,895	423,711	19,184	424,938	552,521	527,792	4,819	532,610
Operating Expenses											
Employee Costs	12,383	12,718	335	127,796	132,770	4,975	121,621	156,491	163,347	(680)	162,667
Borrowing Costs	122	60	62	1,646	2,810	1,164	2,085	5,280	5,358	1,265	6,622
Materials and Services	13,733	16,090	2,358	142,267	157,954	15,687	142,052	181,380	190,650	741	191,391
Depreciation and Amortisation	10,200	9,485	715	97,264	95,908	(1,357)	84,812	102,748	113,759	3,564	117,323
Other Expenses	2,318	2,946	628	35,281	36,374	1,093	35,101	43,291	44,523	214	44,737
Loss on Disposal	192	-	(192)	3,872	6	(3,865)	3,647	15,015	-	6	6
Internal Expenses	2,830	2,791	(39)	29,003	29,282	279	30,488	37,851	35,857	(1,839)	34,018
Overheads	(2,067)	(2,067)	-	(20,667)	(20,667)	-	(18,884)	(20,067)	(24,801)	-	(24,801)
Total Expenses attributable to Operations	39,710	42,024	2,314	416,461	434,436	17,975	400,922	521,989	528,692	3,271	531,963
Operating Result after Overheads and before Capital Amounts	3,063	(1,007)	4,069	26,434	(10,725)	37,158	24,015	30,533	(900)	1,547	647
Capital Grants	13,952	(478)	14,429	35,398	20,273	15,125	15,051	30,284	35,318	22,013	57,330
Capital Contributions	5,053	500	4,553	22,616	13,089	9,527	13,742	54,647	10,964	7,239	19,203
Grants and Contributions Capital Received	19,011	22	18,988	58,013	33,362	24,652	28,793	84,911	46,282	29,251	75,533
Net Operating Result	22,074	(984)	23,058	84,447	22,637	61,810	52,809	115,443	45,381	30,799	76,180

2.1 Monthly Finance Report April 2024 (cont'd)

Total Water & Sewer Fund											
Operating Statement											
April 2024											
	CURRENT MONTH			YEAR TO DATE				FULL YEAR			
	Actuals	Adopted Budget	Variance	Actuals	Adopted Budget	Variance	Last Year YTD	Last Year Actual	Original Budget	Adopted Changes	Year End Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income											
Rates and Annual Charges	12,617	12,400	217	91,965	91,701	264	74,145	87,209	108,584	(366)	108,218
User Charges and Fees	6,614	7,719	(1,106)	75,639	76,027	(327)	70,380	85,672	91,555	(1,000)	90,555
Other Revenue	9	-	9	1,209	-	1,209	1,148	1,130	-	-	-
Interest	813	408	404	7,882	6,227	1,656	4,176	5,739	2,908	4,195	7,103
Grants and Contributions	28	17	11	225	170	55	223	368	-	204	204
Gain on Disposal	-	-	-	602	-	602	-	-	-	-	-
Other Income	-	-	-	-	-	-	2	2	12	(12)	-
Internal Revenue	428	199	229	2,267	1,936	271	1,883	2,676	2,671	-	2,671
Total Income attributable to Operations	20,508	20,744	(236)	179,849	176,120	3,729	151,958	182,796	205,729	3,021	208,750
Operating Expenses											
Employee Costs	2,665	2,402	(263)	27,324	26,398	(925)	20,756	28,383	31,722	1,500	33,222
Borrowing Costs	532	506	(25)	6,171	6,048	(123)	6,442	7,794	8,389	(22)	8,367
Materials and Services	3,237	3,601	364	32,550	35,440	2,890	27,219	34,716	46,859	(2,644)	44,216
Depreciation and Amortisation	6,757	6,418	(339)	65,010	64,302	(708)	59,284	72,177	78,468	(544)	77,924
Other Expenses	11	-	(11)	210	-	(210)	342	752	-	-	-
Loss on Disposal	-	-	-	1,214	-	(1,214)	3	2,178	-	-	-
Internal Expenses	356	1,054	698	10,359	10,883	524	9,695	12,236	11,777	760	12,537
Overheads	2,067	2,067	-	20,667	20,667	-	18,884	20,067	24,801	-	24,801
Total Expenses attributable to Operations	16,225	16,048	(177)	163,505	163,738	234	142,625	178,301	202,015	(950)	201,065
Operating Result after Overheads and before Capital Amounts	4,284	4,696	(412)	16,345	12,382	3,963	9,333	4,495	3,713	3,971	7,685
Capital Grants	889	620	269	8,780	8,666	114	12,653	18,420	24,537	(12,641)	11,895
Capital Contributions	808	440	368	5,672	5,050	622	5,735	8,434	6,536	(605)	5,331
Grants and Contributions Capital Received	1,698	1,061	637	14,451	13,715	736	18,388	26,913	31,072	(13,246)	17,826
Net Operating Result	5,982	5,757	225	30,796	26,097	4,699	27,721	31,409	34,786	(9,275)	25,511

Financial Performance Benchmarks

Below is a summary of Council's performance, on a consolidated basis against main industry financial performance benchmarks set by the Office of Local Government.

Financial Performance Ratio	Industry Benchmark	Ratio as at 30/04/24
Operating Performance Ratio	> 0%	8.2%
Own Source operating Revenue Ratio	> 60%	85.4%
Unrestricted Current Ratio	> 1.5x	4.4x
Cash Expense Cover Ratio	> 3 months	7.1 months
Buildings and Infrastructure Renewals Ratio	> = 100%	84.7% (year to date)

As at the end of the April 2024, on a consolidated basis, Council exceeded the mandated benchmark for the operating performance ratio, achieving 8.2%.

Council has also performed favourably against the unrestricted current ratio, achieving 4.4x against a benchmark of > 1.5x. This ratio considers all assets and liabilities, including cash. Council maintained positive performance regarding the cash expense cover. Council is in a strong liquidity position.

2.1 Monthly Finance Report April 2024 (cont'd)

As at 30 April 2024, Council was tracking well to meet the building and infrastructure renewals benchmark by the end of the financial year.

Cash and Investments

Details on cash and investments as at April 2024 is included in the Monthly Investment Report April 2024, included as a separate report in this business paper.

Restricted Funds

A summary of restricted and unrestricted funds is as follows:

Fund	General Fund	Drainage Fund	Consolidated General Fund	Water Fund	Sewer Fund	Domestic Waste Fund
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
External Restricted Funds	229,667	38,464	268,131	17,725	28,670	105,926
Internal Restricted Funds	117,752	68	117,820	974	935	45
Total Restricted Funds	347,419	38,532	385,951	18,699	29,605	105,971
Unrestricted Funds	100,304	(31,830)	68,474	14,452	132,345	12,574
Total funds by Fund	447,723	6,702	454,425	33,151	161,950	118,545

Details on Council's restriction balances as at April 2024 is included in the Monthly Investment Report April 2024, included as a separate report in this business paper.

Emergency Loans

In 2020 Council obtained emergency loans totalling \$150M. These loans were required to finance Council's working capital, cash reserves, maturing debt facilities and capital expenditure.

In December 2023, the \$100M Emergency Loan was settled and repaid in full, extinguishing the requirement to refinance any amount.

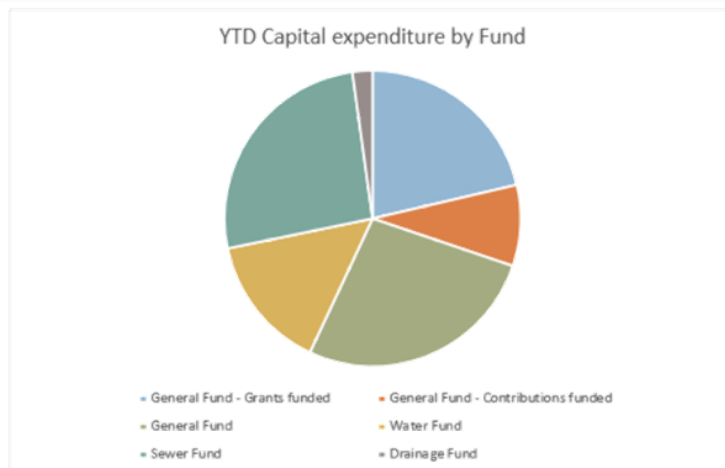
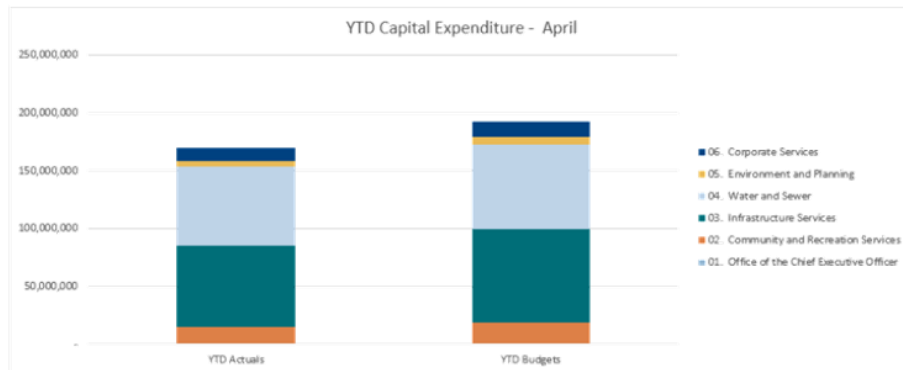
2.1 Monthly Finance Report April 2024 (cont'd)

Council will continue to internally restrict funds with the aim of settling the remaining \$50M in November 2025, without the need to refinance any amount. The interest rates environment will be monitored and the timing and amount of any repayment or extinguishment of the loan will be optimised accordingly.

Capital Works

As at 30 April 2024 capital expenditure is \$169.4M against a YTD budget of \$192.1M for the same period, and a 2023/2024 FY budget of \$254.8M.

Department	YTD Actuals	YTD Budgets	YTD Variance	YTD Variance %	Full Year Approved Budget
01. Office of the Chief Executive Officer	-	-	-	-	-
02. Community and Recreation Services	15,349,238	19,203,696	3,854,458	79.9%	25,592,876
03. Infrastructure Services	69,453,601	80,014,109	10,560,508	86.8%	107,094,893
04. Water and Sewer	69,162,549	73,413,350	4,250,801	94.2%	92,767,570
05. Environment and Planning	4,656,496	6,404,118	1,747,622	72.7%	11,142,489
06. Corporate Services	10,728,545	13,031,414	2,302,869	82.3%	18,236,000
Total	169,350,429	192,066,687	22,716,258	88.2%	254,833,828



[Link to Community Strategic Plan](#)

2.1 Monthly Finance Report April 2024 (cont'd)

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G2: Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making.

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Attachments

Nil.

Item No: 2.2
Title: Investment Report for April 2024
Department: Corporate Services



28 May 2024 Ordinary Council Meeting

Reference: F2004/06604 - D16192135
 Author: Leslie Chan, Team Leader Financial Accounting
 Manager: Emma Galea, Chief Financial Officer.Finance
 Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That Council:

- 1 Notes the Investment Report for April 2024.**
- 2 Allocates the required unrestricted funds available in the General Fund to meet its April 2024 unrestricted funds deficit of \$31.83M in the Drainage Fund.**

Report purpose

To present the monthly Investment Report in accordance with cl. 212 of the *Local Government (General) Regulation 2021* which states as follows:

- 1 *The Responsible Accounting Officer of a Council*
 - a *must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented—*
 - i *if only one ordinary meeting of the council is held in a month, at that meeting, or*
 - ii *if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and*
 - b *must include in the report a certificate as to whether the investment has been made in accordance with the Act, the regulations and the council's investment policies.*
- 2 *The report must be made up to the last day of the month immediately preceding the meeting.*

Executive Summary

This report details Council's investments as at 30 April 2024.

2.2 Investment Report for April 2024 (cont'd)

Background

Council's investments are made in accordance with the Local Government Act 1993, Local Government (General) Regulation 2021, Council's adopted Investment Policy, Ministerial Investment Order issued February 2011 and Division of Local Government (as it was then known) Investment Policy Guidelines published in May 2010.

Current Status

Council's current cash and investment portfolio totals \$768.07M as at 30 April 2024. A summary of investments as at 30 April 2024 is attached as Attachment 1 to this report.

Table 1 - Council's Cash and Investment Portfolio by Type

Type	Value (\$'000)
Investment Portfolio	\$633,268
Transactional accounts and cash in hand	\$134,804
Total	\$768,072

During April 2024, Council's total cash and investments increased by \$21.53M from \$746.54M to \$768.07M. Council's cash inflows including investment maturities have been used to manage outflows with maturities during the month re-invested taking into consideration operational cashflow requirements.

Table 2 – Council's Portfolio by Fund

Council's Portfolio is held in separate funds by purpose and is summarised as follows:

Fund	General Fund	Drainage Fund	Consolidated General Fund	Water Fund	Sewer Fund	Domestic Waste Fund
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
External Restricted Funds	229,667	38,464	268,131	17,725	28,670	105,926
Internal Restricted Funds	117,752	68	117,820	974	935	45
Total Restricted Funds	347,419	38,532	385,951	18,699	29,605	105,971
Unrestricted Funds	100,304	(31,830)	68,474	14,452	132,345	12,574
Total funds by Fund	447,723	6,702	454,425	33,151	161,950	118,545

2.2 Investment Report for April 2024 (cont'd)

Note: The above table consolidates General Fund and Drainage Fund. From 1 July 2026, Drainage Fund fees and charges will no longer be regulated by IPART and will become part of Council's General Fund.

Detailed restrictions have been provided in Attachment 2. The unrestricted funds balances above, across the five Funds will increase and decrease during each financial year as revenues are received and expenditures occur.

Council has now commenced setting aside funds to enable extinguishment of the remaining emergency loan in November 2025 restricting \$1.4M each month for this purpose.

Council is continuing to manage the reported negative unrestricted funds balance in the Drainage Fund through its consolidation with the General Fund. The negative unrestricted funds balance in the Drainage Fund is currently \$31.83M. From 2026/2027 the Drainage Fund will become part of Council's General Fund as IPART will no longer regulate Stormwater Drainage prices.

In the interim, the unrestricted funds deficit of \$31.83M in the Drainage Fund is proposed to be funded through the General Fund's available unrestricted cash balance as at 30 April 2024 of \$100.30M.

Portfolio Management

Council's Investment Portfolio is managed through term deposits, floating rate notes and bond maturities and placements.

The total value of Council's investment portfolio as at 30 April 2024 is outlined in Table 3 below. Total net return on the portfolio for Council in April 2024, comprising entirely of interest earned, was \$2.80M.

Table 3 – Portfolio Movement (Investments only)

Description	2022-23	Jul-Sep Qtr	Oct-Dec Qtr	Jan-Mar Qtr	Apr-24	FYTD
	Financial Year \$'000	2023/24 \$'000	2023/24 \$'000	2023/24 \$'000	2023/24 \$'000	2023/24 \$'000
Opening Balance	628,005	707,301	745,827	696,817	663,227	707,301
movement in cash at call, additions and disposals	76,828	37,117	-50,368	-35,114	-29,915	-78,280
Movement in Market Value	2,468	1,409	1,358	1,524	-44	4,246
Closing Balance	707,301	745,827	696,817	663,227	633,268	633,268
Interest earnings	22,168	8,346	9,204	8,736	2,795	29,081

The market value of Council's investment portfolio, excluding interest, as at 30 April 2024 is \$633.27M.

Council's investments are evaluated and monitored against a benchmark appropriate to the risk (APRA Standards BBB long term or above) and time horizon of the investment concerned.

2.2 Investment Report for April 2024 (cont'd)

A summary of the term deposit and floating rate notes maturities is presented in Table 4 below.

Table 4 - Investment Maturities

Time Horizon	Percentage Holdings	Maturity on or before	Value \$'000
At Call	3.51%	Immediate	22,207
Investments			
0 - 3 months	11.29%	Jul-2024	71,487
4 - 6 months	13.81%	Oct-2024	87,456
7 - 12 months	7.63%	Apr-2025	48,311
1 - 2 years	29.17%	Apr-2026	184,726
2 - 3 years	31.58%	Apr-2027	199,971
3 - 4 years	0.00%	Apr-2028	0
4 - 5 years	3.02%	Apr-2029	19,110
Total Investments	96.49%		611,060
Total Portfolio	100.00%		633,268
Interest Accrued to March 2024 (Excluding Interest on call accounts)			5,741
Market Value of Investment per Portfolio Valuation Report (Attachment 5)			639,008

The investment portfolio is concentrated in AA (17.44%), A (46.14%), and BBB (36.42%).

Council monitors and manages the portfolio taking into consideration credit ratings of financial institutions, interest rates offered for the maturity dates required and counterparty exposure. In this regard, all of Council's investments were within policy guidelines as at 30 April 2024.

The current spread of investments and counterparty exposure for April 2024 are shown in Graphs 1 and 2 respectively in Attachment 3.

Environmental, Social and Green (ESG) Investments

Council continues to look for ESG investment opportunities subject to prevailing investment guidelines. A list of current ESG investments held is contained on the Investment listing in Attachment 1 and are highlighted in green.

Council currently holds 2.53% or \$16.03M in ESG investments as at 30 April 2024.

Portfolio Return

Interest rates on investments in the month, ranged from 1.15% to 6.40%. The monthly Bank Bill Swap Rate (BBSW) benchmark was 4.30%. Changes in economic conditions have led to the Reserve Bank of Australia (RBA) maintaining the cash rate at 4.35% at its meeting in April

2.2 Investment Report for April 2024 (cont'd)

2024. The next RBA meeting is scheduled for 8th May 2024. BBSW has also followed cash rate trends and has been increasing steadily. Comparative interest rates are shown in the table below.

Table 5 – Interest Rate Increases

Month	RBA Cash Rate	1 Month Bank Accepted Bills
February 2023	3.35%	3.28%
April 2023	3.60%	3.54%
April 2023	3.60%	3.60%
May 2023	3.85%	3.81%
June 2023	4.10%	4.07%
July 2023	4.10%	4.10%
August 2023	4.10%	4.05%
September 2023	4.10%	4.05%
October 2023	4.10%	4.08%
November 2023	4.35%	4.26%
December 2023	4.35%	4.29%
January 2024	4.35%	4.31%
February 2024	4.35%	4.30%
March 2024	4.35%	4.30%
April 2024	4.35%	4.30%

Source: RBA Statistics [Interest Rates and Yields – Money Market – Monthly – F1.1](#)

Investments are made within Council policy and at the best rates available at the time of placement. Interest rate rises have meant that earnings from some prior month investments have fallen below the current monthly BBSW rate.

The weighted running yield for April 2024 is 4.66%. Performance Statistics for Council are shown in Table 1 in Attachment 3.

Trading Limits are detailed in Attachment 4. Market values reflected in the Portfolio valuation report in attachment 5 have been used to record the unrecognised gains/(losses) in tradeable fixed rate bonds and floating rate notes. Interest accrued has been recorded separately and is not reflected in portfolio valuations.

Financial Considerations

Council's investment portfolio includes rolling maturity dates to ensure that Council has sufficient liquidity to meet its ongoing obligations.

2.2 Investment Report for April 2024 (cont'd)

Certification:

I hereby certify the investments summarised in the report have been made in accordance with section 625 of the Local Government Act 1993, clause 212 of the Local Government (General) Regulations 2021 and Council's Investment Policy.

Emma Galea, Responsible Accounting Officer

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G4: Serve the community by providing great customer experience, value for money and quality services.

Risk Management

Council's bank and investment accounts are reconciled daily to ensure sufficient funds are maintained for the provision of services.

Options

Not Applicable

Attachments

1	Summary of Investment as at 30 April 2024	Provided Under Separate Cover	D16192890
2	Restrictions as at 30 April 2024	Provided Under Separate Cover	D16193876
3	Investment Report Graphs and Table for April 2024	Provided Under Separate Cover	D16192895
4	Trading Limits Reports as at 30 April 2024	Provided Under Separate Cover	D16192898
5	Portfolio Valuation Report as at 30 April 2024	Provided Under Separate Cover	D16192901

Central Coast Council Summary of Investments as at 30-April-2024							
Financial Institution	Type of Investment	Short Term Rating	Long Term Rating	Maturity Date	Portfolio Balance \$	As a % of the total Portfolio	Interest Rate %
CASH AT CALL:							
Macquarie Bank	At Call	A-1	A	Daily	6,546,552	1.03%	3.35%
Commonwealth Bank of Australia	Business On-line Saver	A-1+	AA	Daily	15,654,452	2.47%	3.20%
AMP limited	At Call	A-2	BBB	Daily	6,234	0.00%	3.80%
Total Cash At Call					22,207,238	3.51%	
TERM DEPOSITS, FLOATING RATE NOTES & BONDS:							
National Australia Bank	Term Deposit	A-1+	AA	14-Jun-2024	10,000,000	1.58%	1.15%
National Australia Bank	Floating Rate Note	A-1+	AA	19-Jun-2024	5,004,738	0.79%	5.27%
Bank of Queensland	Floating Rate Note	A-2	A	22-Jul-2024	4,000,000	0.63%	4.77%
SunCorp Bank	Bonds	A	A	30-Jul-2024	2,482,019	0.39%	1.85%
AMP limited	Term Deposit	A-2	BBB	01-Aug-2024	5,000,000	0.79%	5.45%
Macquarie Bank	Bonds	A-1	A	07-Aug-2024	11,904,247	1.68%	1.75%
Macquarie Bank	Floating Rate Note	A-1	A	07-Aug-2024	4,005,165	0.63%	5.15%
Westpac Banking Corporation	Bonds	A-1+	AA	16-Aug-2024	2,779,723	0.44%	2.25%
Bendigo and Adelaide Bank	Bonds	A-2	A	06-Sep-2024	9,279,934	1.47%	1.70%
Bendigo and Adelaide Bank	Floating Rate Note	A-2	A	06-Sep-2024	6,009,262	0.95%	5.31%
Bank of Queensland	Term Deposit	A-2	A	26-Sep-2024	10,000,000	1.58%	2.00%
HSCB Sydney Branch	Bonds	A-1	AA	27-Sep-2024	1,459,343	0.23%	1.50%
Bank of Queensland	Floating Rate Note	A-2	A	30-Oct-2024	7,018,550	1.11%	5.51%
MyState Bank	Floating Rate Note	P-2	BBB	22-Nov-2024	11,995,221	1.89%	4.94%
Macquarie Bank	Bonds	A-1	A	12-Feb-2025	24,378,928	3.85%	1.70%
Auswide Bank	Floating Rate Note	A3	BBB	14-Feb-2025	4,993,597	0.79%	5.10%
Auswide Bank	Floating Rate Note	A3	BBB	17-Mar-2025	4,996,652	0.79%	5.25%
NSW Treasury Corporation	Bonds	A-1+	AA	20-Mar-2025	1,944,292	0.31%	1.25%
QPCU LTD via QBANK	Floating Rate Note	A3	BBB	19-May-2025	5,006,959	0.79%	5.69%
Auswide Bank	Floating Rate Note	A3	BBB	10-Jun-2025	5,014,932	0.79%	5.65%
Bank of Queensland	Term Deposit	A-2	A	16-Jun-2025	10,000,000	1.58%	1.53%
MyState Bank	Floating Rate Note	P-2	BBB	16-Jun-2025	9,476,582	1.50%	5.00%
UBS Australia Limited	Bonds	A	A	30-Jul-2025	3,810,273	0.60%	1.20%
UBS Australia Limited	Floating Rate Note	A	A	30-Jul-2025	9,983,500	1.58%	5.28%
MyState Bank	Floating Rate Note	P-2	BBB	13-Oct-2025	10,050,159	1.59%	5.66%
Credit Union Australia Ltd t/as Great Southern Bank	Floating Rate Note	A2	BBB	01-Dec-2025	3,524,824	0.56%	5.92%
Bendigo and Adelaide Bank	Floating Rate Note	A-2	A	02-Dec-2025	35,353,827	5.58%	4.86%
QPCU LTD via QBANK	Floating Rate Note	A3	BBB	06-Dec-2025	10,074,283	1.59%	6.09%
Macquarie Bank	Floating Rate Note	A-1	A	09-Dec-2025	19,968,792	3.15%	4.83%
SunCorp Bank	Floating Rate Note	A	A	24-Feb-2026	4,986,094	0.79%	4.79%
UBS Australia Limited	Floating Rate Note	A	A	26-Feb-2026	18,715,045	2.96%	4.84%
Newcastle Permanent Building Society	Floating Rate Note	A-2	BBB	04-Mar-2026	989,871	0.16%	4.97%
Credit Union Australia	Floating Rate Note	A2	BBB	22-Apr-2026	10,890,702	1.72%	5.05%
Bank of Queensland	Floating Rate Note	A-2	A	06-May-2026	4,974,222	0.79%	4.98%
Teachers Mutual Bank	Floating Rate Note	A2	BBB	16-Jun-2026	1,881,962	0.27%	5.03%
QPCU LTD via QBANK	Floating Rate Note	A3	BBB	16-Jun-2026	4,534,911	0.72%	6.05%
Bendigo and Adelaide Bank	Floating Rate Note	A-2	A	18-Jun-2026	15,226,024	2.40%	5.00%
Bank of Queensland	Term Deposit	A-2	A	08-Jul-2026	5,000,000	0.79%	4.93%
Bank of Queensland	Floating Rate Note	A-2	A	22-Jul-2026	3,000,000	0.47%	4.95%
National Australia Bank	Floating Rate Note	A-1+	AA	24-Aug-2026	6,970,943	1.10%	4.75%
Suncorp Bank	Floating Rate Note	A	A	15-Sep-2026	12,839,234	2.03%	4.82%
Bank of Queensland	Floating Rate Note	A-2	A	27-Oct-2026	21,918,319	3.46%	5.21%
Northern Territory Treasury Corporation	Bonds	A	AA	15-Dec-2026	4,999,976	0.79%	1.40%
Commonwealth Bank of Australia	Floating Rate Note	A-1+	AA	14-Jan-2027	6,507,751	1.03%	5.06%

Central Coast Council Summary of Investments as at 30-April-2024							
Financial Institution	Type of Investment	Short Term Rating	Long Term Rating	Maturity Date	Portfolio Balance \$	As a % of the total Portfolio	Interest Rate %
Suncorp Bank	Floating Rate Note	A	A	25-Jan-2027	13,010,283	2.05%	5.19%
Westpac Banking Corporation	Floating Rate Note	A-1+	AA	25-Jan-2027	16,016,636	2.53%	5.11%
Bank Australia Limited	Floating Rate Note	A2	BBB	22-Feb-2027	9,280,727	1.47%	5.89%
Auswide Bank	Floating Rate Note	A3	BBB	17-Mar-2027	4,510,681	0.71%	5.85%
Bank of Queensland	Floating Rate Note	A-2	A	09-May-2028	5,025,089	0.79%	5.54%
NSW Treasury Corporation	Bonds	A-1+	AA	15-Nov-2028	14,085,210	2.22%	3.00%
National Australia Bank	Term Deposit	A-1+	AA	13-May-2024	5,000,000	0.79%	5.11%
National Australia Bank	Term Deposit	A-1+	AA	06-May-2024	5,000,000	0.79%	5.11%
UBS Australia Limited	Floating Rate Note	A	A	12-May-2028	7,747,803	1.22%	5.90%
QPCU LTD t/a QBANK	Floating Rate Note	A3	BBB	18-Sep-2026	9,567,136	1.51%	6.00%
Illawarra Credit Union Ltd	Floating Rate Note	A3	BBB	21-Sep-2026	8,999,701	1.42%	6.05%
Bank of Queensland	Term Deposit	A-2	A	01-May-2024	5,000,000	0.79%	5.19%
Bank of Queensland	Term Deposit	A-2	A	22-May-2024	5,000,000	0.79%	5.24%
Bank of Queensland	Term Deposit	A-2	A	29-May-2024	5,000,000	0.79%	5.24%
Teachers Mutual Bank	Floating Rate Note	A2	BBB	28-Oct-2025	2,012,576	0.32%	5.91%
Credit Union Australia Ltd t/as Great Southern Bank	Floating Rate Note	A2	BBB	09-Feb-2027	12,605,114	1.99%	5.99%
Auswide Bank	Term Deposit	A3	BBB	21-Aug-2024	5,000,000	0.79%	5.45%
Police and Nurses bank	Term Deposit	A2	BBB	05-Jun-2024	5,000,000	0.79%	5.45%
Police and Nurses bank	Term Deposit	A2	BBB	26-Jun-2024	5,000,000	0.79%	5.45%
MyState Bank	Term Deposit	P-2	BBB	03-Jul-2024	5,000,000	0.79%	5.45%
MyState Bank	Term Deposit	P-2	BBB	10-Jul-2024	5,000,000	0.79%	5.45%
Police Bank Ltd	Floating Rate Note	A2	BBB	17-Nov-2026	5,018,714	0.79%	5.89%
QPCU LTD t/a QBANK	Floating Rate Note	A3	BBB	01-Dec-2026	10,066,775	1.59%	5.99%
Beyond Bank	Term Deposit	A2	BBB	17-Jul-2024	5,000,000	0.79%	5.42%
Beyond Bank	Term Deposit	A2	BBB	28-Aug-2024	5,000,000	0.79%	5.42%
Beyond Bank	Term Deposit	A2	BBB	13-Sep-2024	5,000,000	0.79%	5.42%
Members Banking Group Limited t/as RACQ Bank	Floating Rate Note	A2	BBB	24-Feb-2026	6,516,755	1.03%	5.84%
Auswide Bank	Floating Rate Note	A3	BBB	07-Nov-2025	9,792,213	1.55%	5.85%
National Australia Bank	Term Deposit	A-1+	AA	18-Sep-2024	5,000,000	0.79%	5.11%
National Australia Bank	Term Deposit	A-1+	AA	02-Oct-2024	5,000,000	0.79%	5.11%
National Australia Bank	Term Deposit	A-1+	AA	09-Oct-2024	5,000,000	0.79%	5.11%
Judo Bank	Bonds	A3	BBB	26-Sep-2025	8,558,570	1.35%	6.40%
Newcastle Permanent Building Society	Floating Rate Note	A-2	BBB	10-Feb-2027	12,975,984	2.05%	5.35%
Credit Union Australia Ltd t/as Great Southern Bank	Floating Rate Note	A2	BBB	23-Oct-2026	2,517,639	0.40%	5.97%
Total Term Deposit & Bonds:					611,060,461	96.49%	
TOTAL PORTFOLIO					633,267,699	100.00%	
Current					229,460,909	36.23%	
Non-Current					403,806,790	63.77%	
TOTAL PORTFOLIO					633,267,699	100.00%	

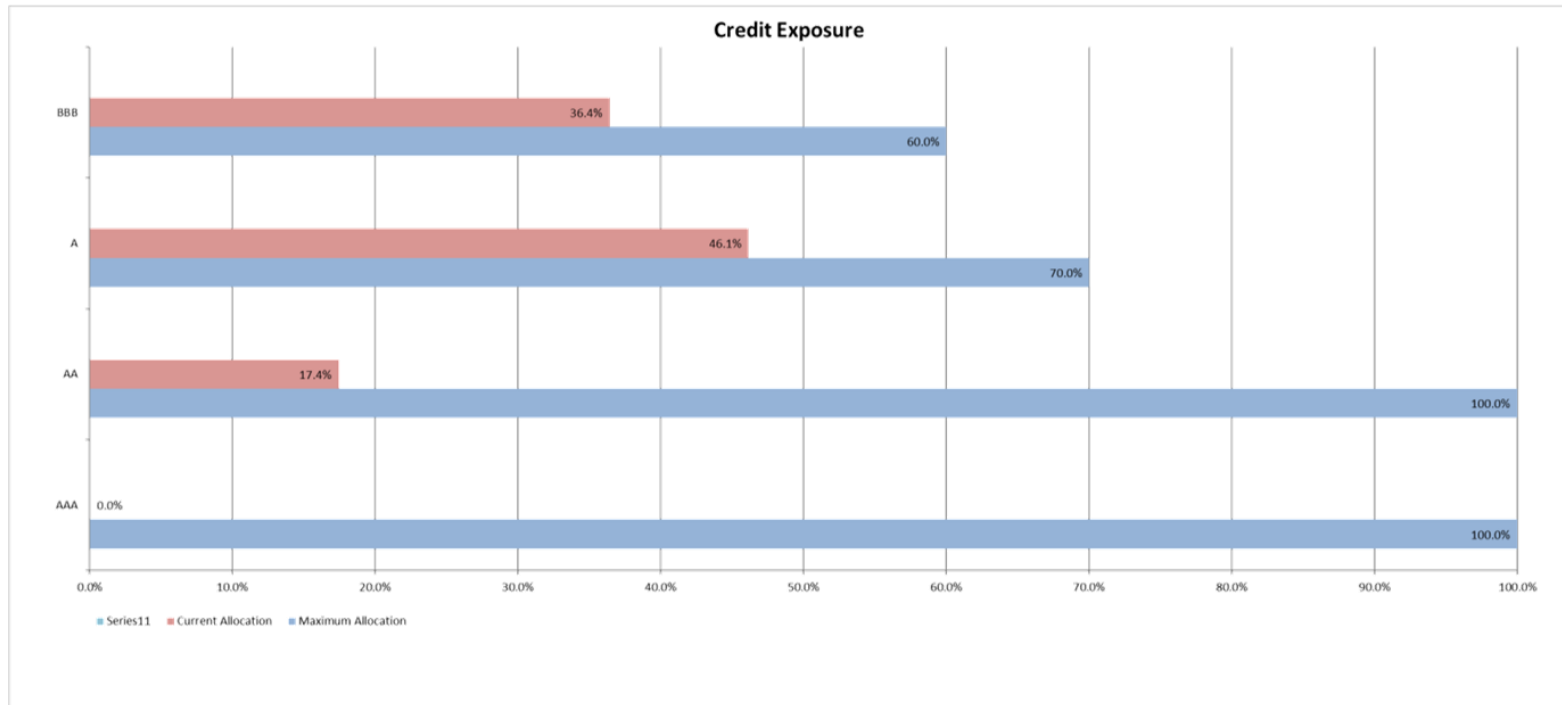
Green Investments

Central Coast Council
External and Internal Restrictions as at 30 April 2024

Natural Account	2023/24 Opening Balance	2023/24 YTD Actuals	2023/24 Trial Balance
3.1.1.02. External Restrictions			
120001. External Restrictions (Developer Contributions General)	26,292,295	(10,113,847)	16,178,448
120002. External Restrictions (Developer Contributions Drainage)	7,386,849	(254,823)	7,132,026
120003. External Restrictions (Developer Contributions Water Supply)	486,836	288,997	775,833
120004. External Restrictions (Developer Contributions Sewerage Services)	12,614,983	(2,635,768)	9,979,215
120006. External Restrictions (Developer Contributions Bonus Provisions)	4,605,545	0	4,605,545
120007. External Restrictions (Developer Contributions Section 94A Levy)	9,642,835	(2,429,797)	7,213,038
120101. External Restrictions (VPA Wyong)	3,570,000	0	3,570,000
122001. External Restrictions (Unexpended Grants)	28,851,748	5,766,376	34,618,125
122801. External Restrictions (Transport for NSW advances)	0	896,748	896,748
122901. External Restrictions (Self Insurance Claims)	11,117,000	0	11,117,000
123001. External Restrictions (Stormwater Levy)	569,662	(22,516)	547,146
123101. External Restrictions (Caravan Park Surplus)	13,688,214	1,188,342	14,876,556
123201. External Restrictions (Cemeteries Surplus)	510,040	73,514	583,554
123202. External Restrictions (Coastal Open Space)	6,896,358	211,649	7,108,007
123204. External Restrictions (Biobanking)	320,608	4,201	324,810
123207. External Restrictions (Crown Land Business Enterprises)	1,947,327	206,550	2,153,877
123208. External Restrictions (Crown Land Patonga Camping Ground)	1,067,489	237,957	1,305,446
123210. External Restriction (Toukley Town Centre Special Rate Levy)	0	26,864	26,864
123213. External Restrictions (Tourism Special Rate Levy)	2,895,096	93,263	2,988,359
123215. External Restrictions (Gosford Parking Station Special Rate Levy)	1,276,604	345,197	1,621,801
124001. External Restrictions (Other External Restrictions)	478,491	20,683	499,174
220001. External Restrictions (Developer Contributions General NC)	73,750,417	15,656,958	89,407,375
220002. External Restrictions (Developer Contributions Drainage NC)	26,106,136	1,829,117	27,935,253
220003. External Restrictions (Developer Contributions Water Supply NC)	9,801,138	2,285,600	12,086,738
220004. External Restrictions (Developer Contributions Sewerage Services NC)	5,471,064	2,432,431	7,903,495
220006. External Restrictions (Developer Contributions Bonus Provisions NC)	1,215,988	486,797	1,702,785
220007. External Restrictions (Developer Contributions Section 94A Levy NC)	41,982,459	731,742	42,714,201
220101. External Restrictions (VPA Wyong NC)	2,243,465	156,122	2,399,587
222001. External Restrictions (Unexpended Grants NC)	2,254,723	0	2,254,723
223011. External Restrictions (Domestic Waste Management NC)	105,329,171	597,144	105,926,314
Total 3.1.1.02. External Restrictions	402,372,542	18,079,499	420,452,041

3.1.1.03. Internal Restrictions			
130001. Internal Restrictions (Employee Leave Entitlements)	11,102,680	0	11,102,680
130100. Internal Restrictions (Tip Rehabilitation)	688,873	(205,953)	482,920
130200. Internal Restrictions (Land Development)	4,862,542	(1,063,961)	3,798,582
131008. Internal Restrictions (Davistown Wetland)	1,436,049	0	1,436,049
131025. Internal Restrictions (Regional Library)	11,569,666	0	11,569,666
131035. Internal Restrictions (St Huberts Drainage Licence Fee)	695,790	63,072	758,862
131037. Internal Restrictions (Waste Disposal Facility)	29,962,700	6,397,741	36,360,441
131038. Internal Restrictions (Emergency Services Levy savings)	338,854	(92,242)	246,612
131039. Internal Restrictions (Employment Generating Projects)	2,816,103	(110,284)	2,705,820
131040. Internal Restrictions (Emergency Loans Repayments)	43,000,000	(35,000,000)	8,000,000
131041. Internal Restrictions (Future Projects Reserve)	5,000,000	0	5,000,000
131042. Internal Restrictions (Multi Year Projects)	1,133,074	0	1,133,074
133001. Internal Restrictions (Section 355 Advances and Deposits)	367,651	(17,055)	350,596
230100. Internal Restrictions (Tip Rehabilitation NC)	36,829,080	0	36,829,080
Total 3.1.1.03. Internal Restrictions	149,803,063	(30,028,682)	119,774,381
Grand Total	552,175,604	(11,949,182)	540,226,422

Graph 1 – Credit Exposure



Graph 2 – Counter Party Exposure

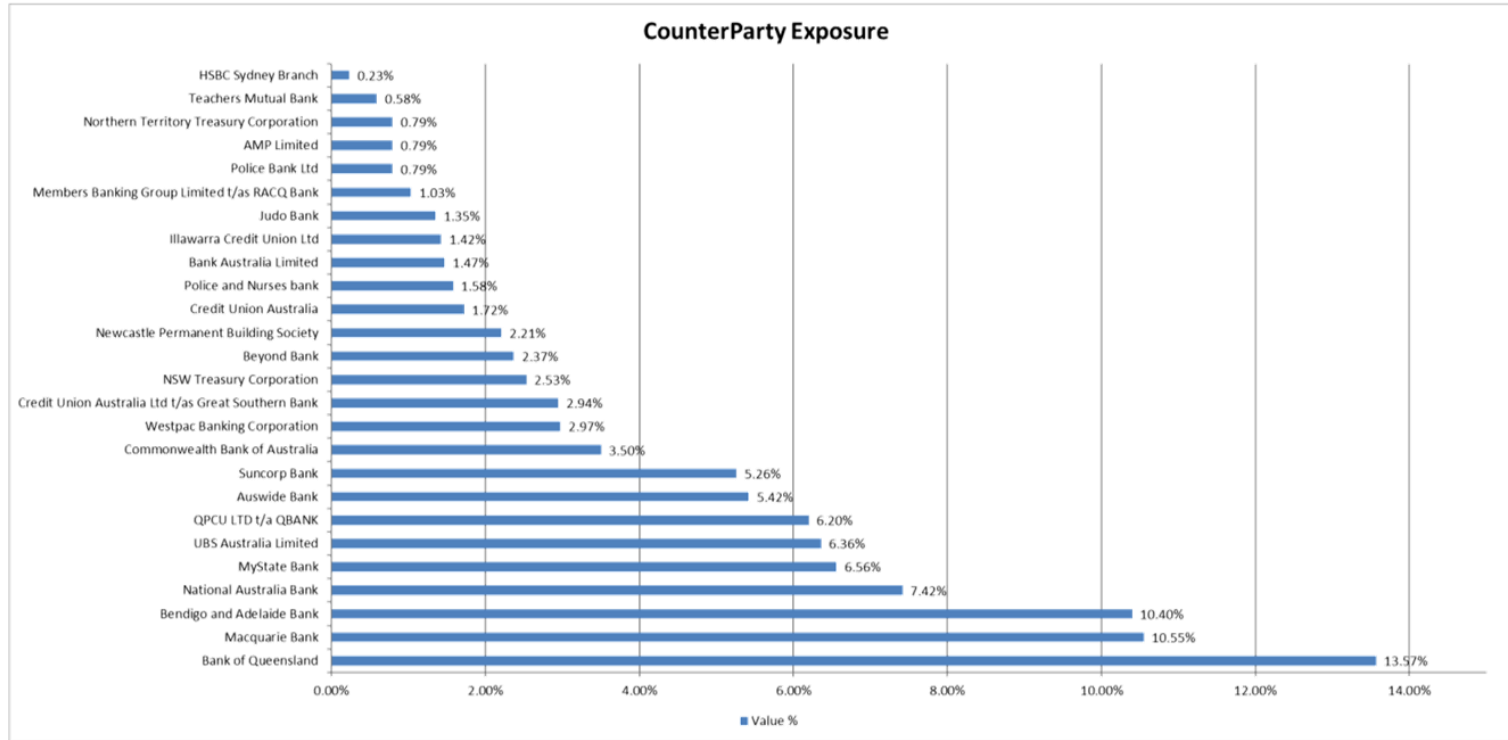


Table 1 – Performance Statistics

Trading Book	1 Month	3 Month	12 Month	Since Inception
Central Coast Council				
Portfolio Return (1)	0.38%	1.31%	4.97%	1.97%
Performance Index (2)	0.35%	1.07%	4.24%	1.84%
Excess Performance (3)	0.03%	0.24%	0.73%	0.13%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
Central Coast Council	4.66



Trading Limit Report 125
Central Coast Council
As At 30 April 2024

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value	Limit For Book or Entity Notional	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AMP Bank Ltd	BBB+ to BBB-		5,006,233.78	Book	10.00	% of 635,407,238.05	63,540,723.81	8.00	92.00	58,534,490	0.00	0
ANZ Banking Group Ltd	AA+ to AA-		0.00	Book	30.00	% of 635,407,238.05	190,622,171.42	0.00	100.00	190,622,171	0.00	0
Auswide Bank Limited	BBB+ to BBB-		34,250,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	54.00	46.00	29,290,724	0.00	0
Bank Australia Limited	BBB+ to BBB-		9,250,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	15.00	85.00	54,290,724	0.00	0
Bank of China (Australia) Limited	A+ to A-		0.00	Book	20.00	% of 635,407,238.05	127,081,447.61	0.00	100.00	127,081,448	0.00	0
Bank of China Limited	A+ to A-		0.00	Book	20.00	% of 635,407,238.05	127,081,447.61	0.00	100.00	127,081,448	0.00	0
Bank of Communications Co. Ltd. Sydney Branch	A+ to A-		0.00	Book	20.00	% of 635,407,238.05	127,081,447.61	0.00	100.00	127,081,448	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	18,800,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	10.00	90.00	171,822,171	0.00	0
Bank of Queensland Ltd	A+ to A-		86,000,000.00	Book	20.00	% of 635,407,238.05	127,081,447.61	68.00	32.00	41,081,448	0.00	0
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	18,800,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	10.00	90.00	171,822,171	0.00	0
BankVic	BBB+ to BBB-		0.00	Book	10.00	% of 635,407,238.05	63,540,723.81	0.00	100.00	63,540,724	0.00	0
BankWest Ltd	AA+ to AA-	Commonwealth Bank of Australia Ltd	22,154,452.00	Book	30.00	% of 635,407,238.05	190,622,171.42	12.00	88.00	168,467,719	0.00	0
Bendigo & Adelaide Bank Ltd	A+ to A-		66,190,000.00	Book	20.00	% of 635,407,238.05	127,081,447.61	52.00	48.00	60,891,448	0.00	0
Beyond Bank Australia Ltd	BBB+ to BBB-		15,000,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	24.00	76.00	48,540,724	0.00	0
Canadian Imperial Bank of Commerce	AA+ to AA-		0.00	Book	30.00	% of 635,407,238.05	190,622,171.42	0.00	100.00	190,622,171	0.00	0
China Construction Bank	A+ to A-		0.00	Book	20.00	% of 635,407,238.05	127,081,447.61	0.00	100.00	127,081,448	0.00	0
Commonwealth Bank of Australia Ltd	AA+ to AA-		22,154,452.00	Book	30.00	% of 635,407,238.05	190,622,171.42	12.00	88.00	168,467,719	0.00	0
Credit Union Australia Ltd t/as Great Southern Bank	BBB+ to BBB-		29,500,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	46.00	54.00	34,040,724	0.00	0
Greater Bank - a division of Newcastle Greater Mutual Group Limited	BBB+ to BBB-	Newcastle Greater Mutual Group Ltd	14,100,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	22.00	78.00	49,440,724	0.00	0
HSBC Bank Australia Ltd	A+ to A-		0.00	Book	20.00	% of 635,407,238.05	127,081,447.61	0.00	100.00	127,081,448	0.00	0
HSBC Sydney Branch	A+ to A-		1,480,000.00	Book	20.00	% of 635,407,238.05	127,081,447.61	1.00	99.00	125,601,448	0.00	0
Illawarra Credit Union Ltd	BBB+ to BBB-		9,000,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	14.00	86.00	54,540,724	0.00	0
Industrial & Commercial Bank of China Ltd	A+ to A-		0.00	Book	20.00	% of 635,407,238.05	127,081,447.61	0.00	100.00	127,081,448	0.00	0
Judo Bank	BBB+ to BBB-		8,630,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	14.00	86.00	54,910,724	0.00	0
Macquarie Bank Ltd	A+ to A-		67,546,552.27	Book	20.00	% of 635,407,238.05	127,081,447.61	53.00	47.00	59,534,895	0.00	0
ME Bank - a division of Bank of Queensland Ltd	A+ to A-	Bank of Queensland Ltd	86,000,000.00	Book	20.00	% of 635,407,238.05	127,081,447.61	68.00	32.00	41,081,448	0.00	0
Members Banking Group Limited t/as RACQ Bank	BBB+ to BBB-		6,500,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	10.00	90.00	57,040,724	0.00	0
MyState Bank Ltd	BBB+ to BBB-		41,500,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	65.00	35.00	22,040,724	0.00	0
National Australia Bank Ltd	AA+ to AA-		47,000,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	25.00	75.00	143,622,171	0.00	0
Newcastle Greater Mutual Group Ltd	BBB+ to BBB-		14,100,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	22.00	78.00	49,440,724	0.00	0



Trading Limit Report 125
Central Coast Council
As At 30 April 2024

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value	Limit For Book or Entity Notional	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
Northern Territory Treasury Corporation	AA+ to AA-		5,000,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	3.00	97.00	185,622,171	0.00	0
NSW Treasury Corporation	AA+ to AA-		17,000,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	9.00	91.00	173,622,171	0.00	0
P&N Bank Ltd	BBB+ to BBB-		10,000,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	16.00	84.00	53,540,724	0.00	0
Police Bank Ltd	BBB+ to BBB-		5,000,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	8.00	92.00	58,540,724	0.00	0
Police Credit Union	N/R		0.00	Book	10.00	% of 635,407,238.05	63,540,723.81	0.00	100.00	63,540,724	0.00	0
QPCU LTD t/a QBANK	BBB+ to BBB-		39,000,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	61.00	39.00	24,540,724	0.00	0
Rabobank Australia Ltd	A+ to A-		0.00	Book	20.00	% of 635,407,238.05	127,081,447.61	0.00	100.00	127,081,448	0.00	0
Rural Bank Ltd	A+ to A-	Bendigo & Adelaide Bank Ltd	66,190,000.00	Book	20.00	% of 635,407,238.05	127,081,447.61	52.00	48.00	60,891,448	0.00	0
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	18,800,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	10.00	90.00	171,822,171	0.00	0
Suncorp-Metway Ltd	A+ to A-		33,400,000.00	Book	20.00	% of 635,407,238.05	127,081,447.61	26.00	74.00	93,681,448	0.00	0
Teachers Mutual Bank Ltd	BBB+ to BBB-		3,700,000.00	Book	10.00	% of 635,407,238.05	63,540,723.81	6.00	94.00	59,840,724	0.00	0
UBS Australia Ltd	AA+ to AA-		40,400,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	21.00	79.00	150,222,171	0.00	0
Westpac Banking Corporation Ltd	AA+ to AA-		18,800,000.00	Book	30.00	% of 635,407,238.05	190,622,171.42	10.00	90.00	171,822,171	0.00	0
			880,251,690.05				5,146,798,628.21			4,266,546,941		0
		(Excluding Parent Group Duplicates)	635,407,238.05									



Trading Limit Report 125
Central Coast Council
As At 30 April 2024

2 Security Rating Group Trading Limits

Security Rating Group	Already Traded Face Value Notional	Limit For Book or Trading Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AAA	20,000,000.00	Book	100.00	% of 635,407,238.05	635,407,238.05	3.00	97.00	615,407,238	0.00	0
AA+ to AA-	72,954,452.00	Book	100.00	% of 635,407,238.05	635,407,238.05	11.00	89.00	562,452,786	0.00	0
A+ to A-	170,846,552.27	Book	70.00	% of 635,407,238.05	444,785,066.64	38.00	62.00	273,938,514	0.00	0
A1+	44,800,000.00	Book	100.00	% of 635,407,238.05	635,407,238.05	7.00	93.00	590,607,238	0.00	0
A1	44,980,000.00	Book	70.00	% of 635,407,238.05	444,785,066.64	10.00	90.00	399,805,067	0.00	0
A2	118,390,000.00	Book	60.00	% of 635,407,238.05	381,244,342.83	31.00	69.00	262,854,343	0.00	0
A3	0.00	Book	60.00	% of 635,407,238.05	381,244,342.83	0.00	100.00	381,244,343	0.00	0
BBB+ to BBB-	163,436,233.78	Book	60.00	% of 635,407,238.05	381,244,342.83	43.00	57.00	217,808,109	0.00	0
	635,407,238.05				3,939,524,875.91			3,304,117,638		0

Notes

1. In instances where long securities have a term remaining which is less than 365 days, the issuer's short term rating is used instead of the security's (presumably long term) rating.



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Central Coast Council
As At 30 April 2024

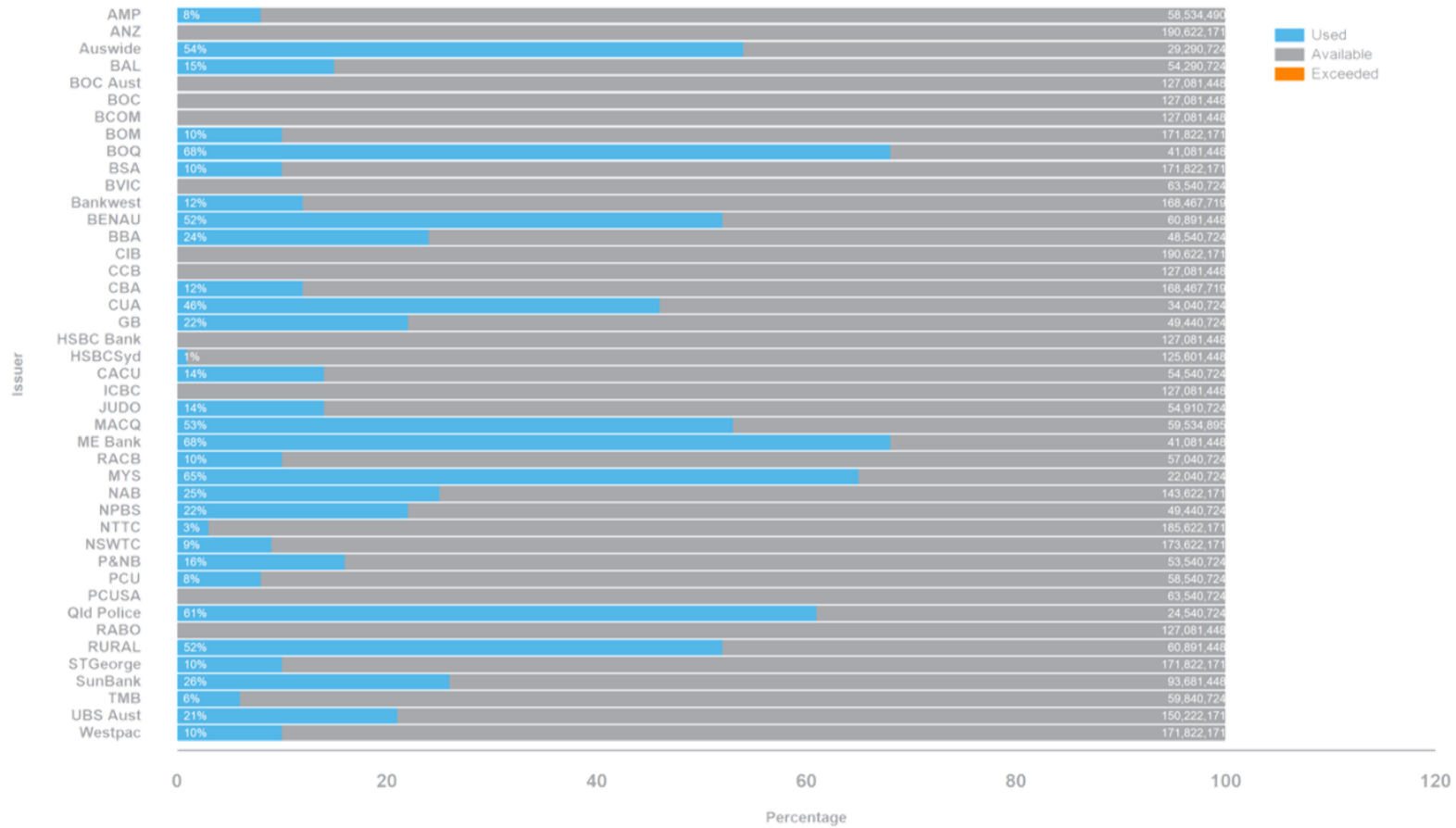
3 Term Group Trading Limits

Term Group	Already Traded Face Value Notional	Limit For Book or Trading Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
0-1 Year	230,377,238.05	Book	100.00	% of 635,407,238.05	635,407,238.05	36.00	64.00	405,030,000	0.00	0
1-3 Year	377,430,000.00	Book	70.00	% of 635,407,238.05	444,785,066.64	85.00	15.00	67,355,067	0.00	0
3-5 Year	27,600,000.00	Book	40.00	% of 635,407,238.05	254,162,895.22	11.00	89.00	226,562,895	0.00	0
5+ Year	0.00	Book	5.00	% of 635,407,238.05	31,770,361.90	0.00	100.00	31,770,362	0.00	0
	635,407,238.05				1,366,125,561.81			730,718,324		0



Trading Limit Report 125
Central Coast Council
As At 30 April 2024

Issuer Trading Limits



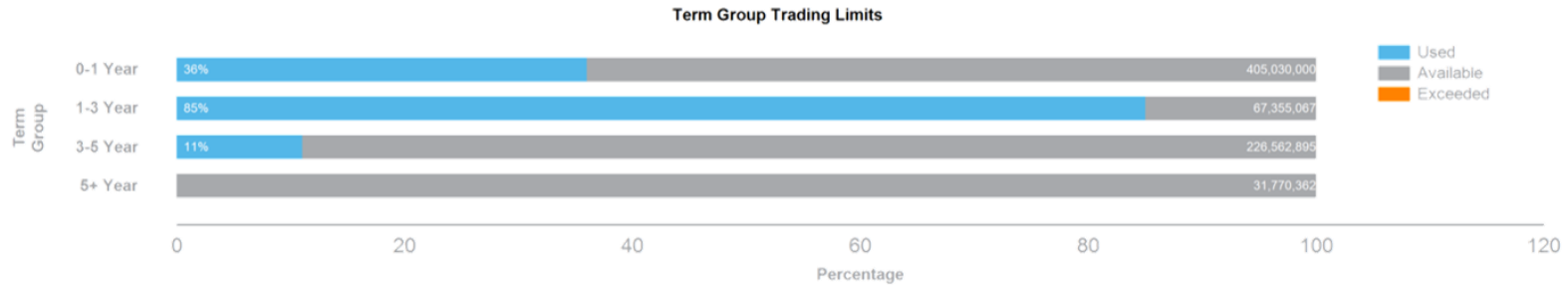


Trading Limit Report 125
Central Coast Council
As At 30 April 2024





Trading Limit Report 125
Central Coast Council
As At 30 April 2024





Trading Limit Report 125
Central Coast Council
As At 30 April 2024

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BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370

Report Code: TDSGP125EXT-00.16
Report Description: Trading Limit Performance As At Date
Parameters:
As At/Scenario Date: 30 April 2024
Balance Date: 9 May 2024 (but 30 Apr 2024 used instead)
Trading Entity: Central Coast Council
Trading Book: Central Coast Council
Report Mode: FullOnly
Using Face Value
Trading Entity and Book Limits
Effects of Parent/Child Issues Not Ignored



Investment Report Pack

Central Coast Council

1 April 2024 to 30 April 2024



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1. Securities Held By Trading Book Maturing Post 30 April 2024

Latest Deal Code	Latest Deal Settlement Date	Issuer	ISIN	WAL / Interim Maturity Date	Next Coupon Date	Coupon Rate/Latest Yield	Coupon Frequency	Security Type	Security Rating	Face Value Notional	Current Face Value Notional	Market Value
Central Coast Council												
LC205856	30 Apr 2024	Macquarie Bank Ltd		1 May 2024		4.50	Nil	At Call In	Moody's A2	6,546,552.27	6,546,552.27	6,546,552.27
LC203009	1 Apr 2024	AMP Bank Ltd		1 May 2024		0.55	Nil	At Call	S&P BBB	6,233.78	6,233.78	6,233.78
LC202720	1 Apr 2024	Commonwealth Bank of Australia Ltd		1 May 2024		0.00	Nil	At Call	S&P AA-	15,654,452.00	15,654,452.00	15,654,452.00
LX181154	27 Sep 2023	Bank of Queensland Ltd		1 May 2024	1 May 2024	5.19	Maturity	TD	Moody's ST P-2	5,000,000.00	5,000,000.00	5,153,567.10
LX179280	4 Sep 2023	National Australia Bank Ltd		8 May 2024	8 May 2024	5.11	Maturity	TD	S&P ST A1+	5,000,000.00	5,000,000.00	5,167,300.00
LX179278	4 Sep 2023	National Australia Bank Ltd		13 May 2024	13 May 2024	5.11	Maturity	TD	S&P ST A1+	5,000,000.00	5,000,000.00	5,167,300.00
LX181155	27 Sep 2023	Bank of Queensland Ltd		22 May 2024	22 May 2024	5.24	Maturity	TD	Moody's ST P-2	5,000,000.00	5,000,000.00	5,155,046.60
LX181156	27 Sep 2023	Bank of Queensland Ltd		29 May 2024	29 May 2024	5.24	Maturity	TD	Moody's ST P-2	5,000,000.00	5,000,000.00	5,155,046.60
LX185383	9 Nov 2023	P&N Bank Ltd		5 Jun 2024	5 Jun 2024	5.45	Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,129,157.55
LC96635	16 Jun 2020	National Australia Bank Ltd		14 Jun 2024	14 Jun 2024	1.15	Annual	TD	S&P AA-	10,000,000.00	10,000,000.00	10,100,506.80
LC112880	28 Sep 2021	National Australia Bank Ltd	AU3FN0048724	19 Jun 2024	19 Jun 2024	5.27	Quarterly	FRN	S&P AA-	5,000,000.00	5,000,000.00	5,035,050.00
LX185395	9 Nov 2023	P&N Bank Ltd		26 Jun 2024	26 Jun 2024	5.45	Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,129,157.55
LX185400	9 Nov 2023	MyState Bank Ltd		3 Jul 2024	3 Jul 2024	5.45	Maturity	TD	Moody's ST P-2	5,000,000.00	5,000,000.00	5,129,157.55
LX185404	9 Nov 2023	MyState Bank Ltd		10 Jul 2024	10 Jul 2024	5.45	Maturity	TD	Moody's ST P-2	5,000,000.00	5,000,000.00	5,129,157.55
LX188408	8 Dec 2023	Beyond Bank Australia Ltd		17 Jul 2024	17 Jul 2024	5.42	Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,107,657.55
LX109584	22 Jul 2021	Bank of Queensland Ltd		22 Jul 2024	22 Jul 2024	4.77	Quarterly	FRD	Moody's A3	4,000,000.00	4,000,000.00	4,004,179.20
LC112603	20 Sep 2021	Suncorp-Metway Ltd	AU3CB0265403	30 Jul 2024	30 Jul 2024	1.85	Semi Annual	Fixed	S&P A+	2,500,000.00	2,500,000.00	2,493,550.00
LC176431	3 Aug 2023	AMP Bank Ltd		1 Aug 2024	1 Aug 2024	5.45	Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,202,321.90
LC137826	1 Apr 2022	Macquarie Bank Ltd	AU3FN0049367	7 Aug 2024	7 May 2024	5.15	Quarterly	FRN	S&P A+	4,000,000.00	4,000,000.00	4,052,000.00
LC111489	27 Aug 2021	Macquarie Bank Ltd	AU3CB0265593	7 Aug 2024	7 Aug 2024	1.75	Semi Annual	Fixed	S&P A+	12,000,000.00	12,000,000.00	11,952,000.00
LC112606	20 Sep 2021	Westpac Banking Corporation Ltd	AU3CB0263275	16 Aug 2024	16 Aug 2024	2.25	Semi Annual	Fixed	S&P AA-	2,800,000.00	2,800,000.00	2,792,496.00
LX185379	9 Nov 2023	Auswide Bank Limited		21 Aug 2024	21 Aug 2024	5.45	Maturity	TD	Moody's ST P-2	5,000,000.00	5,000,000.00	5,129,157.55
LX188410	8 Dec 2023	Beyond Bank Australia Ltd		28 Aug 2024	28 Aug 2024	5.42	Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,107,657.55
LC116230	10 Dec 2021	Bendigo & Adelaide Bank Ltd	AU3FN0050019	6 Sep 2024	6 Jun 2024	5.31	Quarterly	FRN	S&P A-	6,000,000.00	6,000,000.00	6,057,300.00
LC112605	20 Sep 2021	Bendigo & Adelaide Bank Ltd	AU3CB0266377	6 Sep 2024	6 Sep 2024	1.70	Semi Annual	Fixed	S&P A-	9,390,000.00	9,390,000.00	9,303,987.60
LX188411	8 Dec 2023	Beyond Bank Australia Ltd		13 Sep 2024	13 Sep 2024	5.42	Maturity	TD	S&P ST A2	5,000,000.00	5,000,000.00	5,107,657.55
LX190928	17 Jan 2024	National Australia Bank Ltd		18 Sep 2024	18 Sep 2024	5.11	Maturity	TD	S&P ST A1+	5,000,000.00	5,000,000.00	5,072,800.00
LC96636	26 Sep 2019	Bank of Queensland Ltd		26 Sep 2024	26 Sep 2024	2.00	Annual	TD	Moody's A3	10,000,000.00	10,000,000.00	10,118,904.10
LC100324	14 Jan 2021	HSBC Sydney Branch	AU3CB0267078	27 Sep 2024	27 Sep 2024	1.50	Semi Annual	Fixed	S&P AA-	1,480,000.00	1,480,000.00	1,461,411.20
LX190931	17 Jan 2024	National Australia Bank Ltd		2 Oct 2024	2 Oct 2024	5.11	Maturity	TD	S&P ST A1+	5,000,000.00	5,000,000.00	5,072,800.00



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LX190932	17 Jan 2024	National Australia Bank Ltd		9 Oct 2024	9 Oct 2024	5.11	Maturity	TD	S&P ST A1+	5,000,000.00	5,000,000.00	5,072,800.00
LC137827	1 Apr 2022	Bank of Queensland Ltd	AU3FN0051272	30 Oct 2024	30 Jul 2024	5.51	Quarterly	FRN	S&P A-	7,000,000.00	7,000,000.00	7,018,550.00
LC114925	22 Nov 2021	MyState Bank Ltd	AU3FN0064705	22 Nov 2024	22 May 2024	4.94	Quarterly	FRN	Moody's Baa2	12,000,000.00	12,000,000.00	12,105,600.00
LC100354	14 Jan 2021	Macquarie Bank Ltd	AU3CB0270387	12 Feb 2025	12 Aug 2024	1.70	Semi Annual	Fixed	S&P A+	25,000,000.00	25,000,000.00	24,469,750.00
LC133971	14 Feb 2022	Auswide Bank Limited	AU3FN0066320	14 Feb 2025	14 May 2024	5.10	Quarterly	FRN	Moody's Baa2	5,000,000.00	5,000,000.00	5,046,650.00
LC136560	17 Mar 2022	Auswide Bank Limited	AU3FN0067393	17 Mar 2025	17 Jun 2024	5.25	Quarterly	FRN	Moody's Baa2	5,000,000.00	5,000,000.00	5,029,600.00
LC141827	21 Nov 2019	NSW Treasury Corporation	AU3SG0002025	20 Mar 2025	20 Sep 2024	1.25	Semi Annual	Fixed	S&P AA+	2,000,000.00	2,000,000.00	1,947,100.00
LC143209	17 May 2022	QPCU LTD t/a QBANK	AU3FN0069175	19 May 2025	17 May 2024	5.69	Quarterly	FRN	S&P BBB-	5,000,000.00	5,000,000.00	5,062,300.00
LC145373	10 Jun 2022	Auswide Bank Limited	AU3FN0069555	10 Jun 2025	10 Jun 2024	5.65	Quarterly	FRN	Moody's Baa2	5,000,000.00	5,000,000.00	5,053,600.00
LC96637	16 Jun 2020	Bank of Queensland Ltd		16 Jun 2025	16 Jun 2024	1.53	Annual	TD	Moody's A3	10,000,000.00	10,000,000.00	10,133,717.80
LC107738	16 Jun 2021	MyState Bank Ltd	AU3FN0061024	16 Jun 2025	17 Jun 2024	5.00	Quarterly	FRN	Moody's Baa2	9,500,000.00	9,500,000.00	9,532,585.00
LC100329	14 Jan 2021	UBS Australia Ltd	AU3CB0273407	30 Jul 2025	30 Jul 2024	1.20	Semi Annual	Fixed	Moody's Aa3	4,000,000.00	4,000,000.00	3,822,240.00
LC104737	7 Apr 2021	UBS Australia Ltd	AU3FN0055307	30 Jul 2025	30 Jul 2024	5.28	Quarterly	FRN	S&P A+	10,000,000.00	10,000,000.00	9,983,500.00
LC190925	19 Jan 2024	Judo Bank	AU3CB0292480	26 Sep 2025	26 Sep 2024	6.40	Semi Annual	Fixed	S&P BBB	8,630,000.00	8,630,000.00	8,611,531.80
LC155063	13 Oct 2022	MyState Bank Ltd	AU3FN0072369	13 Oct 2025	15 Jul 2024	5.66	Quarterly	FRN	Moody's Baa2	10,000,000.00	10,000,000.00	10,073,400.00
LC181158	29 Sep 2023	Teachers Mutual Bank Ltd	AU3FN0072740	28 Oct 2025	29 Jul 2024	5.91	Quarterly	FRN	Moody's Baa1	2,000,000.00	2,000,000.00	2,012,900.00
LC188385	11 Dec 2023	Auswide Bank Limited	AU3FN0073037	7 Nov 2025	7 May 2024	5.85	Quarterly	FRN	Moody's Baa2	9,750,000.00	9,750,000.00	9,921,892.50
LC157929	1 Dec 2022	Credit Union Australia Ltd t/as Great Southern Bank	AU3FN0073961	1 Dec 2025	3 Jun 2024	5.92	Quarterly	FRN	Moody's Baa1	3,500,000.00	3,500,000.00	3,558,870.00
LC112609	20 Sep 2021	Bendigo & Adelaide Bank Ltd	AU3FN0057634	2 Dec 2025	3 Jun 2024	4.86	Quarterly	FRN	S&P A-	35,500,000.00	35,500,000.00	35,623,185.00
LC157906	6 Dec 2022	QPCU LTD t/a QBANK	AU3FN0073979	6 Dec 2025	6 Jun 2024	6.09	Quarterly	FRN	S&P BBB-	10,000,000.00	10,000,000.00	10,166,100.00
LX105597	19 Apr 2021	Macquarie Bank Ltd	AU3FN0057709	9 Dec 2025	11 Jun 2024	4.83	Quarterly	FRN	S&P A+	20,000,000.00	20,000,000.00	20,101,000.00
LC112608	20 Sep 2021	Suncorp-Metway Ltd	AU3FN0058343	24 Feb 2026	24 May 2024	4.79	Quarterly	FRN	S&P A+	5,000,000.00	5,000,000.00	5,028,050.00
LC188379	11 Dec 2023	Members Banking Group Limited t/as RACQ Bank	AU3FN0075453	24 Feb 2026	24 May 2024	5.84	Quarterly	FRN	Moody's Baa1	6,500,000.00	6,500,000.00	6,583,265.00
LC103543	11 Mar 2021	UBS Australia Ltd	AU3FN0058608	26 Feb 2026	27 May 2024	4.84	Quarterly	FRN	Moody's Aa3	18,800,000.00	18,800,000.00	18,874,448.00
LC103141	4 Mar 2021	Newcastle Greater Mutual Group Ltd	AU3FN0058699	4 Mar 2026	4 Jun 2024	4.97	Quarterly	FRN	S&P BBB+	1,000,000.00	1,000,000.00	997,630.00
LC164300	17 Mar 2023	Auswide Bank Limited	AU3FN0076352	17 Mar 2026	17 Jun 2024	5.85	Quarterly	FRN	Moody's Baa2	4,500,000.00	4,500,000.00	4,541,715.00
LC105450	22 Apr 2021	Credit Union Australia Ltd t/as Great Southern Bank	AU3FN0059721	22 Apr 2026	22 Jul 2024	5.05	Quarterly	FRN	Moody's Baa1	11,000,000.00	11,000,000.00	10,902,870.00
LC109088	9 Jul 2021	Bank of Queensland Ltd	AU3FN0060406	6 May 2026	7 May 2024	4.98	Quarterly	FRN	S&P A-	5,000,000.00	5,000,000.00	5,031,500.00
LC137828	1 Apr 2022	Teachers Mutual Bank Ltd	AU3FN0061016	16 Jun 2026	17 Jun 2024	5.03	Quarterly	FRN	Moody's Baa1	1,700,000.00	1,700,000.00	1,692,044.00
LC169762	16 Jun 2023	QPCU LTD t/a QBANK	AU3FN0078895	16 Jun 2026	17 Jun 2024	6.05	Quarterly	FRN	S&P BBB-	4,500,000.00	4,500,000.00	4,567,005.00
LC109586	23 Jul 2021	Bendigo & Adelaide Bank Ltd	AU3FN0061081	18 Jun 2026	18 Jun 2024	5.00	Quarterly	FRN	S&P A-	15,300,000.00	15,300,000.00	15,316,218.00
LX109029	8 Jul 2021	Bank of Queensland Ltd		8 Jul 2026	8 Jul 2024	4.93	Quarterly	FRD	Moody's A3	5,000,000.00	5,000,000.00	5,014,853.60
LX109587	22 Jul 2021	Bank of Queensland Ltd		22 Jul 2026	22 Jul 2024	4.95	Quarterly	FRD	Moody's A3	3,000,000.00	3,000,000.00	3,003,252.75



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LC112610	20 Sep 2021	National Australia Bank Ltd	AU3FN0062659	24 Aug 2026	24 May 2024	4.75	Quarterly	FRN	S&P AA-	7,000,000.00	7,000,000.00	7,029,190.00
LC113804	15 Oct 2021	Suncorp-Metway Ltd	AU3FN0062964	15 Sep 2026	17 Jun 2024	4.82	Quarterly	FRN	S&P A+	12,900,000.00	12,900,000.00	12,917,673.00
LC180295	18 Sep 2023	QPCU LTD t/a QBANK	AU3FN0081295	18 Sep 2026	18 Jun 2024	6.00	Quarterly	FRN	S&P BBB-	9,500,000.00	9,500,000.00	9,634,330.00
LC180163	20 Sep 2023	Illawarra Credit Union Ltd	AU3FN0081287	21 Sep 2026	21 Jun 2024	6.05	Quarterly	FRN	S&P BBB-	9,000,000.00	9,000,000.00	9,059,400.00
LC190930	23 Jan 2024	Credit Union Australia Ltd t/as Great Southern Bank	AU3FN0084299	23 Oct 2026	23 Jul 2024	5.97	Quarterly	FRN	Moody's Baa1	2,500,000.00	2,500,000.00	2,520,500.00
LC116445	17 Dec 2021	Bank of Queensland Ltd	AU3FN0063764	27 Oct 2026	29 Jul 2024	5.21	Quarterly	FRN	S&P A-	22,000,000.00	22,000,000.00	21,921,460.00
LX185851	17 Nov 2023	Police Bank Ltd	AU3FN0083028	17 Nov 2026	17 May 2024	5.89	Quarterly	FRN	S&P BBB+	5,000,000.00	5,000,000.00	5,076,000.00
LC187340	1 Dec 2023	QPCU LTD t/a QBANK	AU3FN0083549	1 Dec 2026	3 Jun 2024	5.99	Quarterly	FRN	S&P BBB-	10,000,000.00	10,000,000.00	10,165,200.00
LC111486	26 Aug 2021	Northern Territory Treasury Corporation		15 Dec 2026	15 Jun 2024	1.40	Semi Annual	Fixed	Moody's Aa3	5,000,000.00	5,000,000.00	5,026,250.00
LC116992	14 Jan 2022	Commonwealth Bank of Australia Ltd	AU3FN0065579	14 Jan 2027	15 Jul 2024	5.06	Quarterly	FRN	S&P AA-	6,500,000.00	6,500,000.00	6,521,255.00
LC117127	25 Jan 2022	Suncorp-Metway Ltd	AU3FN0065694	25 Jan 2027	25 Jul 2024	5.19	Quarterly	FRN	S&P A+	13,000,000.00	13,000,000.00	13,017,680.00
LC117174	25 Jan 2022	Westpac Banking Corporation Ltd	AU3FN0065702	25 Jan 2027	25 Jul 2024	5.11	Quarterly	FRN	S&P AA-	16,000,000.00	16,000,000.00	16,025,600.00
LC181165	29 Sep 2023	Credit Union Australia Ltd t/as Great Southern Bank	AU3FN0074787	9 Feb 2027	9 May 2024	5.99	Quarterly	FRN	Moody's Baa1	12,500,000.00	12,500,000.00	12,771,375.00
LX190938	19 Jan 2024	Newcastle Greater Mutual Group Ltd	AU3FN0066221	10 Feb 2027	10 May 2024	5.35	Quarterly	FRN	S&P BBB+	13,100,000.00	13,100,000.00	13,125,676.00
LC169102	2 Jun 2023	Bank Australia Limited	AU3FN0075461	22 Feb 2027	22 May 2024	5.89	Quarterly	FRN	S&P BBB+	9,250,000.00	9,250,000.00	9,382,182.50
LC167397	9 May 2023	Bank of Queensland Ltd	AU3FN0077798	9 May 2028	9 May 2024	5.54	Quarterly	COVERED FLO	S&P AAA	5,000,000.00	5,000,000.00	5,086,600.00
LC179277	6 Sep 2023	UBS Australia Ltd	AU3FN0077970	12 May 2028	13 May 2024	5.90	Quarterly	FRN	S&P A+	7,600,000.00	7,600,000.00	7,843,580.00
LC142120	15 Nov 2018	NSW Treasury Corporation	AU3SG0001878	15 Nov 2028	15 May 2024	3.00	Semi Annual	Fixed	Moody's Aaa	15,000,000.00	15,000,000.00	14,291,100.00
										635,407,238.05	635,407,238.05	639,008,340.50
Total										635,407,238.05	635,407,238.05	639,008,340.50

Coupon Rate is the full coupon rate at the next coupon date if that next coupon exists.



2. Interest and Distribution Income Received For 1 April 2024 to 30 April 2024

Security ISIN	Security	Issuer	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional	Income Type	Trading Book
	AMP At Call	AMP Bank Ltd	IEI351034	1 Apr 2024		27.41	Bank Interest	Central Coast Council
	CBA At Call	Commonwealth Bank of Australia Ltd	IEI350871	1 Apr 2024		57,622.81	Bank Interest	Central Coast Council
	CBA 5.35 03 Apr 2024 222DAY TD	Commonwealth Bank of Australia Ltd	IEI313269	3 Apr 2024	5,000,000.00	162,698.63	Security Coupon Interest	Central Coast Council
	BOQ 0.58 08 Jul 2026 1826DAY FRD	Bank of Queensland Ltd	IEI351266	8 Apr 2024	5,000,000.00	61,616.97	Security Coupon Interest	Central Coast Council
	CBA 5.36 10 Apr 2024 229DAY TD	Commonwealth Bank of Australia Ltd	IEI313268	10 Apr 2024	5,000,000.00	168,142.47	Security Coupon Interest	Central Coast Council
	JUDO 5.2 11 Apr 2024 183DAY TD	Judo Bank	IEI320006	11 Apr 2024	10,000,000.00	260,712.33	Security Coupon Interest	Central Coast Council
AU3FN0065579	CBA 0.7 14 Jan 2027 FRN	Commonwealth Bank of Australia Ltd	IEI353065	15 Apr 2024	6,500,000.00	81,840.91	Security Coupon Interest	Central Coast Council
AU3FN0072369	MYS 1.3 13 Oct 2025 FRN	MyState Bank Ltd	IEI353066	15 Apr 2024	10,000,000.00	140,868.00	Security Coupon Interest	Central Coast Council
	CBA 5.37 17 Apr 2024 236DAY TD	Commonwealth Bank of Australia Ltd	IEI313267	17 Apr 2024	5,000,000.00	173,605.48	Security Coupon Interest	Central Coast Council
	BOQ 0.4 22 Jul 2024 1096DAY FRD	Bank of Queensland Ltd	IEI354421	22 Apr 2024	4,000,000.00	47,332.96	Security Coupon Interest	Central Coast Council
	BOQ 0.58 22 Jul 2026 1826DAY FRD	Bank of Queensland Ltd	IEI354422	22 Apr 2024	3,000,000.00	36,846.02	Security Coupon Interest	Central Coast Council
AU3FN0059721	CUA 0.68 22 Apr 2026 FRN	Credit Union Australia Ltd t/as Great Southern Bank	IEI354420	22 Apr 2024	11,000,000.00	137,844.56	Security Coupon Interest	Central Coast Council
AU3FN0084299	CUA 1.6 23 Oct 2026 FRN	Credit Union Australia Ltd t/as Great Southern Bank	IEI354767	23 Apr 2024	2,500,000.00	37,054.45	Security Coupon Interest	Central Coast Council
	CBA 5.37 24 Apr 2024 243DAY TD	Commonwealth Bank of Australia Ltd	IEI313266	24 Apr 2024	5,000,000.00	178,754.79	Security Coupon Interest	Central Coast Council
AU3FN0065694	SunBank 0.78 25 Jan 2027 FRN	Suncorp-Metway Ltd	IEI355310	26 Apr 2024	13,000,000.00	168,144.49	Security Coupon Interest	Central Coast Council
AU3FN0065702	Westpac 0.7 25 Jan 2027 FRN	Westpac Banking Corporation Ltd	IEI355311	26 Apr 2024	16,000,000.00	203,720.77	Security Coupon Interest	Central Coast Council
AU3FN0063764	BOQ 0.8 27 Oct 2026 FRN	Bank of Queensland Ltd	IEI355779	29 Apr 2024	22,000,000.00	282,825.01	Security Coupon Interest	Central Coast Council
AU3FN0072740	TMB 1.5 28 Oct 2025 FRN	Teachers Mutual Bank Ltd	IEI355780	29 Apr 2024	2,000,000.00	29,201.78	Security Coupon Interest	Central Coast Council
AU3FN0051272	BOQ 1.1 30 Oct 2024 FRN	Bank of Queensland Ltd	IEI355937	30 Apr 2024	7,000,000.00	95,014.22	Security Coupon Interest	Central Coast Council
	MACQ At Call In	Macquarie Bank Ltd	IEI356046	30 Apr 2024		50,447.43	Bank Interest	Central Coast Council
	MACQ At Call In	Macquarie Bank Ltd	IEI356416	30 Apr 2024		27,332.70	Bank Interest	Central Coast Council
	MACQ At Call In	Macquarie Bank Ltd	IEI356417	30 Apr 2024		4.65	Bank Interest	Central Coast Council
AU3FN0055307	UBS Aust 0.87 30 Jul 2025 FRN	UBS Australia Ltd	IEI355938	30 Apr 2024	10,000,000.00	130,000.36	Security Coupon Interest	Central Coast Council
						2,531,659.20		



3. Acquisitions, Disposals and Maturities Between 1 April 2024 and 30 April 2024

Security	Issuer	Security ISIN	Deal Code	Acquisition/ Disposal	Transaction Date	Settlement Date	Face Value Original	Face Value Current	Bond Factor	Capital Price	Accrued Interest Price	Gross Price	Consideration Notional
CBA At Call	Commonwealth Bank of Australia Ltd		LC202720	Acquisition	1 Apr 2024	1 Apr 2024	57,622.81	57,622.81	1.00000000	100.000	0.000	100.000	57,622.81
AMP At Call	AMP Bank Ltd		LC203009	Acquisition	1 Apr 2024	1 Apr 2024	27.41	27.41	1.00000000	100.000	0.000	100.000	27.41
MACQ At Call In	Macquarie Bank Ltd		LC205352	Disposal	1 Apr 2024	1 Apr 2024	798.82	798.82	1.00000000	100.000	0.000	100.000	(798.82)
MACQ At Call In	Macquarie Bank Ltd		LC205361	Acquisition	1 Apr 2024	1 Apr 2024	798.82	798.82	1.00000000	100.000	0.000	100.000	798.82
MACQ At Call In	Macquarie Bank Ltd		LC205852	Disposal	2 Apr 2024	2 Apr 2024	248.49	248.49	1.00000000	100.000	0.000	100.000	(248.49)
CBA 5.35 03 Apr 2024 222DAY TD	Commonwealth Bank of Australia Ltd		LC178933	Maturity	3 Apr 2024		5,000,000.00	5,000,000.00	1.00000000	100.000	0.000	100.000	(5,000,000.00)
CBA 5.36 10 Apr 2024 229DAY TD	Commonwealth Bank of Australia Ltd		LC178932	Maturity	10 Apr 2024		5,000,000.00	5,000,000.00	1.00000000	100.000	0.000	100.000	(5,000,000.00)
JUDO 5.2 11 Apr 2024 183DAY TD	Judo Bank		LX182550	Maturity	11 Apr 2024		10,000,000.00	10,000,000.00	1.00000000	100.000	0.000	100.000	(10,000,000.00)
CBA 5.37 17 Apr 2024 236DAY TD	Commonwealth Bank of Australia Ltd		LC178931	Maturity	17 Apr 2024		5,000,000.00	5,000,000.00	1.00000000	100.000	0.000	100.000	(5,000,000.00)
CBA 5.37 24 Apr 2024 243DAY TD	Commonwealth Bank of Australia Ltd		LC178930	Maturity	24 Apr 2024		5,000,000.00	5,000,000.00	1.00000000	100.000	0.000	100.000	(5,000,000.00)
MACQ At Call In	Macquarie Bank Ltd		LC205354	Acquisition	30 Apr 2024	30 Apr 2024	50,447.43	50,447.43	1.00000000	100.000	0.000	100.000	50,447.43
MACQ At Call In	Macquarie Bank Ltd		LC205360	Disposal	30 Apr 2024	30 Apr 2024	50,447.43	50,447.43	1.00000000	100.000	0.000	100.000	(50,447.43)
MACQ At Call In	Macquarie Bank Ltd		LC205854	Acquisition	30 Apr 2024	30 Apr 2024	27,332.70	27,332.70	1.00000000	100.000	0.000	100.000	27,332.70
MACQ At Call In	Macquarie Bank Ltd		LC205856	Acquisition	30 Apr 2024	30 Apr 2024	4.65	4.65	1.00000000	100.000	0.000	100.000	4.65
													(29,915,260.92)

Notes

- The maturity of 'MBS' type securities are excluded from the above list
- At maturity, securities are assumed to be priced at capital price = 100, accrued interest = 0
- To avoid misleading maturity data, the reporting period should start immediately after a month end and the reporting period should be kept small (e.g. 1 month).



4. Interest Income Accrued As At 30 April 2024

Latest Deal Code	Security	WAL / Interim Maturity Date	Issue Date	Prior Coupon Date	Next Coupon Date	Accrual Period (Days)	Coupon Rate	Franking Credit Rate	Coupon Frequency	Face Value Notional	Current Face Value Notional	Latest Purchase Consideration	Market Value	Accrued Interest
LC205856	MACQ At Call In	1 May 2024	12 Nov 2020	17 Nov 2023		165	4.7000		Nil	6,546,552.27	6,546,552.27	4.65	6,546,552.27	139,091.82
LC203009	AMP At Call	1 May 2024	31 Oct 2020	2 Feb 2023		453	3.8000		Nil	6,233.78	6,233.78	27.41	6,233.78	294.00
LC202720	CBA At Call	1 May 2024	31 Oct 2020	30 Sep 2023		213	4.1000		Nil	15,654,452.00	15,654,452.00	57,622.81	15,654,452.00	374,548.85
LX181154	BOQ 5.19 01 May 2024 217DAY TD	1 May 2024	27 Sep 2023		1 May 2024	216	5.1900		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,153,567.10	153,567.12
LX179280	NAB 5.11 08 May 2024 247DAY TD	8 May 2024	4 Sep 2023		8 May 2024	239	5.1100		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,167,300.00	167,300.00
LX179278	NAB 5.11 13 May 2024 252DAY TD	13 May 2024	4 Sep 2023		13 May 2024	239	5.1100		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,167,300.00	167,300.00
LX181155	BOQ 5.24 22 May 2024 238DAY TD	22 May 2024	27 Sep 2023		22 May 2024	216	5.2400		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,155,046.60	155,046.58
LX181156	BOQ 5.24 29 May 2024 245DAY TD	29 May 2024	27 Sep 2023		29 May 2024	216	5.2400		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,155,046.60	155,046.58
LX185383	P&NB 5.45 05 Jun 2024 209DAY TD	5 Jun 2024	9 Nov 2023		5 Jun 2024	173	5.4500		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,129,157.55	129,157.53
LC96635	NAB 1.15 14 Jun 2024 1459DAY TD	14 Jun 2024	16 Jun 2020	16 Jun 2023	14 Jun 2024	319	1.1500		Annual	10,000,000.00	10,000,000.00	10,000,000.00	10,100,506.80	100,506.85
LC112880	NAB 0.92 19 Jun 2024 FRN	19 Jun 2024	19 Jun 2019	19 Mar 2024	19 Jun 2024	42	5.2685		Quarterly	5,000,000.00	5,000,000.00	5,091,550.00	5,035,050.00	30,311.92
LX185395	P&NB 5.45 26 Jun 2024 230DAY TD	26 Jun 2024	9 Nov 2023		26 Jun 2024	173	5.4500		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,129,157.55	129,157.53
LX185400	MYS 5.45 03 Jul 2024 237DAY TD	3 Jul 2024	9 Nov 2023		3 Jul 2024	173	5.4500		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,129,157.55	129,157.53
LX185404	MYS 5.45 10 Jul 2024 244DAY TD	10 Jul 2024	9 Nov 2023		10 Jul 2024	173	5.4500		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,129,157.55	129,157.53
LX188408	BBA 5.42 17 Jul 2024 223DAY TD	17 Jul 2024	7 Dec 2023		17 Jul 2024	145	5.4200		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,107,657.55	107,657.53
LX109584	BOQ 0.4 22 Jul 2024 1096DAY FRD	22 Jul 2024	22 Jul 2021	22 Apr 2024	22 Jul 2024	8	4.7669		Quarterly	4,000,000.00	4,000,000.00	4,000,000.00	4,004,179.20	4,179.20
LC112603	SunBank 1.85 30 Jul 2024 Fixed	30 Jul 2024	30 Jul 2019	30 Jan 2024	30 Jul 2024	91	1.8500		Semi Annual	2,500,000.00	2,500,000.00	1,554,390.00	2,493,550.00	11,530.82
LC176431	AMP 5.45 01 Aug 2024 364DAY TD	1 Aug 2024	3 Aug 2023		1 Aug 2024	271	5.4500		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,202,321.90	202,321.92
LC137826	MACQ 0.8 07 Aug 2024 FRN	7 Aug 2024	7 Aug 2019	7 Feb 2024	7 May 2024	83	5.1490		Quarterly	4,000,000.00	4,000,000.00	1,004,010.00	4,052,000.00	46,834.74
LC111489	MACQ 1.75 07 Aug 2024 Fixed	7 Aug 2024	7 Aug 2019	7 Feb 2024	7 Aug 2024	83	1.7500		Semi Annual	12,000,000.00	12,000,000.00	2,062,420.00	11,952,000.00	47,753.42
LC112606	Westpac 2.25 16 Aug 2024 Fixed	16 Aug 2024	16 May 2019	16 Feb 2024	16 Aug 2024	74	2.2500		Semi Annual	2,800,000.00	2,800,000.00	2,940,476.00	2,792,496.00	12,772.60
LX185379	Auswide 5.45 21 Aug 2024 286DAY TD	21 Aug 2024	9 Nov 2023		21 Aug 2024	173	5.4500		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,129,157.55	129,157.53
LX188410	BBA 5.42 28 Aug 2024 265DAY TD	28 Aug 2024	7 Dec 2023		28 Aug 2024	145	5.4200		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,107,657.55	107,657.53
LC116230	BENAU 0.97 06 Sep 2024 FRN	6 Sep 2024	6 Sep 2019	6 Mar 2024	6 Jun 2024	55	5.3133		Quarterly	6,000,000.00	6,000,000.00	6,084,180.00	6,057,300.00	48,038.05
LC112605	BENAU 1.7 06 Sep 2024 Fixed	6 Sep 2024	6 Sep 2019	6 Mar 2024	6 Sep 2024	55	1.7000		Semi Annual	9,390,000.00	9,390,000.00	1,542,195.00	9,303,987.60	24,053.84
LX188411	BBA 5.42 13 Sep 2024 281DAY TD	13 Sep 2024	7 Dec 2023		13 Sep 2024	145	5.4200		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,107,657.55	107,657.53
LX190928	NAB 5.11 18 Sep 2024 245DAY TD	18 Sep 2024	17 Jan 2024		18 Sep 2024	104	5.1100		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,072,800.00	72,800.00
LC96636	BOQ 2.26 Sep 2024 1827DAY TD	26 Sep 2024	26 Sep 2019	26 Sep 2023	26 Sep 2024	217	2.0000		Annual	10,000,000.00	10,000,000.00	10,000,000.00	10,118,904.10	118,904.11
LC100324	HSBCSyd 1.5 27 Sep 2024 Fixed	27 Sep 2024	27 Sep 2019	27 Mar 2024	27 Sep 2024	34	1.5000		Semi Annual	1,480,000.00	1,480,000.00	1,533,132.00	1,461,411.20	2,067.95
LX190931	NAB 5.11 02 Oct 2024 259DAY TD	2 Oct 2024	17 Jan 2024		2 Oct 2024	104	5.1100		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,072,800.00	72,800.00
LX190932	NAB 5.11 09 Oct 2024 266DAY TD	9 Oct 2024	17 Jan 2024		9 Oct 2024	104	5.1100		Maturity	5,000,000.00	5,000,000.00	5,000,000.00	5,072,800.00	72,800.00
LC114925	MYS 0.6 22 Nov 2024 FRN	22 Nov 2024	22 Nov 2021	22 Feb 2024	22 May 2024	68	4.9373		Quarterly	12,000,000.00	12,000,000.00	12,000,000.00	12,105,600.00	110,379.09
LC100354	MACQ 1.7 12 Feb 2025 Fixed	12 Feb 2025	12 Feb 2020	12 Feb 2024	12 Aug 2024	78	1.7000		Semi Annual	25,000,000.00	25,000,000.00	10,510,000.00	24,469,750.00	90,821.92



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Latest Deal Code	Security	WAL / Interim Maturity Date	Issue Date	Prior Coupon Date	Next Coupon Date	Accrual Period (Days)	Coupon Rate	Franking Credit Rate	Coupon Frequency	Face Value Notional	Current Face Value Notional	Latest Purchase Consideration	Market Value	Accrued Interest
LC133971	Auswide 0.75 14 Feb 2025 FRN	14 Feb 2025	14 Feb 2022	14 Feb 2024	14 May 2024	76	5.0959		Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,046,650.00	53,053.21
LC136560	Auswide 0.9 17 Mar 2025 FRN	17 Mar 2025	17 Mar 2022	18 Mar 2024	17 Jun 2024	43	5.2539		Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,029,600.00	30,947.63
LC141827	NSWTC 1.25 20 Mar 2025 Fixed	20 Mar 2025	21 Nov 2019	20 Mar 2024	20 Sep 2024	41	1.2500		Semi Annual	2,000,000.00	2,000,000.00	2,004,760.00	1,947,100.00	2,808.22
LC143209	Qld Police 1.35 19 May 2025 FRN	19 May 2025	17 May 2022	19 Feb 2024	17 May 2024	71	5.6900		Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,062,300.00	55,341.10
LC145373	Auswide 1.3 10 Jun 2025 FRN	10 Jun 2025	10 Jun 2022	11 Mar 2024	10 Jun 2024	50	5.6456		Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,053,600.00	38,668.49
LC96637	BOQ 1.53 16 Jun 2025 1826DAY TD	16 Jun 2025	16 Jun 2020	16 Jun 2023	16 Jun 2024	319	1.5300		Annual	10,000,000.00	10,000,000.00	10,000,000.00	10,133,717.80	133,717.81
LC107738	MYS 0.65 16 Jun 2025 FRN	16 Jun 2025	16 Jun 2021	18 Mar 2024	17 Jun 2024	43	5.0039		Quarterly	9,500,000.00	9,500,000.00	9,500,000.00	9,532,585.00	56,002.55
LC100329	UBS Aust 1.2 30 Jul 2025 Fixed	30 Jul 2025	30 Jul 2020	30 Jan 2024	30 Jul 2024	91	1.2000		Semi Annual	4,000,000.00	4,000,000.00	4,120,240.00	3,822,240.00	11,967.12
LC190925	JUDO 6.4 26 Sep 2025 Fixed	26 Sep 2025	26 Sep 2022	26 Mar 2024	26 Sep 2024	35	6.4000		Semi Annual	8,630,000.00	8,630,000.00	3,705,830.70	8,611,531.80	52,962.19
LC155063	MYS 1.3 13 Oct 2025 FRN	13 Oct 2025	13 Oct 2022	15 Apr 2024	15 Jul 2024	15	5.6554		Quarterly	10,000,000.00	10,000,000.00	10,000,000.00	10,073,400.00	23,241.37
LC181158	TMB 1.5 28 Oct 2025 FRN	28 Oct 2025	28 Oct 2022	29 Apr 2024	29 Jul 2024	1	5.9111		Quarterly	2,000,000.00	2,000,000.00	2,033,180.00	2,012,900.00	323.90
LC188385	Auswide 1.5 07 Nov 2025 FRN	7 Nov 2025	7 Nov 2022	7 Feb 2024	7 May 2024	83	5.8490		Quarterly	9,750,000.00	9,750,000.00	2,518,275.00	9,921,892.50	129,679.54
LC157929	CUA 1.58 01 Dec 2025 FRN	1 Dec 2025	1 Dec 2022	1 Mar 2024	3 Jun 2024	60	5.9175		Quarterly	3,500,000.00	3,500,000.00	3,500,000.00	3,558,870.00	34,045.89
LC112609	BENAU 0.52 02 Dec 2025 FRN	2 Dec 2025	2 Dec 2020	4 Mar 2024	3 Jun 2024	57	4.8587		Quarterly	35,500,000.00	35,500,000.00	4,512,240.00	35,623,185.00	269,358.34
LC157906	Qld Police 1.75 06 Dec 2025 FRN	6 Dec 2025	6 Dec 2022	6 Mar 2024	6 Jun 2024	55	6.0933		Quarterly	10,000,000.00	10,000,000.00	10,000,000.00	10,166,100.00	91,816.85
LX105597	MACQ 0.48 09 Dec 2025 FRN	9 Dec 2025	9 Dec 2020	11 Mar 2024	11 Jun 2024	50	4.8256		Quarterly	20,000,000.00	20,000,000.00	9,979,100.00	20,101,000.00	132,208.22
LC112608	SunBank 0.45 24 Feb 2026 FRN	24 Feb 2026	24 Feb 2021	26 Feb 2024	24 May 2024	64	4.7856		Quarterly	5,000,000.00	5,000,000.00	5,010,350.00	5,028,050.00	41,955.95
LC188379	RACB 1.5 24 Feb 2026 FRN	24 Feb 2026	24 Feb 2023	26 Feb 2024	24 May 2024	64	5.8356		Quarterly	6,500,000.00	6,500,000.00	2,758,855.00	6,583,265.00	66,509.85
LC103543	UBS Aust 0.5 26 Feb 2026 FRN	26 Feb 2026	26 Feb 2021	26 Feb 2024	27 May 2024	64	4.8356		Quarterly	18,800,000.00	18,800,000.00	12,013,800.00	18,874,448.00	159,402.57
LC103141	NPBS 0.63 04 Mar 2026 FRN	4 Mar 2026	4 Mar 2021	4 Mar 2024	4 Jun 2024	57	4.9687		Quarterly	1,000,000.00	1,000,000.00	1,002,420.00	997,630.00	7,759.34
LC164300	Auswide 1.5 17 Mar 2026 FRN	17 Mar 2026	17 Mar 2023	18 Mar 2024	17 Jun 2024	43	5.8539		Quarterly	4,500,000.00	4,500,000.00	4,500,000.00	4,541,715.00	31,033.69
LC105450	CUA 0.68 22 Apr 2026 FRN	22 Apr 2026	22 Apr 2021	22 Apr 2024	22 Jul 2024	8	5.0469		Quarterly	11,000,000.00	11,000,000.00	11,000,000.00	10,902,870.00	12,167.87
LC109088	BOQ 0.63 06 May 2026 FRN	6 May 2026	6 May 2021	6 Feb 2024	7 May 2024	84	4.9777		Quarterly	5,000,000.00	5,000,000.00	5,026,950.00	5,031,500.00	57,277.64
LC137828	TMB 0.68 16 Jun 2026 FRN	16 Jun 2026	16 Jun 2021	18 Mar 2024	17 Jun 2024	43	5.0339		Quarterly	1,700,000.00	1,700,000.00	1,674,194.00	1,692,044.00	10,081.59
LC169762	Qld Police 1.7 16 Jun 2026 FRN	16 Jun 2026	16 Jun 2023	18 Mar 2024	17 Jun 2024	43	6.0539		Quarterly	4,500,000.00	4,500,000.00	4,500,000.00	4,567,005.00	32,093.96
LC109586	BENAU 0.65 18 Jun 2026 FRN	18 Jun 2026	18 Jun 2021	18 Mar 2024	18 Jun 2024	43	5.0039		Quarterly	15,300,000.00	15,300,000.00	3,019,110.00	15,316,218.00	90,193.58
LX109029	BOQ 0.58 08 Jul 2026 1826DAY FRD	8 Jul 2026	8 Jul 2021	8 Apr 2024	8 Jul 2024	22	4.9287		Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,014,853.60	14,853.62
LX109587	BOQ 0.58 22 Jul 2026 1826DAY FRD	22 Jul 2026	22 Jul 2021	22 Apr 2024	22 Jul 2024	8	4.9469		Quarterly	3,000,000.00	3,000,000.00	3,000,000.00	3,003,252.75	3,252.76
LC112610	NAB 0.41 24 Aug 2026 FRN	24 Aug 2026	24 Aug 2021	26 Feb 2024	24 May 2024	64	4.7456		Quarterly	7,000,000.00	7,000,000.00	7,012,180.00	7,029,190.00	58,247.36
LC113804	SunBank 0.48 15 Sep 2026 FRN	15 Sep 2026	15 Sep 2021	15 Mar 2024	17 Jun 2024	46	4.8248		Quarterly	12,900,000.00	12,900,000.00	9,989,800.00	12,917,673.00	78,439.35
LC180295	Qld Police 1.65 18 Sep 2026 FRN	18 Sep 2026	18 Sep 2023	18 Mar 2024	18 Jun 2024	43	6.0039		Quarterly	9,500,000.00	9,500,000.00	9,500,000.00	9,634,330.00	67,194.33
LC180163	CACU 1.7 21 Sep 2026 FRN	21 Sep 2026	20 Sep 2023	21 Mar 2024	21 Jun 2024	40	6.0528		Quarterly	9,000,000.00	9,000,000.00	9,000,000.00	9,059,400.00	59,698.85
LC190930	CUA 1.6 23 Oct 2026 FRN	23 Oct 2026	23 Jan 2024	23 Apr 2024	23 Jul 2024	7	5.9682		Quarterly	2,500,000.00	2,500,000.00	2,506,975.00	2,520,500.00	2,861.47
LC116445	BOQ 0.8 27 Oct 2026 FRN	27 Oct 2026	27 Oct 2021	29 Apr 2024	29 Jul 2024	1	5.2111		Quarterly	22,000,000.00	22,000,000.00	15,059,400.00	21,921,460.00	3,140.94
LX185851	PCU 1.55 17 Nov 2026 FRN	17 Nov 2026	17 Nov 2023	19 Feb 2024	17 May 2024	71	5.8900		Quarterly	5,000,000.00	5,000,000.00	5,000,000.00	5,076,000.00	57,286.30



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Latest Deal Code	Security	WAL / Interim Maturity Date	Issue Date	Prior Coupon Date	Next Coupon Date	Accrual Period (Days)	Coupon Rate	Franking Credit Rate	Coupon Frequency	Face Value Notional	Current Face Value Notional	Latest Purchase Consideration	Market Value	Accrued Interest
LC187340	Qld Police 1.65 01 Dec 2026 FRN	1 Dec 2026	1 Dec 2023	1 Mar 2024	3 Jun 2024	60	5.9875		Quarterly	10,000,000.00	10,000,000.00	10,000,000.00	10,165,200.00	98,424.66
LC111486	NTTC 1.4 15 Dec 2026 - Issued 26 August 2021 - CCC Fixed	15 Dec 2026	26 Aug 2021	15 Dec 2023	15 Jun 2024	137	1.4000		Semi Annual	5,000,000.00	5,000,000.00	5,000,000.00	5,026,250.00	26,273.97
LC116992	CBA 0.7 14 Jan 2027 FRN	14 Jan 2027	14 Jan 2022	15 Apr 2024	15 Jul 2024	15	5.0554		Quarterly	6,500,000.00	6,500,000.00	6,500,000.00	6,521,255.00	13,504.15
LC117127	SunBank 0.78 25 Jan 2027 FRN	25 Jan 2027	25 Jan 2022	26 Apr 2024	25 Jul 2024	4	5.1922		Quarterly	13,000,000.00	13,000,000.00	13,000,000.00	13,017,680.00	7,397.11
LC117174	Westpac 0.7 25 Jan 2027 FRN	25 Jan 2027	25 Jan 2022	26 Apr 2024	25 Jul 2024	4	5.1122		Quarterly	16,000,000.00	16,000,000.00	16,000,000.00	16,025,600.00	8,963.86
LC181165	CUA 1.65 09 Feb 2027 FRN	9 Feb 2027	9 Feb 2023	9 Feb 2024	9 May 2024	81	5.9936		Quarterly	12,500,000.00	12,500,000.00	7,646,550.00	12,771,375.00	166,260.82
LX190938	NPBS 1 10 Feb 2027 FRN	10 Feb 2027	10 Feb 2022	12 Feb 2024	10 May 2024	78	5.3472		Quarterly	13,100,000.00	13,100,000.00	9,991,700.00	13,125,676.00	149,692.30
LC169102	BAL 1.55 22 Feb 2027 FRN	22 Feb 2027	22 Feb 2023	22 Feb 2024	22 May 2024	68	5.8873		Quarterly	9,250,000.00	9,250,000.00	4,287,995.00	9,382,182.50	101,455.12
LC167397	BOQ 1.2 09 May 2028 COVEREDFLO	9 May 2028	9 May 2023	9 Feb 2024	9 May 2024	81	5.5436		Quarterly	5,000,000.00	5,000,000.00	5,022,250.00	5,086,600.00	61,511.18
LC179277	UBS Aust 1.55 12 May 2028 FRN	12 May 2028	12 May 2023	12 Feb 2024	13 May 2024	78	5.8972		Quarterly	7,600,000.00	7,600,000.00	5,090,950.00	7,843,580.00	95,776.99
LC142120	NSWTC 3 15 Nov 2028 Fixed	15 Nov 2028	15 Nov 2018	15 Nov 2023	15 May 2024	167	3.0000		Semi Annual	15,000,000.00	15,000,000.00	14,700,900.00	14,291,100.00	205,890.41
										618,407,238.05	618,407,238.05		622,006,290.50	6,254,575.64

Notes:

1. Coupon Rate is the full coupon rate at the next coupon date if that next coupon exists.
2. Accrued Interest is calculated as Current Face Value x Coupon Rate (Adjusted by Franking Credit Rate) x (Days Since Prior Coupon or Issue Date / 365).
3. The accrued interest component of the Market Value does not consider the franking credit rate and is instead based upon market prices.
4. Immaterial differences in Accrued Interest and the accrued interest portion of Market Value may arise because Market Value is calculated using a rounded "price per 100" value.



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5. Portfolio Valuation As At 30 April 2024

Security	Security Rating	ISIN	Face Value Original	Face Value Current	FI Cap Price/ Unit Price/ Share Price	Unit Count/ Share Count	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit											
AMP At Call	S&P BBB		6,233.78	6,233.78	100.000		0.000	6,233.78	0.00%	3.80%	
CBA At Call	S&P AA-		15,654,452.00	15,654,452.00	100.000		0.000	15,654,452.00	2.45%	4.10%	
			15,660,685.78	15,660,685.78				15,660,685.78	2.45%		4.10%
At Call Investment											
MACQ At Call In	Moody's A2		6,546,552.27	6,546,552.27	100.000		0.000	6,546,552.27	1.02%	4.70%	
			6,546,552.27	6,546,552.27				6,546,552.27	1.02%		4.70%
Covered Floating Bond											
BOQ 1.2 09 May 2028 COVEREDFLO	S&P AAA	AU3FN0077798	5,000,000.00	5,000,000.00	100.502		1.230	5,086,600.00	0.80%	5.52%	
			5,000,000.00	5,000,000.00				5,086,600.00	0.80%		5.52%
Fixed Rate Bond											
BENAU 1.7 06 Sep 2024 Fixed	S&P A-	AU3CB0266377	9,390,000.00	9,390,000.00	98.830		0.254	9,303,987.60	1.46%	1.64%	
HSBCSyd 1.5 27 Sep 2024 Fixed	S&P AA-	AU3CB0267078	1,480,000.00	1,480,000.00	98.605		0.139	1,461,411.20	0.23%	1.45%	
JUDO 6.4 26 Sep 2025 Fixed	S&P BBB	AU3CB0292480	8,630,000.00	8,630,000.00	99.177		0.609	8,611,531.80	1.35%	6.36%	
MACQ 1.75 07 Aug 2024 Fixed	S&P A+	AU3CB0265593	12,000,000.00	12,000,000.00	99.201		0.399	11,952,000.00	1.87%	1.70%	
MACQ 1.7 12 Feb 2025 Fixed	S&P A+	AU3CB0270387	25,000,000.00	25,000,000.00	97.515		0.364	24,469,750.00	3.83%	1.63%	
NTTC 1.4 15 Dec 2026 - Issued 26 August 2021 - CCC Fixed	Moody's Aa3		5,000,000.00	5,000,000.00	100.000		0.525	5,026,250.00	0.79%	1.40%	
NSWTC 1.25 20 Mar 2025 Fixed	S&P AA+	AU3SG0002025	2,000,000.00	2,000,000.00	97.216		0.139	1,947,100.00	0.30%	1.25%	
NSWTC 3 15 Nov 2028 Fixed	Moody's Aaa	AU3SG0001878	15,000,000.00	15,000,000.00	93.898		1.376	14,291,100.00	2.24%	3.06%	
SunBank 1.85 30 Jul 2024 Fixed	S&P A+	AU3CB0265403	2,500,000.00	2,500,000.00	99.279		0.463	2,493,550.00	0.39%	1.79%	
UBS Aust 1.2 30 Jul 2025 Fixed	Moody's Aa3	AU3CB0273407	4,000,000.00	4,000,000.00	95.256		0.300	3,822,240.00	0.60%	1.17%	
Westpac 2.25 16 Aug 2024 Fixed	S&P AA-	AU3CB0263275	2,800,000.00	2,800,000.00	99.275		0.457	2,792,496.00	0.44%	2.15%	
			87,800,000.00	87,800,000.00				86,171,416.60	13.49%		2.31%
Floating Rate Deposit											
BOQ 0.4 22 Jul 2024 1096DAY FRD	S&P ST A2		4,000,000.00	4,000,000.00	100.000		0.104	4,004,179.20	0.63%	4.77%	
BOQ 0.58 08 Jul 2026 1826DAY FRD	S&P A-		5,000,000.00	5,000,000.00	100.000		0.297	5,014,853.60	0.78%	4.93%	
BOQ 0.58 22 Jul 2026 1826DAY FRD	S&P A-		3,000,000.00	3,000,000.00	100.000		0.108	3,003,252.75	0.47%	4.95%	
			12,000,000.00	12,000,000.00				12,022,285.55	1.88%		4.88%
Floating Rate Note											
Auswide 0.75 14 Feb 2025 FRN	Moody's Baa2	AU3FN0066320	5,000,000.00	5,000,000.00	99.872		1.061	5,046,650.00	0.79%	5.10%	
Auswide 0.9 17 Mar 2025 FRN	Moody's Baa2	AU3FN0067393	5,000,000.00	5,000,000.00	99.973		0.619	5,029,600.00	0.79%	5.25%	
Auswide 1.3 10 Jun 2025 FRN	Moody's Baa2	AU3FN0069555	5,000,000.00	5,000,000.00	100.299		0.773	5,053,600.00	0.79%	5.65%	
Auswide 1.5 07 Nov 2025 FRN	Moody's Baa2	AU3FN0073037	9,750,000.00	9,750,000.00	100.433		1.330	9,921,892.50	1.55%	5.85%	



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Security	Security Rating	ISIN	Face Value Original	Face Value Current	FI Cap Price/ Unit Price/ Share Price	Unit Count/ Share Count	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
Auswide 1.5 17 Mar 2026 FRN	Moodys Baa2	AU3FN0076352	4,500,000.00	4,500,000.00	100.237		0.690	4,541,715.00	0.71%	5.85%	
BAL 1.55 22 Feb 2027 FRN	S&P BBB+	AU3FN0075461	9,250,000.00	9,250,000.00	100.332		1.097	9,382,182.50	1.47%	5.85%	
BOQ 1.1 30 Oct 2024 FRN	S&P A-	AU3FN0051272	7,000,000.00	7,000,000.00	100.265		0.000	7,018,550.00	1.10%	5.44%	
BOQ 0.63 06 May 2026 FRN	S&P A-	AU3FN0060406	5,000,000.00	5,000,000.00	99.484		1.146	5,031,500.00	0.79%	4.96%	
BOQ 0.8 27 Oct 2026 FRN	S&P A-	AU3FN0063764	22,000,000.00	22,000,000.00	99.629		0.014	21,921,460.00	3.43%	5.20%	
BENAU 0.97 06 Sep 2024 FRN	S&P A-	AU3FN0050019	6,000,000.00	6,000,000.00	100.154		0.801	6,057,300.00	0.95%	5.24%	
BENAU 0.52 02 Dec 2025 FRN	S&P A-	AU3FN0057634	35,500,000.00	35,500,000.00	99.588		0.759	35,623,185.00	5.57%	4.85%	
BENAU 0.65 18 Jun 2026 FRN	S&P A-	AU3FN0061081	15,300,000.00	15,300,000.00	99.516		0.590	15,316,218.00	2.40%	4.98%	
CBA 0.7 14 Jan 2027 FRN	S&P AA-	AU3FN0065579	6,500,000.00	6,500,000.00	100.119		0.208	6,521,255.00	1.02%	5.06%	
CUA 1.58 01 Dec 2025 FRN	Moodys Baa1	AU3FN0073961	3,500,000.00	3,500,000.00	100.709		0.973	3,558,870.00	0.56%	5.92%	
CUA 0.68 22 Apr 2026 FRN	Moodys Baa1	AU3FN0059721	11,000,000.00	11,000,000.00	99.006		0.111	10,902,870.00	1.71%	5.05%	
CUA 1.6 23 Oct 2026 FRN	Moodys Baa1	AU3FN0084299	2,500,000.00	2,500,000.00	100.706		0.114	2,520,500.00	0.39%	5.95%	
CUA 1.65 09 Feb 2027 FRN	Moodys Baa1	AU3FN0074787	12,500,000.00	12,500,000.00	100.841		1.330	12,771,375.00	2.00%	5.93%	
CACU 1.7 21 Sep 2026 FRN	S&P BBB-	AU3FN0081287	9,000,000.00	9,000,000.00	99.997		0.663	9,059,400.00	1.42%	6.05%	
MACQ 0.8 07 Aug 2024 FRN	S&P A+	AU3FN0049367	4,000,000.00	4,000,000.00	100.129		1.171	4,052,000.00	0.63%	5.09%	
MACQ 0.48 09 Dec 2025 FRN	S&P A+	AU3FN0057709	20,000,000.00	20,000,000.00	99.844		0.661	20,101,000.00	3.15%	4.83%	
RACB 1.5 24 Feb 2026 FRN	Moodys Baa1	AU3FN0075453	6,500,000.00	6,500,000.00	100.258		1.023	6,583,265.00	1.03%	5.83%	
MYS 0.6 22 Nov 2024 FRN	Moodys Baa2	AU3FN0064705	12,000,000.00	12,000,000.00	99.960		0.920	12,105,600.00	1.89%	4.94%	
MYS 0.65 16 Jun 2025 FRN	Moodys Baa2	AU3FN0061024	9,500,000.00	9,500,000.00	99.753		0.590	9,532,585.00	1.49%	5.00%	
MYS 1.3 13 Oct 2025 FRN	Moodys Baa2	AU3FN0072369	10,000,000.00	10,000,000.00	100.502		0.232	10,073,400.00	1.58%	5.66%	
NAB 0.92 19 Jun 2024 FRN	S&P AA-	AU3FN0048724	5,000,000.00	5,000,000.00	100.095		0.606	5,035,050.00	0.79%	5.17%	
NAB 0.41 24 Aug 2026 FRN	S&P AA-	AU3FN0062659	7,000,000.00	7,000,000.00	99.585		0.832	7,029,190.00	1.10%	4.74%	
NPBS 0.63 04 Mar 2026 FRN	S&P BBB+	AU3FN0058699	1,000,000.00	1,000,000.00	98.987		0.776	997,630.00	0.16%	4.96%	
NPBS 1 10 Feb 2027 FRN	S&P BBB+	AU3FN0066221	13,100,000.00	13,100,000.00	99.053		1.143	13,125,676.00	2.05%	5.40%	
PCU 1.55 17 Nov 2026 FRN	S&P BBB+	AU3FN0083028	5,000,000.00	5,000,000.00	100.374		1.146	5,076,000.00	0.79%	5.89%	
Qld Police 1.35 19 May 2025 FRN	S&P BBB-	AU3FN0069175	5,000,000.00	5,000,000.00	100.139		1.107	5,062,300.00	0.79%	5.69%	
Qld Police 1.75 06 Dec 2025 FRN	S&P BBB-	AU3FN0073979	10,000,000.00	10,000,000.00	100.743		0.918	10,166,100.00	1.59%	6.09%	
Qld Police 1.7 16 Jun 2026 FRN	S&P BBB-	AU3FN0078895	4,500,000.00	4,500,000.00	100.776		0.713	4,567,005.00	0.71%	6.05%	
Qld Police 1.65 18 Sep 2026 FRN	S&P BBB-	AU3FN0081295	9,500,000.00	9,500,000.00	100.707		0.707	9,634,330.00	1.51%	6.00%	
Qld Police 1.65 01 Dec 2026 FRN	S&P BBB-	AU3FN0083549	10,000,000.00	10,000,000.00	100.668		0.984	10,165,200.00	1.59%	5.99%	
SunBank 0.45 24 Feb 2026 FRN	S&P A+	AU3FN0058343	5,000,000.00	5,000,000.00	99.722		0.839	5,028,050.00	0.79%	4.78%	
SunBank 0.48 15 Sep 2026 FRN	S&P A+	AU3FN0062964	12,900,000.00	12,900,000.00	99.529		0.608	12,917,673.00	2.02%	4.83%	
SunBank 0.78 25 Jan 2027 FRN	S&P A+	AU3FN0065694	13,000,000.00	13,000,000.00	100.079		0.057	13,017,680.00	2.04%	5.19%	
TMB 1.5 28 Oct 2025 FRN	Moodys Baa1	AU3FN0072740	2,000,000.00	2,000,000.00	100.629		0.016	2,012,900.00	0.32%	5.87%	
TMB 0.68 16 Jun 2026 FRN	Moodys Baa1	AU3FN0061016	1,700,000.00	1,700,000.00	98.939		0.593	1,692,044.00	0.26%	5.11%	
UBS Aust 0.87 30 Jul 2025 FRN	S&P A+	AU3FN0055307	10,000,000.00	10,000,000.00	99.835		0.000	9,983,500.00	1.56%	5.19%	



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Security	Security Rating	ISIN	Face Value Original	Face Value Current	FI Cap Price/ Unit Price/ Share Price	Unit Count/ Share Count	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
UBS Aust 0.5 26 Feb 2026 FRN	Moodys Aa3	AU3FN0058608	18,800,000.00	18,800,000.00	99.548		0.848	18,874,448.00	2.95%	4.83%	
UBS Aust 1.55 12 May 2028 FRN	S&P A+	AU3FN0077970	7,600,000.00	7,600,000.00	101.945		1.260	7,843,580.00	1.23%	5.83%	
Westpac 0.7 25 Jan 2027 FRN	S&P AA-	AU3FN0065702	16,000,000.00	16,000,000.00	100.104		0.056	16,025,600.00	2.51%	5.11%	
			393,400,000.00	393,400,000.00				395,979,929.00	61.97%		5.30%
Term Deposit											
AMP 5.45 01 Aug 2024 364DAY TD	Moodys ST P-2		5,000,000.00	5,000,000.00	100.000		4.046	5,202,321.90	0.81%	5.45%	
Auswide 5.45 21 Aug 2024 286DAY TD	Moodys ST P-2		5,000,000.00	5,000,000.00	100.000		2.583	5,129,157.55	0.80%	5.45%	
BOQ 5.19 01 May 2024 217DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		3.071	5,153,567.10	0.81%	5.19%	
BOQ 5.24 22 May 2024 238DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		3.101	5,155,046.60	0.81%	5.24%	
BOQ 5.24 29 May 2024 245DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		3.101	5,155,046.60	0.81%	5.24%	
BOQ 2.26 Sep 2024 1827DAY TD	S&P ST A2		10,000,000.00	10,000,000.00	100.000		1.189	10,118,904.10	1.58%	2.00%	
BOQ 1.53 16 Jun 2025 1826DAY TD	S&P A-		10,000,000.00	10,000,000.00	100.000		1.337	10,133,717.80	1.59%	1.53%	
BBA 5.42 17 Jul 2024 223DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		2.153	5,107,657.55	0.80%	5.42%	
BBA 5.42 28 Aug 2024 265DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		2.153	5,107,657.55	0.80%	5.42%	
BBA 5.42 13 Sep 2024 281DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		2.153	5,107,657.55	0.80%	5.42%	
MYS 5.45 03 Jul 2024 237DAY TD	Moodys ST P-2		5,000,000.00	5,000,000.00	100.000		2.583	5,129,157.55	0.80%	5.45%	
MYS 5.45 10 Jul 2024 244DAY TD	Moodys ST P-2		5,000,000.00	5,000,000.00	100.000		2.583	5,129,157.55	0.80%	5.45%	
NAB 5.11 08 May 2024 247DAY TD	S&P ST A1+		5,000,000.00	5,000,000.00	100.000		3.346	5,167,300.00	0.81%	5.11%	
NAB 5.11 13 May 2024 252DAY TD	S&P ST A1+		5,000,000.00	5,000,000.00	100.000		3.346	5,167,300.00	0.81%	5.11%	
NAB 1.15 14 Jun 2024 1459DAY TD	S&P ST A1+		10,000,000.00	10,000,000.00	100.000		1.005	10,100,506.80	1.58%	1.15%	
NAB 5.11 18 Sep 2024 245DAY TD	S&P ST A1+		5,000,000.00	5,000,000.00	100.000		1.456	5,072,800.00	0.79%	5.11%	
NAB 5.11 02 Oct 2024 259DAY TD	S&P ST A1+		5,000,000.00	5,000,000.00	100.000		1.456	5,072,800.00	0.79%	5.11%	
NAB 5.11 09 Oct 2024 266DAY TD	S&P ST A1+		5,000,000.00	5,000,000.00	100.000		1.456	5,072,800.00	0.79%	5.11%	
P&NB 5.45 05 Jun 2024 209DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		2.583	5,129,157.55	0.80%	5.45%	
P&NB 5.45 26 Jun 2024 230DAY TD	S&P ST A2		5,000,000.00	5,000,000.00	100.000		2.583	5,129,157.55	0.80%	5.45%	
			115,000,000.00	115,000,000.00				117,540,871.30	18.39%		4.33%
Total Portfolio			635,407,238.05	635,407,238.05				639,008,340.50	100.00%		4.66%



6. Portfolio Valuation By Categories As At 30 April 2024

Short Term Issuer/Security Rating Group	Market Value	% Total Value
A2	75,757,825.90	11.86%
A1+	35,653,506.80	5.58%
Portfolio Total	111,411,332.70	17.44%

Market Value by Security Rating Group (Short Term)



Long Term Issuer/Security Rating Group	Market Value	% Total Value
BBB+ to BBB-	187,200,455.58	29.30%
A+ to A-	236,829,360.02	37.06%
AA+ to AA-	84,189,492.20	13.18%
AAA	19,377,700.00	3.03%
Portfolio Total	527,597,007.80	82.56%

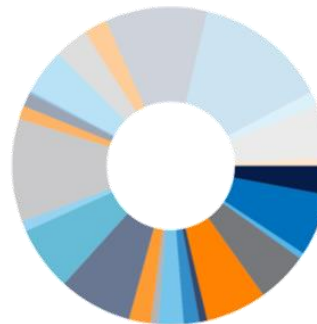
Market Value by Security Rating Group (Long Term)





Issuer	Market Value	% Total Value
AMP Bank Ltd	5,208,555.68	0.82%
Auswide Bank Limited	34,722,615.05	5.43%
Bank Australia Limited	9,382,182.50	1.47%
Bank of Queensland Ltd	86,796,677.75	13.58%
Bendigo & Adelaide Bank Ltd	66,300,690.60	10.38%
Beyond Bank Australia Ltd	15,322,972.65	2.40%
Commonwealth Bank of Australia Ltd	22,175,707.00	3.47%
Credit Union Australia Ltd t/as Great Southern Bank	29,753,615.00	4.66%
HSBC Sydney Branch	1,461,411.20	0.23%
Illawarra Credit Union Ltd	9,059,400.00	1.42%
Judo Bank	8,611,531.80	1.35%
Macquarie Bank Ltd	67,121,302.27	10.50%
Members Banking Group Limited t/as RACQ Bank	6,583,265.00	1.03%
MyState Bank Ltd	41,969,900.10	6.57%
National Australia Bank Ltd	47,717,746.80	7.47%
Newcastle Greater Mutual Group Ltd	14,123,306.00	2.21%
Northern Territory Treasury Corporation	5,026,250.00	0.79%
NSW Treasury Corporation	16,238,200.00	2.54%
P&N Bank Ltd	10,258,315.10	1.61%
Police Bank Ltd	5,076,000.00	0.79%
QPCU LTD t/a QBANK	39,594,935.00	6.20%
Suncorp-Metway Ltd	33,456,953.00	5.24%
Teachers Mutual Bank Ltd	3,704,944.00	0.58%
UBS Australia Ltd	40,523,768.00	6.34%
Westpac Banking Corporation Ltd	18,818,096.00	2.94%
Portfolio Total	639,008,340.50	100.00%

Market Value by Issuer

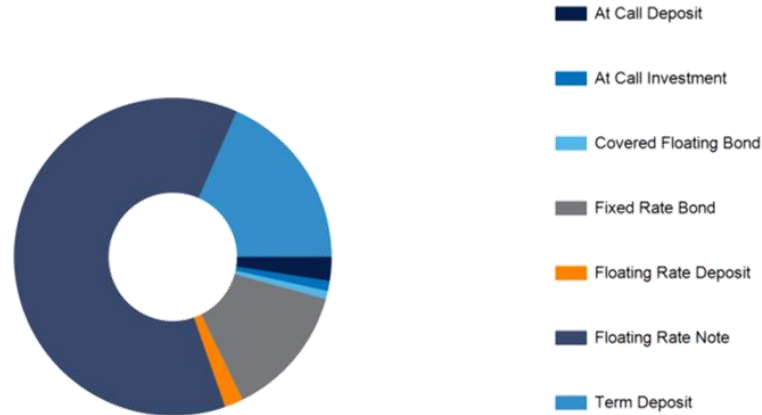


- AMP Bank Ltd
- Auswide Bank Limited
- Bank Australia Limited
- Bank of Queensland Ltd
- Bendigo & Adelaide Bank Ltd
- Beyond Bank Australia Ltd
- Commonwealth Bank of Australia Ltd
- Credit Union Australia Ltd t/as Great Southern Bank
- HSBC Sydney Branch
- Illawarra Credit Union Ltd
- Judo Bank
- Macquarie Bank Ltd
- Members Banking Group Limited t/as RACQ Bank
- MyState Bank Ltd
- National Australia Bank Ltd
- Newcastle Greater Mutual Group Ltd
- Northern Territory Treasury Corporation
- NSW Treasury Corporation
- P&N Bank Ltd
- Police Bank Ltd
- QPCU LTD t/a QBANK
- Suncorp-Metway Ltd
- Teachers Mutual Bank Ltd
- UBS Australia Ltd
- Westpac Banking Corporation Ltd



Security Type	Market Value	% Total Value
At Call Deposit	15,660,685.78	2.45%
At Call Investment	6,546,552.27	1.02%
Covered Floating Bond	5,086,600.00	0.80%
Fixed Rate Bond	86,171,416.60	13.49%
Floating Rate Deposit	12,022,285.55	1.88%
Floating Rate Note	395,979,929.00	61.97%
Term Deposit	117,540,871.30	18.39%
Portfolio Total	639,008,340.50	100.00%

Market Value by Security Type





Term Remaining	Market Value	% Total Value
0 to < 1 Year	232,383,615.55	36.37%
1 to < 3 Years	379,403,444.95	59.37%
3 to < 5 Years	27,221,280.00	4.26%
Portfolio Total	639,008,340.50	100.00%

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.

Market Value by Term Remaining





7. Performance Statistics For Period Ending 30 April 2024

Trading Book	1 Month	3 Month	12 Month	Since Inception
Central Coast Council				
Portfolio Return (1)	0.38%	1.31%	4.97%	1.97%
Performance Index (2)	0.35%	1.07%	4.24%	1.84%
Excess Performance (3)	0.03%	0.24%	0.73%	0.13%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
Central Coast Council	4.66



9. Realised Gains (Losses) - Fixed Interest Dealing For 1 April 2024 to 30 April 2024

No realised gains or losses from fixed interest dealing to report for entered period.



9b. Realised Gains (Losses) - Share Dealing For 1 April 2024 to 30 April 2024

No realised gains or losses from share dealing to report for entered period.



10. Realised Gains (Losses) - Principal Repayments For 1 April 2024 to 30 April 2024

No realised gains or losses from principal repayments to report for entered period.

Total Realised Gains (Losses)			
Fixed Interest Dealing	Principal Repayments	Total	Notes (1) The Acquisition Gross Price includes any accrued interest included in the purchase price.
		0.00	



11. Unrealised FI Capital Gains (Losses) As At 30 April 2024

Security	Acquisition Deal	Acquisition Date	Acquisition Yield/ Interest Rate	Acquisition Face Value Original	Balance Face Value Original	Bond Factor Current	Balance Face Value Current	Acquisition Capital Price	Acquisition Capital Consideration	Current Capital Price	CCP For Discount Securities	Current Capital Consideration	Current Capital Consideration Adjusted	Unrealised Capital Gain (Loss)
Auswide 0.75 14 Feb 2025 FRN														
	LC133971	7 Feb 2022	0.750000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.000	5,000,000.00	99.872000	99.872000	4,993,600.00	4,993,600.00	(6,400.00)
					5,000,000.00		5,000,000.00	100.000	5,000,000.00			4,993,600.00	4,993,600.00	(6,400.00)
Auswide 0.9 17 Mar 2025 FRN														
	LC136560	10 Mar 2022	0.900000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.000	5,000,000.00	99.973000	99.973000	4,998,650.00	4,998,650.00	(1,350.00)
					5,000,000.00		5,000,000.00	100.000	5,000,000.00			4,998,650.00	4,998,650.00	(1,350.00)
Auswide 1.3 10 Jun 2025 FRN														
	LC145373	6 Jun 2022	1.300000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.000	5,000,000.00	100.299000	100.299000	5,014,950.00	5,014,950.00	14,950.00
					5,000,000.00		5,000,000.00	100.000	5,000,000.00			5,014,950.00	5,014,950.00	14,950.00
Auswide 1.5 07 Nov 2025 FRN														
	LC156239	27 Oct 2022	1.500000	7,250,000.00	7,250,000.00	1.00000000	7,250,000.00	100.000	7,250,000.00	100.433000	100.433000	7,281,392.50	7,281,392.50	31,392.50
	LC188385	7 Dec 2023	1.400000	2,500,000.00	2,500,000.00	1.00000000	2,500,000.00	100.184	2,504,600.00	100.433000	100.433000	2,510,825.00	2,510,825.00	6,225.00
					9,750,000.00		9,750,000.00	100.047	9,754,600.00			9,792,217.50	9,792,217.50	37,617.50
Auswide 1.5 17 Mar 2026 FRN														
	LC164300	9 Mar 2023	1.500000	4,500,000.00	4,500,000.00	1.00000000	4,500,000.00	100.000	4,500,000.00	100.237000	100.237000	4,510,665.00	4,510,665.00	10,665.00
					4,500,000.00		4,500,000.00	100.000	4,500,000.00			4,510,665.00	4,510,665.00	10,665.00
BAL 1.55 22 Feb 2027 FRN														
	LC164137	8 Mar 2023	1.400000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.512	5,025,600.00	100.332000	100.332000	5,016,600.00	5,016,600.00	(9,000.00)
	LC169102	31 May 2023	1.330000	4,250,000.00	4,250,000.00	1.00000000	4,250,000.00	100.729	4,280,982.50	100.332000	100.332000	4,264,110.00	4,264,110.00	(16,872.50)
					9,250,000.00		9,250,000.00	100.612	9,306,582.50			9,280,710.00	9,280,710.00	(25,872.50)
BENAU 0.52 02 Dec 2025 FRN														
	LC100679	22 Jan 2021	0.430000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.427	10,042,700.00	99.588000	99.588000	9,958,800.00	9,958,800.00	(83,900.00)
	LC103542	9 Mar 2021	0.470000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.229	10,022,900.00	99.588000	99.588000	9,958,800.00	9,958,800.00	(64,100.00)
	LC104738	1 Apr 2021	0.480000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.183	10,018,300.00	99.588000	99.588000	9,958,800.00	9,958,800.00	(59,500.00)
	LC112607	16 Sep 2021	0.460000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	100.246	1,002,460.00	99.588000	99.588000	995,880.00	995,880.00	(6,580.00)
	LC112609	16 Sep 2021	0.460000	4,500,000.00	4,500,000.00	1.00000000	4,500,000.00	100.246	4,511,070.00	99.588000	99.588000	4,481,460.00	4,481,460.00	(29,610.00)
					35,500,000.00		35,500,000.00	100.274	35,597,430.00			35,353,740.00	35,353,740.00	(243,690.00)
BENAU 0.65 18 Jun 2026 FRN														
	LC108717	30 Jun 2021	0.580000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.334	10,033,400.00	99.516000	99.516000	9,951,600.00	9,951,600.00	(81,800.00)
	LC109084	7 Jul 2021	0.570000	2,300,000.00	2,300,000.00	1.00000000	2,300,000.00	100.382	2,308,786.00	99.516000	99.516000	2,288,868.00	2,288,868.00	(19,918.00)
	LC109586	21 Jul 2021	0.530000	3,000,000.00	3,000,000.00	1.00000000	3,000,000.00	100.573	3,017,190.00	99.516000	99.516000	2,985,480.00	2,985,480.00	(31,710.00)
					15,300,000.00		15,300,000.00	100.388	15,359,376.00			15,225,948.00	15,225,948.00	(133,428.00)



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BENAU 0.97 06 Sep 2024 FRN														
	LC116230	8 Dec 2021	0.450000	6,000,000.00	6,000,000.00	1.00000000	6,000,000.00	101.392	6,083,520.00	100.154000	100.154000	6,009,240.00	6,009,240.00	(74,280.00)
					6,000,000.00		6,000,000.00	101.392	6,083,520.00			6,009,240.00	6,009,240.00	(74,280.00)
BENAU 1.7 06 Sep 2024 Fixed														
	LC100360	12 Jan 2021	0.600000	5,390,000.00	5,390,000.00	1.00000000	5,390,000.00	103.956	5,603,228.40	98.830000	98.830000	5,326,937.00	5,326,937.00	(276,291.40)
	LC112604	16 Sep 2021	0.710000	2,500,000.00	2,500,000.00	1.00000000	2,500,000.00	102.896	2,572,400.00	98.830000	98.830000	2,470,750.00	2,470,750.00	(101,650.00)
	LC112605	16 Sep 2021	0.760000	1,500,000.00	1,500,000.00	1.00000000	1,500,000.00	102.747	1,541,205.00	98.830000	98.830000	1,482,450.00	1,482,450.00	(58,755.00)
					9,390,000.00		9,390,000.00	103.481	9,716,833.40			9,280,137.00	9,280,137.00	(436,696.40)
BOQ 0.63 06 May 2026 FRN														
	LC109088	7 Jul 2021	0.540000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.422	5,021,100.00	99.484000	99.484000	4,974,200.00	4,974,200.00	(46,900.00)
					5,000,000.00		5,000,000.00	100.422	5,021,100.00			4,974,200.00	4,974,200.00	(46,900.00)
BOQ 0.8 27 Oct 2026 FRN														
	LC115705	25 Nov 2021	0.770000	7,000,000.00	7,000,000.00	1.00000000	7,000,000.00	100.142	7,009,940.00	99.629000	99.629000	6,974,030.00	6,974,030.00	(35,910.00)
	LC116445	15 Dec 2021	0.740000	15,000,000.00	15,000,000.00	1.00000000	15,000,000.00	100.278	15,041,700.00	99.629000	99.629000	14,944,350.00	14,944,350.00	(97,350.00)
					22,000,000.00		22,000,000.00	100.235	22,051,640.00			21,918,380.00	21,918,380.00	(133,260.00)
BOQ 1.1 30 Oct 2024 FRN														
	LC116228	8 Dec 2021	0.500000	4,000,000.00	4,000,000.00	1.00000000	4,000,000.00	101.696	4,067,840.00	100.265000	100.265000	4,010,600.00	4,010,600.00	(57,240.00)
	LC137827	30 Mar 2022	0.750300	3,000,000.00	3,000,000.00	1.00000000	3,000,000.00	100.868	3,026,040.00	100.265000	100.265000	3,007,950.00	3,007,950.00	(18,090.00)
					7,000,000.00		7,000,000.00	101.341	7,093,880.00			7,018,550.00	7,018,550.00	(75,330.00)
BOQ 1.2 09 May 2028 COVEREDFLO														
	LC167397	4 May 2023	1.100000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.445	5,022,250.00	100.502000	100.502000	5,025,100.00	5,025,100.00	2,850.00
					5,000,000.00		5,000,000.00	100.445	5,022,250.00			5,025,100.00	5,025,100.00	2,850.00
CACU 1.7 21 Sep 2026 FRN														
	LC180163	7 Sep 2023	1.700000	9,000,000.00	9,000,000.00	1.00000000	9,000,000.00	100.000	9,000,000.00	99.997000	99.997000	8,999,730.00	8,999,730.00	(270.00)
					9,000,000.00		9,000,000.00	100.000	9,000,000.00			8,999,730.00	8,999,730.00	(270.00)
CBA 0.7 14 Jan 2027 FRN														
	LC116992	12 Jan 2022	0.700000	6,500,000.00	6,500,000.00	1.00000000	6,500,000.00	100.000	6,500,000.00	100.119000	100.119000	6,507,735.00	6,507,735.00	7,735.00
					6,500,000.00		6,500,000.00	100.000	6,500,000.00			6,507,735.00	6,507,735.00	7,735.00
CUA 0.68 22 Apr 2026 FRN														
	LC105450	13 Apr 2021	0.680000	11,000,000.00	11,000,000.00	1.00000000	11,000,000.00	100.000	11,000,000.00	99.006000	99.006000	10,890,660.00	10,890,660.00	(109,340.00)
					11,000,000.00		11,000,000.00	100.000	11,000,000.00			10,890,660.00	10,890,660.00	(109,340.00)
CUA 1.58 01 Dec 2025 FRN														
	LC157929	25 Nov 2022	1.580000	3,500,000.00	3,500,000.00	1.00000000	3,500,000.00	100.000	3,500,000.00	100.709000	100.709000	3,524,815.00	3,524,815.00	24,815.00
					3,500,000.00		3,500,000.00	100.000	3,500,000.00			3,524,815.00	3,524,815.00	24,815.00



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CUA 1.6 23 Oct 2026 FRN														
	LC190930	17 Jan 2024	1.490000	2,500,000.00	2,500,000.00	1.00000000	2,500,000.00	100.279	2,506,975.00	100.706000	100.706000	2,517,650.00	2,517,650.00	10,675.00
					2,500,000.00		2,500,000.00	100.279	2,506,975.00			2,517,650.00	2,517,650.00	10,675.00
CUA 1.65 09 Feb 2027 FRN														
	LC179275	4 Sep 2023	1.300000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	101.100	5,055,000.00	100.841000	100.841000	5,042,050.00	5,042,050.00	(12,950.00)
	LC181165	27 Sep 2023	1.280000	7,500,000.00	7,500,000.00	1.00000000	7,500,000.00	101.140	7,585,500.00	100.841000	100.841000	7,563,075.00	7,563,075.00	(22,425.00)
					12,500,000.00		12,500,000.00	101.124	12,640,500.00			12,605,125.00	12,605,125.00	(35,375.00)
HSBCSyd 1.5 27 Sep 2024 Fixed														
	LC100324	12 Jan 2021	0.640000	1,480,000.00	1,480,000.00	1.00000000	1,480,000.00	103.138	1,526,442.40	98.605000	98.605000	1,459,354.00	1,459,354.00	(67,088.40)
					1,480,000.00		1,480,000.00	103.138	1,526,442.40			1,459,354.00	1,459,354.00	(67,088.40)
JUDO 6.4 26 Sep 2025 Fixed														
	LC165395	28 Mar 2023	6.000000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.911	5,045,550.00	99.177000	99.177000	4,958,850.00	4,958,850.00	(86,700.00)
	LC190925	17 Jan 2024	6.350000	3,630,000.00	3,630,000.00	1.00000000	3,630,000.00	100.067	3,632,432.10	99.177000	99.177000	3,600,125.10	3,600,125.10	(32,307.00)
					8,630,000.00		8,630,000.00	100.556	8,677,982.10			8,558,975.10	8,558,975.10	(119,007.00)
MACQ 0.48 09 Dec 2025 FRN														
	LC103204	2 Mar 2021	0.470000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.046	10,004,600.00	99.844000	99.844000	9,984,400.00	9,984,400.00	(20,200.00)
	LX105597	15 Apr 2021	0.540000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	99.733	9,973,300.00	99.844000	99.844000	9,984,400.00	9,984,400.00	11,100.00
					20,000,000.00		20,000,000.00	99.890	19,977,900.00			19,968,800.00	19,968,800.00	(9,100.00)
MACQ 0.8 07 Aug 2024 FRN														
	LC111488	25 Aug 2021	0.300000	3,000,000.00	3,000,000.00	1.00000000	3,000,000.00	101.459	3,043,770.00	100.129000	100.129000	3,003,870.00	3,003,870.00	(39,900.00)
	LC137826	30 Mar 2022	0.680000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	100.275	1,002,750.00	100.129000	100.129000	1,001,290.00	1,001,290.00	(1,460.00)
					4,000,000.00		4,000,000.00	101.163	4,046,520.00			4,005,160.00	4,005,160.00	(41,360.00)
MACQ 1.7 12 Feb 2025 Fixed														
	LC100341	12 Jan 2021	0.610000	15,000,000.00	15,000,000.00	1.00000000	15,000,000.00	104.384	15,657,600.00	97.515000	97.515000	14,627,250.00	14,627,250.00	(1,030,350.00)
	LC100354	12 Jan 2021	0.610000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	104.384	10,438,400.00	97.515000	97.515000	9,751,500.00	9,751,500.00	(686,900.00)
					25,000,000.00		25,000,000.00	104.384	26,096,000.00			24,378,750.00	24,378,750.00	(1,717,250.00)
MACQ 1.75 07 Aug 2024 Fixed														
	LC110793	11 Aug 2021	0.780000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	102.855	10,285,500.00	99.201000	99.201000	9,920,100.00	9,920,100.00	(365,400.00)
	LC111489	25 Aug 2021	0.710000	2,000,000.00	2,000,000.00	1.00000000	2,000,000.00	103.026	2,060,520.00	99.201000	99.201000	1,984,020.00	1,984,020.00	(76,500.00)
					12,000,000.00		12,000,000.00	102.884	12,346,020.00			11,904,120.00	11,904,120.00	(441,900.00)
MYS 0.6 22 Nov 2024 FRN														
	LC114925	10 Nov 2021	0.600000	12,000,000.00	12,000,000.00	1.00000000	12,000,000.00	100.000	12,000,000.00	99.960000	99.960000	11,995,200.00	11,995,200.00	(4,800.00)
					12,000,000.00		12,000,000.00	100.000	12,000,000.00			11,995,200.00	11,995,200.00	(4,800.00)



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MYS 0.65 16 Jun 2025 FRN	LC107738	7 Jun 2021	0.650000	9,500,000.00	9,500,000.00	1.00000000	9,500,000.00	100.000	9,500,000.00	99.753000	99.753000	9,476,535.00	9,476,535.00	(23,465.00)
MYS 1.3 13 Oct 2025 FRN	LC155063	6 Oct 2022	1.300000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.000	10,000,000.00	100.502000	100.502000	10,050,200.00	10,050,200.00	50,200.00
NAB 0.41 24 Aug 2026 FRN	LC112610	16 Sep 2021	0.380000	7,000,000.00	7,000,000.00	1.00000000	7,000,000.00	100.143	7,010,010.00	99.585000	99.585000	6,970,950.00	6,970,950.00	(39,060.00)
NAB 0.92 19 Jun 2024 FRN	LC112880	24 Sep 2021	0.250000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	101.811	5,090,550.00	100.095000	100.095000	5,004,750.00	5,004,750.00	(85,800.00)
NPBS 0.63 04 Mar 2026 FRN	LC103141	2 Mar 2021	0.580000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	100.242	1,002,420.00	98.987000	98.987000	989,870.00	989,870.00	(12,550.00)
NPBS 1 10 Feb 2027 FRN	LC137829	30 Mar 2022	1.050000	3,100,000.00	3,100,000.00	1.00000000	3,100,000.00	99.781	3,093,211.00	99.053000	99.053000	3,070,643.00	3,070,643.00	(22,568.00)
	LX190938	17 Jan 2024	1.400300	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	98.879	9,887,900.00	99.053000	99.053000	9,905,300.00	9,905,300.00	17,400.00
				13,100,000.00	13,100,000.00		13,100,000.00	99.092	12,981,111.00			12,975,943.00	12,975,943.00	(5,168.00)
NSWTC 1.25 20 Mar 2025 Fixed	LC141827	14 Nov 2019	1.245300	2,000,000.00	2,000,000.00	1.00000000	2,000,000.00	100.025	2,000,500.00	97.216000	97.216000	1,944,320.00	1,944,320.00	(56,180.00)
NSWTC 3 15 Nov 2028 Fixed	LC142120	15 Nov 2018	3.235000	15,000,000.00	15,000,000.00	1.00000000	15,000,000.00	98.006	14,700,900.00	93.898000	93.898000	14,084,700.00	14,084,700.00	(616,200.00)
NTTC 1.4 15 Dec 2026 - Issued 26 August 2021 - CCC Fixed	LC111486	26 Aug 2021	1.400000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.000	5,000,000.00	100.000000	100.000000	5,000,000.00	5,000,000.00	0.00
PCU 1.55 17 Nov 2026 FRN	LX185851	14 Nov 2023	1.550000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.000	5,000,000.00	100.374000	100.374000	5,018,700.00	5,018,700.00	18,700.00
Old Police 1.35 19 May 2025 FRN	LC143209	10 May 2022	1.350000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.000	5,000,000.00	100.139000	100.139000	5,006,950.00	5,006,950.00	6,950.00



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Old Police 1.65 01 Dec 2026 FRN														
	LC187340	27 Nov 2023	1.650000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.000	10,000,000.00	100.668000	100.668000	10,066,800.00	10,066,800.00	66,800.00
					10,000,000.00		10,000,000.00	100.000	10,000,000.00			10,066,800.00	10,066,800.00	66,800.00
Old Police 1.65 18 Sep 2026 FRN														
	LC180295	12 Sep 2023	1.650000	9,500,000.00	9,500,000.00	1.00000000	9,500,000.00	100.000	9,500,000.00	100.707000	100.707000	9,567,165.00	9,567,165.00	67,165.00
					9,500,000.00		9,500,000.00	100.000	9,500,000.00			9,567,165.00	9,567,165.00	67,165.00
Old Police 1.7 16 Jun 2026 FRN														
	LC169762	8 Jun 2023	1.700000	4,500,000.00	4,500,000.00	1.00000000	4,500,000.00	100.000	4,500,000.00	100.776000	100.776000	4,534,920.00	4,534,920.00	34,920.00
					4,500,000.00		4,500,000.00	100.000	4,500,000.00			4,534,920.00	4,534,920.00	34,920.00
Old Police 1.75 06 Dec 2025 FRN														
	LC157906	23 Nov 2022	1.750000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	100.000	10,000,000.00	100.743000	100.743000	10,074,300.00	10,074,300.00	74,300.00
					10,000,000.00		10,000,000.00	100.000	10,000,000.00			10,074,300.00	10,074,300.00	74,300.00
RACB 1.5 24 Feb 2026 FRN														
	LC169099	31 May 2023	1.500000	3,750,000.00	3,750,000.00	1.00000000	3,750,000.00	99.988	3,749,550.00	100.258000	100.258000	3,759,675.00	3,759,675.00	10,125.00
	LC188379	7 Dec 2023	1.480000	2,750,000.00	2,750,000.00	1.00000000	2,750,000.00	100.048	2,751,320.00	100.258000	100.258000	2,757,095.00	2,757,095.00	5,775.00
					6,500,000.00		6,500,000.00	100.013	6,500,870.00			6,516,770.00	6,516,770.00	15,900.00
SunBank 0.45 24 Feb 2026 FRN														
	LC112608	16 Sep 2021	0.410000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	100.173	5,008,650.00	99.722000	99.722000	4,986,100.00	4,986,100.00	(22,550.00)
					5,000,000.00		5,000,000.00	100.173	5,008,650.00			4,986,100.00	4,986,100.00	(22,550.00)
SunBank 0.48 15 Sep 2026 FRN														
	LC112472	9 Sep 2021	0.406300	2,900,000.00	2,900,000.00	1.00000000	2,900,000.00	100.340	2,909,860.00	99.529000	99.529000	2,886,341.00	2,886,341.00	(23,519.00)
	LC113804	13 Oct 2021	0.510000	10,000,000.00	10,000,000.00	1.00000000	10,000,000.00	99.858	9,985,800.00	99.529000	99.529000	9,952,900.00	9,952,900.00	(32,900.00)
					12,900,000.00		12,900,000.00	99.966	12,895,660.00			12,839,241.00	12,839,241.00	(56,419.00)
SunBank 0.78 25 Jan 2027 FRN														
	LC117127	18 Jan 2022	0.780000	13,000,000.00	13,000,000.00	1.00000000	13,000,000.00	100.000	13,000,000.00	100.079000	100.079000	13,010,270.00	13,010,270.00	10,270.00
					13,000,000.00		13,000,000.00	100.000	13,000,000.00			13,010,270.00	13,010,270.00	10,270.00
SunBank 1.85 30 Jul 2024 Fixed														
	LC111490	25 Aug 2021	0.700000	1,000,000.00	1,000,000.00	1.00000000	1,000,000.00	103.322	1,033,220.00	99.279000	99.279000	992,790.00	992,790.00	(40,430.00)
	LC112603	16 Sep 2021	0.660000	1,500,000.00	1,500,000.00	1.00000000	1,500,000.00	103.365	1,550,475.00	99.279000	99.279000	1,489,185.00	1,489,185.00	(61,290.00)
					2,500,000.00		2,500,000.00	103.348	2,583,695.00			2,481,975.00	2,481,975.00	(101,720.00)
TMB 0.68 16 Jun 2026 FRN														
	LC137828	30 Mar 2022	1.079900	1,700,000.00	1,700,000.00	1.00000000	1,700,000.00	98.445	1,673,565.00	98.939000	98.939000	1,681,963.00	1,681,963.00	8,398.00
					1,700,000.00		1,700,000.00	98.445	1,673,565.00			1,681,963.00	1,681,963.00	8,398.00



Investment Report Pack
Central Coast Council
1 April 2024 to 30 April 2024

Security	Acquisition Deal	Acquisition Date	Acquisition Yield/ Interest Rate	Acquisition Face Value Original	Balance Face Value Original	Bond Factor Current	Balance Face Value Current	Acquisition Capital Price	Acquisition Capital Consideration	Current Capital Price	CCP For Discount Securities	Current Capital Consideration	Current Capital Consideration Adjusted	Unrealised Capital Gain (Loss)
TMB 1.5 28 Oct 2025 FRN														
	LC181158	27 Sep 2023	1.170000	2,000,000.00	2,000,000.00	1.00000000	2,000,000.00	100.661	2,013,220.00	100.629000	100.629000	2,012,580.00	2,012,580.00	(640.00)
					2,000,000.00		2,000,000.00	100.661	2,013,220.00			2,012,580.00	2,012,580.00	(640.00)
UBS Aust 0.5 26 Feb 2026 FRN														
	LC103200	2 Mar 2021	0.480000	6,800,000.00	6,800,000.00	1.00000000	6,800,000.00	100.098	6,806,664.00	99.548000	99.548000	6,769,264.00	6,769,264.00	(37,400.00)
	LC103543	9 Mar 2021	0.480000	12,000,000.00	12,000,000.00	1.00000000	12,000,000.00	100.096	12,011,520.00	99.548000	99.548000	11,945,760.00	11,945,760.00	(65,760.00)
					18,800,000.00		18,800,000.00	100.097	18,818,184.00			18,715,024.00	18,715,024.00	(103,160.00)
UBS Aust 0.87 30 Jul 2025 FRN														
	LC100676	22 Jan 2021	0.403100	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	102.081	5,104,050.00	99.835000	99.835000	4,991,750.00	4,991,750.00	(112,300.00)
	LC104737	1 Apr 2021	0.510000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	101.511	5,075,550.00	99.835000	99.835000	4,991,750.00	4,991,750.00	(83,800.00)
					10,000,000.00		10,000,000.00	101.796	10,179,600.00			9,983,500.00	9,983,500.00	(196,100.00)
UBS Aust 1.2 30 Jul 2025 Fixed														
	LC100329	12 Jan 2021	0.650000	4,000,000.00	4,000,000.00	1.00000000	4,000,000.00	102.458	4,098,320.00	95.256000	95.256000	3,810,240.00	3,810,240.00	(288,080.00)
					4,000,000.00		4,000,000.00	102.458	4,098,320.00			3,810,240.00	3,810,240.00	(288,080.00)
UBS Aust 1.55 12 May 2028 FRN														
	LC169097	31 May 2023	1.400000	2,600,000.00	2,600,000.00	1.00000000	2,600,000.00	100.635	2,616,510.00	101.945000	101.945000	2,650,570.00	2,650,570.00	34,060.00
	LC179277	4 Sep 2023	1.200000	5,000,000.00	5,000,000.00	1.00000000	5,000,000.00	101.459	5,072,950.00	101.945000	101.945000	5,097,250.00	5,097,250.00	24,300.00
					7,600,000.00		7,600,000.00	101.177	7,689,460.00			7,747,820.00	7,747,820.00	58,360.00
Westpac 0.7 25 Jan 2027 FRN														
	LC117174	19 Jan 2022	0.700000	16,000,000.00	16,000,000.00	1.00000000	16,000,000.00	100.000	16,000,000.00	100.104000	100.104000	16,016,640.00	16,016,640.00	16,640.00
					16,000,000.00		16,000,000.00	100.000	16,000,000.00			16,016,640.00	16,016,640.00	16,640.00
Westpac 2.25 16 Aug 2024 Fixed														
	LC112606	16 Sep 2021	0.580000	2,800,000.00	2,800,000.00	1.00000000	2,800,000.00	104.803	2,934,484.00	99.275000	99.275000	2,779,700.00	2,779,700.00	(154,784.00)
					2,800,000.00		2,800,000.00	104.803	2,934,484.00			2,779,700.00	2,779,700.00	(154,784.00)
														(4,946,662.80)

Note: The summary values for Acquisition Capital Price are the weighted average acquisition capital prices based upon the Balance Face Value Current for each security.



11b. Unrealised Unit/Share Capital Gains (Losses) As At 30 April 2024

No unrealised gains or losses (for unit trusts and shares) to report for entered period.



12. Associated Cash Statement for Settlement Period 1 April 2024 to 30 April 2024 inclusive

No associated cash transactions to report for entered period.



13. Tax Summary For 1 April 2024 to 30 April 2024

Interest Income	2,531,659.20
Realised Gains (Losses) - Fixed Interest Dealing	0.00
Realised Gains (Losses) - Principal Repayments	0.00
Total	2,531,659.20



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Central Coast Council
1 April 2024 to 30 April 2024

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Report Code: TEPACKCOJEXT-01.87
Report Description: Investment Report Pack
Parameters:
Trading Entity: Central Coast Council
Trading Book: Central Coast Council
Settlement Date Base
History Start Date: 1 Jan 2000
Income Expense Status: Authorised
FI Deal Status: Contract
Exclude Cash
Exclude Unallocated Cash
Exclude Negative Unit Holdings



Item No: 2.3
Title: 2023-24 Quarter 3 Review
Department: Environment and Planning and Corporate Services

28 May 2024 Ordinary Council Meeting

Reference: F2022/02276 - D16165388
 Author: Sharon McLaren, Section Manager Corporate Planning and Reporting
 Garry Teesson, Section Manager Financial Planning and Business Support
 Manager: Shannon Turkington, Unit Manager Strategic Planning
 Emma Galea, Chief Financial Officer
 Executive: Luke Sulkowski, Director Environment and Planning (Acting)
 Marissa Racomelara, Director Corporate Services

Recommendation

That Council:

- 1 Adopts the Q3 Business Report 2023-24 as provided in Attachment 1.**
- 2 Adopts the amendments to the 2023-24 Full Year Budget as outlined in this report.**
- 3 Allocates up to \$1.9M from the Future Projects internal restriction to the Gosford Regional Library project in accordance with the project budget as approved at the Council meeting on 27 June 2023.**

Report purpose

To report on Central Coast Council's performance as measured against the organisation's Operational Plan for 2023-24. The *Q3 Business Report* (Attachment 1) covers the progress on the Operational Plan activities and financial performance for the period 1 January 2024 to 31 March 2024. It also provides Council's financial performance and financial position for:

- The third quarter of the 2023-24 financial year (Q3); and
- The resulting financial position including proposed Budget variations.

Executive Summary

Operational Plan Action and Target Progress

At the end of Q3, the overall performance against the original adopted Operational Plan actions and indicators shows:

- 10 out of 127 actions have been Completed;
- 89 are On Track for delivery by the end of the financial year;

2.3 2023-24 Quarter 3 Review (cont'd)

- 26 are Delayed; and
- 1 is On Hold.

Financial Performance

Council is required to review its progress in achieving the financial objectives set out in its Operational Plan within two months of the end of each quarter.

The Responsible Accounting Officer has revised Council's income and expenditure for the 2023-24 financial year and recommends revising estimates in line with Council's financial performance as at the end of March 2024, and as projected for the remainder of the financial year.

The *Q3 Business Report* (Attachment 1) recommends Budget adjustments that result in an improved projected operating result for the 2023-24 financial year, on a consolidated basis.

The proposed Q3 adjustments will move the 2023-24 budgeted operating surplus (excluding capital grants and contributions) from \$8.3M to a budgeted operating surplus of \$25.9M, on a consolidated basis. Including capital grants and contribution, the budgeted operating surplus will move from \$101.7M to \$109.5M.

The proposed Q3 capital expenditure budget adjustment is an increase of \$8.7M, which will result in a revised 2023-24 full year capital works program of \$263.6M.

More information and details of progress and financial performance are provided in the *Q3 Business Report* (Attachment 1).

Background

As required under the NSW Integrated Planning and Reporting Framework, Council must report on progress with respect to its actions and targets against the objectives of the Operational Plan, at least every six months.

Clause 203 of the *Local Government (General) Regulation 2021* requires that no later than two months after the end of each quarter (except the June quarter), the Responsible Accounting Officer of Council must prepare and submit to Council a Quarterly Budget Review Statement (QBRS) that shows a revised estimate of the income and expenditure for that year.

This QBRS is presented in the necessary format (see Attachment 1) and is considered to satisfy relevant legislative requirements.

2.3 2023-24 Quarter 3 Review (cont'd)

Current Status

Operational Plan Actions and Targets

The table below is a summary of the overall progress on the actions and indicators for Q3. The information contained in Attachment 1 includes specific details of progress.

Theme:	Belonging	Smart	Green	Responsible	Liveable	Total
Completed	1	0	0	7	2	10
On Track	10	5	9	48	17	89
Delayed	0	1	8	16	1	26
Scheduled	0	0	0	0	0	0
On Hold	0	0	0	1	0	1
Closed	0	0	0	1	0	1
Total	11	6	17	73	20	127

Financial Performance

As at the end of Q3 Council has a consolidated net operating surplus of \$35.4M, before capital income, which is favourable to budget by \$37.5M and a net operating surplus including capital income of \$87.2M, which is favourable to budget by \$43.2M. These results reflect the amortisation of annual rates and charges.

2.3 2023-24 Quarter 3 Review (cont'd)

Consolidated Operating Statement							
March 2024							
	YEAR TO DATE			FULL YEAR			
	Actuals	Adopted Budget	Variance	Original Budget	Full Year Budget	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Rates and Annual Charges	315,051	314,663	388	421,456	421,519	232	421,751
User Charges and Fees	127,403	123,581	3,822	163,782	163,770	(696)	163,075
Other Revenue	17,082	10,830	6,253	13,683	14,108	5,824	19,932
Interest	28,279	20,998	7,281	15,244	23,672	10,089	33,762
Grants and Contributions	20,271	16,292	3,979	49,880	49,089	2,498	51,587
Gain on Disposal	2,272	739	1,533	-	812	1,445	2,258
Other Income	7,674	7,258	416	8,775	9,618	(94)	9,524
Internal Revenue	41,429	43,710	(2,280)	60,701	58,772	(2,100)	56,673
Total Income attributable to Operations	559,463	538,070	21,393	733,521	741,361	17,200	758,561
Operating Expenses							
Employee Costs	140,071	144,049	3,977	195,069	195,889	598	196,487
Borrowing Costs	7,164	8,291	1,127	13,746	14,989	(2,330)	12,659
Materials and Services	157,847	173,703	15,855	237,509	235,607	(6,641)	228,965
Depreciation and Amortisation	145,318	144,307	(1,011)	192,226	195,246	599	195,845
Other Expenses	33,162	33,427	265	44,523	44,737	793	45,530
Loss on Disposal	4,894	6	(4,887)	-	6	5,168	5,175
Internal Expenses	35,575	36,319	744	47,634	46,555	1,421	47,976
Overheads	(0)	(0)	-	0	0	-	0
Total Expenses attributable to Operations	524,031	540,102	16,071	730,708	733,029	(393)	732,636
Operating Result after Overheads and before Capital Amounts	35,432	(2,032)	37,464	2,813	8,332	17,593	25,925
Capital Grants	29,336	28,796	540	59,854	69,226	(11,047)	58,179
Capital Contributions	22,420	17,198	5,222	17,500	24,133	1,265	25,399
Grants and Contributions Capital Received	51,756	45,994	5,762	77,354	93,359	(9,781)	83,578
Net Operating Result	87,188	43,962	43,226	80,167	101,691	7,811	109,502

It is noted that as part of the Q3 Budget review process, the phasing of planned income and expenditure has been reviewed to ensure changes to projections required to reflect Budget trend are captured in a timely manner.

As at Q3, Council's overall performance was better than Budget as financial discipline continues to be applied to all expenditure and trends are monitored. Actual financial performance as at the end of Q3 has been considered when revising projections as part of the Q3 QBRs.

Capital Works

Actual Q3 YTD capital expenditure is \$150.5M against the Q3 YTD budget of \$166.6M.

Financial Performance Benchmarks

Below is a summary of Council's performance, against the main financial performance benchmarks set by the Office of Local Government.

2.3 2023-24 Quarter 3 Review (cont'd)

Financial Performance Ratio	Industry Benchmark	Ratio as at 31/03/24
Operating Performance Ratio	> 0%	7.6%
Own Source operating Revenue Ratio	> 60%	87.2%
Unrestricted Current Ratio	> 1.5x	4.5x
Cash Expense Cover Ratio	> 3 months	6.9 months
Buildings and Infrastructure Renewals Ratio	> = 100%	85.9% (year to date)

As at the end of the March 2024, on a consolidated basis, Council exceeded the mandated benchmark for the operating performance ratio, achieving 7.6%.

Council has also performed favourably against the unrestricted current ratio, achieving 4.5x against a benchmark of > 1.5x. This ratio considers all assets and liabilities, including cash.

Council maintained positive performance regarding the cash expense cover. Council is in a strong liquidity position.

Restricted Funds

A summary of restricted and unrestricted funds is as follows:

Fund	General Fund	Drainage Fund	Consolidated General Fund	Water Fund	Sewer Fund	Domestic Waste Fund
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
External Restricted Funds	226,620	38,834	265,454	17,725	28,695	106,001
Internal Restricted Funds	116,382	68	116,450	974	935	45
Total Restricted Funds	343,002	38,902	381,904	18,699	29,630	106,046
Unrestricted Funds	85,844	(33,681)	52,163	12,058	130,433	15,605
Total funds by Fund	428,846	5,221	434,067	30,757	160,064	121,651

Proposed Budget Adjustments

Council's financial focus continues to be on maintaining expenditure, raising additional income, monitoring incoming cash flow, performing cashflow forecasts and ensuring a more sustainable cash preservation. Details on the proposed budget adjustments are provided in Attachment 1.

Capital Works Program

Council's capital works program adopted as part of the 2023-24 Operational Plan totalled \$202.1M. Budget adjustments of \$52.7M were added during the year to date, resulting in a full year budget

2.3 2023-24 Quarter 3 Review (cont'd)

of \$254.8M.

Actual Q3 YTD capital expenditure is \$150.5M against the Q3 YTD budget of \$166.6M. An increase of \$8.7M is proposed as part of this Q3 review.

Changes to the capital works program include:

- Increases totalling \$14.5M relating to new grant funded projects, emergency works, unexpected cost increases, necessary scope change, and multi-year projects that are progressing ahead of schedule. Details of all capital works budget increases are included in Attachment 1.
- It is noted that in the intervening period between the end of Q3 and June 2024 there may be the opportunity to advance project milestones for some projects that are budgeted across 2023-24 and 2024-25. This may result in the budget allocation for those projects to be exceeded in 2023-24, to allow for timely awarding of contracts associated with the relevant milestones.
- Reductions totalling \$5.74M relating to projects delivered with savings, and projects not proceeding or deferred. Details of all capital works budget decreases are included in Attachment 1.
- Council has not purchased any assets for the quarter ended 31 March 2024 that are not already included in the current budget.

2.3 2023-24 Quarter 3 Review (cont'd)*Capital Works continuing in 2024-25*

It is noted that as part of reviewing the delivery status of projects that have budgets allocated in 2023-24, the projects that are likely to continue in the 2024-25 FY have been identified. Details of all capital works projects identified as likely to continue in 2024-25 are included in Attachment 1.

Alignment of project milestones delivery with a financial year is impacted by various factors including, but not limited to, availability of external resourcing, ongoing adverse weather conditions and natural disasters, challenges encountered during the planning and delivery of projects, as well as opportunities to advance works earlier than anticipated.

The unexpended budgeted funds associated with the above projects will be reviewed as part of the adoption of the 2024-25 Capital Works program included in the Draft Operational Plan, at the June Council meeting.

Gosford Regional Library: At its meeting on 27 June 2023 Council resolved to increase the capital budget for the Gosford Regional Library by \$5M, increasing the overall budget from \$27.7M to \$32.7M. Currently there are available funds allocated to the project that total \$30.8M which leaves a funding shortfall of \$1.9m. It is proposed that this funding shortfall is addressed through the Future Projects internal restriction, to the extent it cannot be funded from other funding sources. The utilisation of this funding source is in accordance with Council's adopted Restrictions Policy.

Stakeholder Engagement

All Units of Council were consulted during the development of this report and contributed to the information contained in the report.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G3: Provide leadership that is transparent and accountable, makes decisions in the best interest of the community, ensures Council is financially sustainable and adheres to a strong audit process.

Options

Quarterly reporting of Council's operational and financial performance is mandatory under the *Local Government (General) Regulation 2021*.

2.3 2023-24 Quarter 3 Review (cont'd)

Critical Dates or Timeframes

Sub-clause 203(1) of the *Local Government (General) Regulation 2021* requires a Council's Responsible Accounting Officer to prepare and submit a QBRs to the Council within two months of the end of each quarter (excluding June). This requirement is met by adoption of the *Q3 Business Report* (Attachment 1), which is due by 31 May 2024.

Attachments

- 1 2023-24 Q3 Business Report Provided Under Separate Cover D16206137



Operational Plan 2023-24

Quarter 3
Business Report



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About this Report

The information contained in this report details Council's performance against the Operational Plan 2023-24 and covers the period from 1 January 2024 to 31 March 2024.

This report complies with the requirements to prepare a Quarterly Budget Review Statement under clause 203 of the *Local Government (General) Regulation 2021*, with a revised estimate of income and expenditure from the Responsible Accounting Officer of Council included.

Council's performance against the Delivery Program and annual Operational Plan is reported on a quarterly basis and coincides with the Quarterly Budget Review Statement, which is reported to Council within two months after the end of the quarter for Quarters 1, 2 and 3. An Annual Report and Audited Financial Statements are prepared in place of a report on Quarter 4.

Quarterly Reporting Periods are as follows:

- Quarter 1 (Q1) – 1 July 2023 to 30 September 2023
- Quarter 2 (Q2) – 1 October 2023 to 31 December 2023
- Quarter 3 (Q3) – 1 January 2024 to 31 March 2024
- Quarter 4 (Q4) – 1 April 2024 to 30 June 2024

Operational Plan 2023-24

Performance

The Community Strategic Plan (CSP), titled *One – Central Coast*, sets the direction for the next 10 years and provides a roadmap to guide future plans, activities and services.

It includes the following five Themes, with Focus Areas and Objectives under each of these Themes:

- **Belonging**
- **Smart**
- **Green**
- **Responsible**
- **Liveable**

The Operational Plan 2023-24 (year 2 of the Delivery Program) is aligned to the five CSP Themes, detailing the actions Council will take (through projects, plans and actions) to deliver *One – Central Coast*. This report provides an update on Council's progress against the Operational Plan 2023-24.

Performance Summary

Council's progress in delivering the Operational Plan 2023-24 are assessed and measured using the following status definitions:

Completed	Work or action is completed / target achieved
On Track	Work or action is on track as planned / target on track to date
Delayed	Work or action is delayed / target has not been met or is off track to date
Scheduled	Work or action has not commenced yet
On Hold	Work or action is on hold until further notice
Closed	Work or action will no longer be reported on

The category of *On Hold* refers to actions that, due a change in priorities or prolonged delays, are not progressing but will likely recommence in the near future. The category of *Closed* refers to actions that are not progressing due to a change in priorities.

The table below is a summary of progress on the actions, measures and projects.

Theme:	Belonging	Smart	Green	Responsible	Liveable	Total
Completed	1	0	0	7	2	10
On Track	10	5	9	48	17	89
Delayed	0	1	8	16	1	26
Scheduled	0	0	0	0	0	0
On Hold	0	0	0	1	0	1
Closed	0	0	0	1	0	1
Total	11	6	17	73	20	127

Belonging



OUR COMMUNITY SPIRIT IS OUR STRENGTH

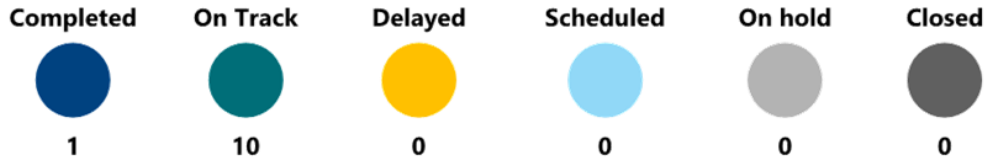
- A1** Work within our communities to connect people, build capacity and create local solutions and initiatives
- A2** Celebrate and continue to create opportunities for inclusion where all people feel welcome and participate in community life
- A3** Work together to solve a range of social and health issues that may impact community wellbeing and vulnerable people
- A4** Enhance community safety within neighbourhoods, public spaces and places



CREATIVITY, CONNECTION AND LOCAL IDENTITY






- B1** Support reconciliation through the celebration of Aboriginal and Torres Strait Islander cultures
- B2** Promote and provide more sporting, community and cultural events and festivals, day and night, throughout the year
- B3** Foster creative and performing arts through theatres, galleries and creative spaces, by integrating art and performance into public life
- B4** Activate spaces and places to complement activity around town centres, foreshores, lakes and green spaces for families, community and visitors






11 Actions / Indicators



Operational Plan 2023-24 Performance

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
<p>DP_001 Develop and deliver community education and capacity building projects in partnership with the local community to support our creative practitioners, increase community participation, strengthen local neighbourhood connections and implement innovative solutions to identified community priorities</p>	<p>20 projects delivered annually - including mental health initiatives, community resilience programs, social inclusion projects, cultural and creative development projects, affordable housing projects, homelessness and family violence prevention projects, and partnership projects with the local First Nations and multicultural communities</p>	<p>Community and Culture</p>		<p>Activities delivered in Q3 include: Indigenous:</p> <ul style="list-style-type: none"> • Ngura at St Peters Tuggerah. • Indigenous Surf Camp for Gorokan and Lake Munmorah High Schools <p>Homelessness Protocol:</p> <ul style="list-style-type: none"> • Coordinated a tactical response from Council staff, State funded services, community stakeholders and asset owners to ensure that crisis support was provided to rough sleepers in the hot spots of Wyong, Lakes Beach, The Entrance and Gosford. <p>Hoarding issues:</p> <ul style="list-style-type: none"> • Support provided to highly vulnerable residents experiencing hoarding into support services to improve their quality of life so that they do not enter into homelessness. <p>Crisis Relief Program:</p> <ul style="list-style-type: none"> • Distributed 1153 crisis relief cards this quarter. <p>Community Resilience and Recovery:</p> <ul style="list-style-type: none"> • Completed disaster preparedness resilience video and reels. • 4 resilience action plan pop-ups delivered • Regional Resilience Actions Plan development commenced. <p>Domestic Violence:</p>

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
				<ul style="list-style-type: none"> Illustrations completed for Children's Healthy Relationships picture book for finalisation and distribution.
DP_002 Manage Council's suite of Community Grants and Sponsorship Programs and resource 1 regional program	4 Community Grants Programs and 1 Sponsorship program managed annually	Community and Culture		Community Support Grant Program <ul style="list-style-type: none"> Received 31 applications 20 endorsed by Council \$70,255.70 in funding.
DP_004 Provide opportunities for young people to be engaged and recognised within our community	<p>Deliver a Youth Week calendar of activities and the Central Coast Youth Week Awards</p> <p>Deliver 5 contemporary youth programs that meet the needs of young people</p>	Leisure, Beach Safety and Community Facilities		Youth activities delivered: <ul style="list-style-type: none"> Youth Week event calendar delivered. Summer holiday youth programs delivered across the region Delivery of contemporary youth programs such as HOOH, Art Sparks, StreetgYm, Y4Y Leadership Program.
DP_005 Provide opportunities for people aged over 50 to be engaged and recognised within our community	<p>Deliver a Seniors Festival calendar of activities and a Seniors Festival Expo</p> <p>Deliver quarterly Getting Older and Loving Life (GOALL) publications to promote Senior's opportunities in the community</p> <p>Deliver a Seniors Directory</p>	Leisure, Beach Safety and Community Facilities		Seniors activities delivered: <ul style="list-style-type: none"> Seniors Festival calendar developed Seniors Expo delivered at Wyong Race Club in March. Autumn GOALL magazine delivered. Seniors Directory on track to be delivered in June.
DP_018 Delivery of an annual Responsible Pet Ownership event	Responsible Pet Ownership Event delivered by 30 June 2024	Environmental Compliance Services		Event held on 24 February 2024 and attended by approximately 1,200 people. In addition to this event there were 10 pop-up events (bringing the total to 32), 599 happy dog packs distributed (bringing the total to 1,402), 200 happy cat packs distributed (bringing the total to 617) and 673 dog poo bags distributed (bringing the total to 1,944).
DP_022 Council to safely patrol beach locations, and provide beach safety messaging (in partnership with Surf Life Saving Central Coast)	Provide beach lifeguard services to 15 patrolled beaches from September to April	Leisure, Beach Safety and Community Facilities		All 15 beaches were opened and patrolled. Summer patrol hours extended to 9am-6pm from 11th December until 31st January. Council provided summer safe swim messaging via its communication channels.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_032 Develop and deliver an annual Major Events Program, develop, and deliver relevant corporate events and support community organisations and business to effectively deliver external events	12 events developed and delivered to 150,000 participants and 10 community events supported annually	Community and Culture		YTD 20 community events supported including; <ul style="list-style-type: none"> • Spiral Coast • The Entrance Spring Fair • Tubular Music and Arts Festival • Run Fest • CC Domestic Violence Committee Walk for 16 Days of Activism • Easy Street Hot Rod Show • Good Friday Walk YTD 6 events delivered to 106,000 attendees with a total economic impact of \$17,531,812. Events include; <ul style="list-style-type: none"> • ChromeFest • The Lakes Festival • Light up the Lake • NYE • Australia Day Gosford • Love Lanes
DP_034 Delivery of high quality exhibitions and programs at Gosford Regional Art Gallery	155,000 visitors to the gallery, 14 exhibitions delivered and 10,000 program participants annually	Community and Culture		Q3 visitation was 36,588 and YTD visitation at 112,591, approximately 11% above last year. There have been 3 new exhibitions in Q3, which have all been well received.
DP_036 Delivery of cultural productions, events and performances at Laycock Street and Peninsula Community Theatres	215 cultural productions, events and performances delivered annually	Community and Culture		Q3 figures: <ul style="list-style-type: none"> • Audience: 9,797 • Cultural programs, events and performances: 37 presentations and 17 rehearsals. Q3 Peninsula Theatre figures: <ul style="list-style-type: none"> • Estimated 860 attendees, 13 performances and 44 rehearsals. YTD figures: <ul style="list-style-type: none"> • Audience: 45,817 • Cultural Programs, events and performances: 192
DP_357 Develop a regional Public Art Plan	Regional Public Art Plan drafted for public exhibition by 30 June 2024	Community and Culture		Public Art Plan consultants commenced in January, stakeholder engagement conducted with a public survey receiving 330 responses, and a two day site visit / place immersion tour.
DP_536 Delivery of cultural productions, events,	250 cultural productions, events and performances delivered annually	Community and Culture		Q3 there were 92 performances and bookings, with 16,360 tickets sold.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
and performances at The Art House				YTD there has been 259 performances and 54,538 tickets sold.

Smart



A GROWING AND COMPETITIVE REGION

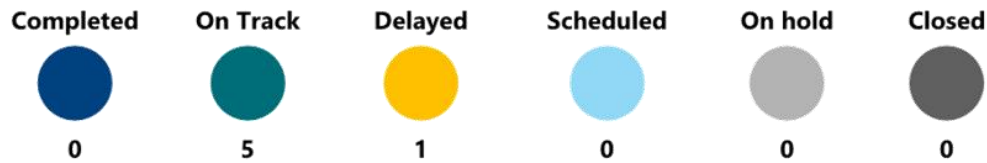
- C1** Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast
- C2** Revitalise Gosford City Centre, Gosford Waterfront and town centres as key destinations and attractors for businesses, local residents, visitors and tourists
- C3** Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents
- C4** Promote and grow tourism that celebrates the natural and cultural assets of the Central Coast in a way that is accessible, sustainable and eco-friendly






A PLACE OF OPPORTUNITY FOR PEOPLE




- D1** Foster innovation and partnerships to develop local entrepreneurs and support start-ups
- D2** Support local business growth by providing incentives, streamlining processes and encouraging social enterprises
- D3** Invest in broadening local education and learning pathways linking industry with Universities, TAFE and other training providers
- D4** Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering

6 Actions / Indicators



Operational Plan 2023-24 Performance

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_037 Develop and adopt an Airport Masterplan	Airport Masterplan is adopted 31 December 2023	Economic Development and Property		Airport Masterplan publicly exhibited between December 2023 and February 2024. Outcome of exhibition reported to Council in April 2024.
DP_048 Provide a range of coordinated place-making activities to increase activation and improve the visitor experience of identified Town Centres being The Entrance, Wyong, Gosford, Terrigal, Woy Woy and Toukley	30 placemaking activities delivered within Town Centres including The Entrance, Wyong, Gosford, Terrigal, Woy Woy and Toukley by 30 June 2024	Community and Culture		YTD delivery: <ul style="list-style-type: none"> Outdoor awnings and carpark upgrade at The Entrance and Memorial Park Continued operational contract delivery through cleaning, security, landscaping, and high pressure cleans completed Street flags installed for 16 programs installed across 11 locations Tai Chi in the Park delivered at The Entrance, Gosford, Toukley, Wyong and Woy Woy to 7,417 participants across 165 sessions.
DP_053 Continue to progress the Gosford Waterfront project	NSW Government development authority identified to progress Gosford Waterfront project	Economic Development and Property		Hunter and Central Coast Development Corporation (HCCDC) has been nominated by the State Government as the entity to deliver the Gosford Waterfront. Council will transitioned the project over to HCCDC in April 2024.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
<p>DP_057 Deliver Year 2 (2023-24) Actions Destination Management Plan including:</p> <p>Seasons of Central Coast, VFR and Sydney Marketing Campaigns</p> <p>Central Coast Tourism Excellence Program</p> <p>Business export ready program promotion</p> <p>Night-time activations and enhancements</p> <p>Events Strategy and Marketing Strategy</p>	By 30 June 2024	Communications, Marketing and Customer Engagement		<p>YTD activity:</p> <ul style="list-style-type: none"> New ECO friendly Pelican Time has attracted 10,760 visitors in Q3 and 15,098 YTD. Destination Central Coast participated in Tourism Australia's Regional Tourism Organisation forum. Commenced Wayfinding project for The Entrance and Ettalong town centres.
<p>DP_058 Deliver Young Ambassador Program</p>	By 30 June 2024	Communications, Marketing and Customer Engagement		Continued to deliver and promote the program in partnership with TAFE and Newcastle University, hosting 5 students YTD.
<p>DP_059 Deliver ongoing actions for Eco Destination Certification to encourage and build new ecotourism products in the region</p>	Successful audit for certification completed by 30 June 2024 and 2 new products available	Communications, Marketing and Customer Engagement		<p>Activities include:</p> <ul style="list-style-type: none"> Central Coast won first place in the global Green Destinations Story Awards in the Destination Management Category at the world's leading travel trade show Internationale Tourismus-Börse (ITB) in Berlin on Wednesday, 6 March 2024 National media features and industry news promoted in Australia Traveller, Ecotourism Australia, Destination NSW, Tourism Australia's Essentials, TimeOut, Eco Voice, Travel Weekly, Walkers Journal and We are Explorers for Green Destinations Story Awards win. Eco Advocate program: 23 operators engaged, 8 operators are ECO Certified with Ecotourism Australia, 15

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
				on their sustainability journey pursuing accreditation.

Green



ENVIRONMENTAL RESOURCES FOR THE FUTURE

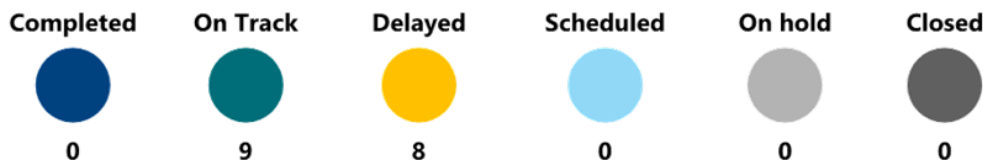
- E1** Educate the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment
- E2** Improve water quality for beaches, lakes, and waterways including minimising pollutants and preventing litter entering our waterways
- E3** Reduce littering, minimise waste to landfill and educate to strengthen positive environmental behaviours
- E4** Incorporate renewable energy and energy efficiency in future design and planning, and ensure responsible use of water and other resources







CHERISHED AND PROTECTED NATURAL BEAUTY




- F1** Protect our rich environmental heritage by conserving beaches, waterways, bushland, wildlife corridors and inland areas, and the diversity of local native species
- F2** Promote greening and ensure the wellbeing of communities through the protection of local bushland, urban trees, tree canopies and expansion of the Coastal Open Space System (COSS)
- F3** Improve enforcement for all types of environmental non-compliance including littering and illegal dumping, and encourage excellence in industry practices to protect and enhance environmental health
- F4** Address climate change and its impacts through collaborative strategic planning and responsible land management and consider targets and actions






17 Actions / Indicators








Operational Plan 2023-24 Performance

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_068 Tuggerah Lakes wrack removal program aligned to amended Wrack Management Strategy and at least 5,000m ³ of wrack removed	By 30 June 2024	Environmental Management		1,515m ³ of wrack was collected in Q3 and 4,301m ³ YTD.
DP_069 Provision of public space litter and recycling infrastructure and servicing	>99% of public litter bins collected in accordance with demand driven service schedule	Waste and Resource Recovery		99.83% of scheduled public litter bin collection services completed on the scheduled day of the quarter
DP_070 Expand the diversion of domestic waste from landfill through implementation of appropriate contracts and optimisation of resource recovery activities at Councils waste facilities	>40% of domestic waste diverted from landfill	Waste and Resource Recovery		Council continues to implement a wide range of waste avoidance and resource recovery initiatives resulting in a YTD diversion rate of 41%
DP_071 Resource Management Strategy 2.1.1 and Sustainability and Climate Action Plan 4b - Council will investigate and plan for waste technology options, and the associated collection requirements, that can deliver safe, secure, and cost-effective processing of Food Organics Garden Organics (FOGO) into beneficial use	Report on the feasibility and business case findings with recommendations provided to Council by June 2024	Waste and Resource Recovery		Key achievement for the quarter was the completion of the draft Technical and Financial Feasibility Report which includes a review of locational aspects for the facility, preliminary estimates, financial appraisals including anticipated cash flows, and analysis of delivery models and contractual considerations. A report is proposed to go to Council in May outlining findings and seeking endorsement to progress to the next stage.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
<p>DP_075 Predator control in the habitat of threatened fauna species (such as the little tern breeding colony and long-nosed potoroo) through the pest animal control program, which includes:</p> <p>Installation of predator exclusion fencing, camera monitoring for foxes and site appropriate fox population control</p> <p>Camera monitoring and other appropriate control mechanisms in the habitat of the long-nosed potoroo within larger bushland reserves</p>	Implementation of actions completed by 30 June 2024	Environmental Management		<p>Little Terns management program completed.</p> <p>Camera monitoring ongoing and successful in identifying fox activity at key sites.</p> <p>The autumn fox baiting program has been prepared for delivery in Q4.</p>
<p>DP_076 Species Management Plans for Squirrel Glider and Swift Parrot</p>	Species Management Plans for the Squirrel Glider and Swift Parrot drafted by 30 June 2024	Strategic Planning		Two Species Management Plans (Rhodamnia and Myotis) were adopted by Council in January 2024. SMPs for squirrel glider and swift parrot are underway, the work is delayed due to reallocation of resources to support Development Assessment priorities. Work still advancing but is subject to availability of external subject matter experts for peer review. Project to continue next financial year.
<p>DP_078 Develop a Central Coast Council Onsite Sewer System Management Strategy</p>	Onsite Sewer System Management Strategy developed and implemented by 30 June 2024	Environmental Compliance Services		Project reliant on resourcing with recruitment for Principal Environmental Specialist being finalised. Preliminary Review of two previous Council Strategies commenced but final strategy unlikely to be completed by 30 June 2024.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_082 Complete new Coastal Management Programs (CMP) for Open Coast in accordance with the Coastal Management Manual and the Coastal Management Act 2016	Lodged for certification by 30 June 2024	Environmental Management		Council report scheduled for April recommending draft Coastal Management Program be considered by new Council to put out on public exhibition late in 2024. Completion date now proposed to be late 2024.
DP_098 Undertake a proactive audit program targeting erosion and sediment control compliance at major urban release areas	Compliance audits focusing on erosion and sediment control undertaken at two major urban release subdivisions	Environmental Compliance Services		Project is reliant on resourcing with Natural Environment Compliance Officer positions now filled. Compliance audits to be finalised and undertaken in Q4 following completion of Erosion and Sediment Control training.
DP_191 Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection service to the Central Coast region	>99% of domestic waste bins collected on the scheduled date	Waste and Resource Recovery		99.88% of domestic waste bin collection services completed on the scheduled day during the quarter
DP_412 Develop and implement a Litter and Illegal Dumping Prevention Project (either individually or combined) for the LGA, targeting hotspot areas based on customer requests and Regional Illegal Dumping (RID) reports	Project developed and implemented by 30 June 2024	Environmental Compliance Services		Significant compliance action commenced on repeat waste offender with prosecution to occur in Land and Environment Court. Participation in the Central Coast Hunter Regional Illegal Dumping program logic workshops and program development. Grant application submitted as part of the NSW EPA's Illegal Dumping Prevention Program.
DP_413 Develop and implement a proactive environmental audit program of relevant commercial and industrial businesses located in the Tuggerah Lakes Catchment to reduce the risk of contaminants entering Tuggerah Lakes	Project developed and implemented by 30 June 2024	Environmental Compliance Services		Recruitment for Principal Environmental Specialist being finalised to deliver project. Initial program actions including water quality sampling undertaken in Tuggerah Lakes and review of businesses in Long Jetty catchment partially completed.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_427 Continue delivery of 50 site management plans through management actions including bush regeneration, and progress environmental land acquisition program	Deliver actions by 30 June 2024	Environmental Management		Implementation of management actions including bush regeneration is occurring on 50 reserves. No acquisitions have occurred under the Environmental Lands Acquisition Program.
DP_521 Complete Coastal Management Programs (CMP) for Tuggerah Lakes in accordance with the Coastal Management Manual and the Coastal Management Act 2016	Completion of Stage 3 of the CMP by 30 June 2024	Environmental Management		Completion of Stage 3 delayed due to further work required to complete the Stage 2 studies. Not expected to complete Stage 3 by 30 June 2024 and will therefore continue in 2024-25.
DP_522 Complete Coastal Management Programs (CMP) for Coastal Lagoons in accordance with the Coastal Management Manual and the Coastal Management Act 2016	Completion of Stage 3 of the CMP by 30 June 2024	Environmental Management		Completion of Stage 3 delayed to focus resources on Open Coast CMP as the priority. Stage 2 Avoca Lagoon Process Study draft received December 2023 with final report expected late April 2024. Not expected to complete Stage 3 by 30 June 2024 and will therefore continue in 2024-25.
DP_523 Complete Coastal Management Programs (CMP) for Hawkesbury Nepean in accordance with the Coastal Management Manual and the Coastal Management Act 2016	Completion of Stage 3 of the CMP by 30 June 2024	Environmental Management		Delayed but consultant progressing well with Stage 3 and 4 contract. Stage 3 expected completion now late 2024 and will therefore continue in 2024-25.
DP_530 Review all active waste and resource recovery facilities in operation within the LGA to determine whether all facilities required to be licensed by the Environment Protection Authority (EPA) are in fact licensed (based on scheduled threshold amounts)	Referrals made to the EPA for any waste or resource recovery facility reasonably suspected to be operating above scheduled amounts as outlined in Schedule 1 of the Protection of the Environment Operations Act 1997	Environmental Compliance Services		Proactive project delayed due to personnel and technical constraints. Unit working towards a solution but the project may carry over to 2024-25.

Responsible



GOOD GOVERNANCE AND GREAT PARTNERSHIPS

- G1** Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice
- G2** Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making.
- G3** Provide leadership that is transparent and accountable, makes decisions in the best interest of the community, ensures Council is financially sustainable and adheres to a strong audit process.
- G4** Serve the community by providing great customer experience, value for money and quality services



DELIVERING ESSENTIAL INFRASTRUCTURE

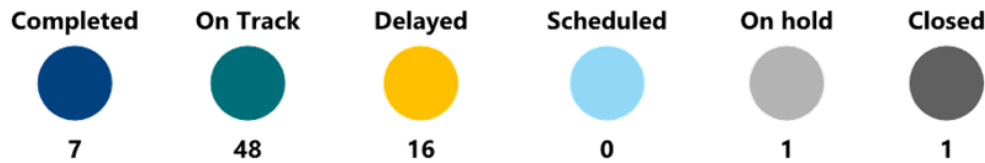
- H1** Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region
- H2** Improve pedestrian movement safety, speed and vehicle congestion around schools, town centres, neighbourhoods, and community facilities
- H3** Create parking options and solutions that address the needs of residents, visitors and businesses
- H4** Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water



BALANCED AND SUSTAINABLE DEVELOPMENT





- I1** Preserve local character and protect our drinking water catchments, heritage and rural areas by concentrating development along transport corridors and town centres east of the M1
- I2** Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport
- I3** Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management
- I4** Provide a range of housing options to meet the diverse and changing needs of the community and there is adequate affordable housing






73 Actions / Indicators










Operational Plan 2023-24 Performance






Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_019 Delivery of an annual companion animal desexing program	200 animals desexed by 30 June 2024	Environmental Compliance Services		293 animals desexed YTD.
DP_020 Delivery of an annual companion animal microchipping program	400 animals microchipped by 30 June 2024	Environmental Compliance Services		In Q3, 58 animals were microchipped (YTD 253) Further, free microchipping day planned for March 2024 now moved to April 2024 which will see an additional increase in microchipped animals.
DP_021 Deliver Council's Regional Animal Care Facility in partnership with Procurement and Project Management	Preliminary site works commenced by 30 June 2024	Environmental Compliance Services		Investigations and designs completed and DA lodged. Currently awaiting determination, noting that there have been delays as a result of a Request for Information and additional work required to satisfy request. Construction still expected to commence in 2024-25 pending consent.
DP_093 Deliver actions from the Council's annual Communications Campaign Plan including communicating regularly about Council decisions and services such as infrastructure maintenance and upgrades, environmental and community initiatives, strategic planning for the coast, events and cultural programs through using social media, E-newsletters, media	Plan delivered by 30 June 2024	Communications, Marketing and Customer Engagement		84 communications campaigns delivered in Q3 providing community information about road maintenance, waste management services, Water and Sewer maintenance, destination management and the visitor economy, sponsorships, play spaces, engagement opportunities, Regional Library, theatre and gallery programs and events including school holiday programs.










Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
relations, advertising and other forms of promotion				
DP_109 Develop new revenue streams for the Visitor Information Centre	Increase in sales revenue by 5% from baseline year 2019-20 (prior to COVID-19)	Communications, Marketing and Customer Engagement		Merchandise sales revenue increased 25% in Q3 from 2019-20 and 46% YTD.
DP_121 Deliver the Voice of Customer Program	Complete Customer Experience Survey by October 2023 and increase baseline overall satisfaction mean score of 2.88 to 3.00. Undertake end of call survey actions by 30 June 2024. Implement speech and text analytics program through Virtual Call Centre by 30 June 2024	Communications, Marketing and Customer Engagement		Whilst the Customer Experience survey has not occurred, the ongoing CX Closed Service Request survey was conducted in November/December 2023 instead, with significant improvement in Net Promoter Score (NPS). Designing underway for end of call survey. Sentiment analysis is occurring and will be used for further data analysis to understand pain points in Customer Journey Mapping in Q4.
DP_123 Complete Stage 1 Digital Content Strategy for the website	Complete Content Audit by 30 June 2024. 10 new documents on website per year	Communications, Marketing and Customer Engagement		In Q3, 20% of web content audit was completed, with a YTD of 70% and 20% revised content published to the website. Addition of 10 new documents on the website complete, including Pollution monitoring data reports, PLC timetables, community event programs, grant guidelines, water education factsheets and apprentice program information.
DP_126 Improve response rate to customer requests and quality of information provided within the Customer Experience request system	75% of customer requests (CX) are responded to within 5 working days (corporate target) 80% satisfaction with the quality of the information provided in response	Communications, Marketing and Customer Engagement		5 Day Response rate for the organisation was above target for the quarter with 80.5% in January 2024, 79.4% in February 2024 and slight decrease to 77.8% in March 2024. Service Level Agreement response for the organisation has improved from last quarter to 84.5% in January 2024 to 83.9% in February 2024 with a slight decrease to 81.6% in March 2024. Current satisfaction results from November 2023



Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
				regarding quality of response are: <ul style="list-style-type: none"> 84% - Simple and easy to understand 81% - Professional in tone and completeness 69% - Empathetic to the situation
DP_133 Develop and implement proactive public health inspections (includes hairdressers, skin penetration, public swimming pools and caravan parks)	Minimum of 75% (428) high risk of public health inspections completed by 30 June 2024	Environmental Compliance Services		86 public health inspections completed in Q3 and 106 YTD.
DP_138 Implement the Office of Local Government's (OLG) Guidelines for Risk Management and Internal Audit	Compliance with Guidelines achieved by 30 June 2024	Governance, Risk and Legal		Workplan to maintain progress towards compliance provided to Audit Risk and Improvement Committee on 27 March 2024.
DP_185 Undertake a review of the Community Strategic Plan (CSP) and develop the next Delivery Program and Resourcing Strategy	Engagement results documented and recommended approach to FY25 IP&R documents developed for consideration by the incoming elected Council	Strategic Planning		Online survey and workshops completed and analysis of results underway, with a report to be published in July 2024.
DP_188 Implement the Service Optimisation Framework through the conduct of Service Optimisation Initiatives	Undertake Service Optimisation Initiatives of Democratic Support Service, and Road Maintenance and Pothole Prevention (through Street Sweeping) by 30 June 2024	Strategic Planning		Review of Road Maintenance and Pothole Prevention is underway, with data analysis and stakeholder engagement being undertaken.
DP_195 Kilometres of road pavement to be renewed	15km of road pavement renewed by 30 June 2024	Roads and Drainage Infrastructure		YTD Council has renewed 22.6kms of existing road pavement and 6.7km in Q3. The road renewal program was completed ahead of schedule this year as Council has been successful in attracting significant grant funding. As a result, Council's original program was accelerated to allow for additional grant funded road renewal and pavement upgrade projects to be delivered across the remainder of the financial year.





Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_196 Kilometres of road resurfacing to be renewed	32km of road resurfacing to be renewed by 30 June 2024	Roads and Drainage Infrastructure		YTD Council has resurfaced 28.5kms of existing road pavement and 15.7km in Q3. The road resurfacing program remains on track to meet the corporate target by 30 June 2024.
DP_198 Kilometres of drainage infrastructure to be renewed, upgraded, or newly built	2.7km of drainage infrastructure to be renewed, upgraded, or newly built by 30 June 2024	Roads and Drainage Infrastructure		YTD Council has constructed 1.64kms of drainage infrastructure and 0.24kms in Q3. The drainage program remains on track to meet corporate target by 30 June 2024.
DP_214 Public safety and community satisfaction with the amenity of roadsides	>70% of scheduled maintenance completed	Open Space and Recreation		70.5% of scheduled services completed on time.
DP_221 Produce and maintain the capital works interactive map	The interactive map available to the community on Council's website by 31 August 2023 and updated monthly	Engineering Services		Monthly updates to the organisational wide capital works map were carried out during January, February and March 2024.
DP_233 Develop Contributions Plans	Two Local Infrastructure Contribution Plans reviewed and commenced exhibition by 30 June 2024	Strategic Planning		The Central Coast Section 7.12 Local Infrastructure Contributions Plan 2023 was adopted by Council in November 2023. An amendment to the Section 7.12 Plan has been prepared (to align with the Operational Plan for 2024-25) with exhibition commencing on Monday 29 April 2024. Council is also preparing a new Northern District Contribution Plan, which is due to be exhibited early in the new financial year.
DP_237 Water Quality complaints per 1000 properties	<7	Water and Sewer		12-month rolling total result of 3.7 water quality complaints per 1000 properties for the period April 2023 to March 2024 demonstrates improved performance, with KPI below the target of 7 for the 23/24 reporting period.
DP_238 Average frequency of unplanned interruptions per 1000 properties	<115	Water and Sewer		12-month rolling total result of 183 unplanned interruptions per 1000 properties for the period April 2023 to March 2024 is an improvement this quarter but still above the target of 115 unplanned interruptions per 1000








Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
				<p>properties, due to the high number of unplanned interruptions caused by water main breaks in May to August and November 2023.</p> <p>Continued scaling up of water main renewal program will reduce water main related interruptions.</p> <p>Development of fitting replacement programs planned for 2024-25 to reduce non water main related interruptions (e.g. tapping bands, water services etc)</p> <p>Reductions in number of unplanned interruptions due to hydrant maintenance occurring through improved technology and maintenance planning.</p>
DP_239 Water main breaks per 100km of main	<14	Water and Sewer		<p>12-month rolling total result of 17.4 water main breaks per 100 km of main for the period April 2023 to March 2024 is above the target of 14 due to the high number of water main breaks in May to July 2023. This was due to soil constriction and shifting during the cooler winter period.</p> <p>High ground movement / external load related breaks from July 2023 continue to influence overall performance for this year.</p> <p>Water main renewal program is continuing to be scaled up through 2023-24 to replace ageing assets.</p>
DP_240 Compliance with Australian Drinking Water Guidelines - microbial guideline values (%)	100%	Water and Sewer		100% compliance with Australian Drinking Water Guidelines - microbial guideline values for Q3.
DP_241 Compliance with Australian Drinking Water Guidelines - chemical guideline values (%)	100%	Water and Sewer		100% compliance with Australian Drinking Water Guidelines - chemical guideline values (health-related) for Q3.









Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_242 Wastewater overflows per 100km of main	≤26	Water and Sewer		12-month rolling total result of 19.6 wastewater overflows per 100 km of main for the period April 2023 to March 2024 is below the target of 26.
DP_243 Wastewater overflows reported to the environmental regulator per 100km of main	≤1.3	Water and Sewer		<p>Total wastewater overflows continue to trend within the target with the main issues continuing to be tree root ingress into Vitreous Clay pipe joints or into maintenance structures.</p> <p>Number of wastewater overflows reported to the regulator monthly remain consistent and align with the consistent monthly number.</p> <p>The recently reported overflows have predominantly been minor with negligible environmental impact.</p>
DP_244 Wastewater mains breaks and chokes per 100km of main	≤30	Water and Sewer		<p>12-month rolling total result of 32.1 wastewater main breaks and chokes per 100 km of main for the period April 2023 to March 2024 is above the target of 30 due to the high number of incidents this reporting year, particularly July-August 2023 and January-March 2024.</p> <p>Chokes caused by tree root blockage in vitreous clay pipes is the primary cause of these events. Gravity sewer renewals and maintenance chamber reveal, and seal programs continue to scale up to address tree root intrusion in vulnerable assets.</p>
DP_246 Water sampling and results	Daily sampling reported on Council's website each quarter	Water and Sewer		<p>Q3 figures:</p> <ul style="list-style-type: none"> • 189 micro samples (1,323 total) • 6 chemical samples (192 total) • All test results compliant with Australian Drinking Water Guidelines health guideline limits <p>On track with first report to be published in April 2024.</p>
DP_247 Operating results per property, water and sewerage	Reporting on operational costs quarterly	Water and Sewer		On track with first reporting to be published in April 2024, noting this will be an annual figure.











Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_248 Sewer overflows in dry weather per 100kms of main	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.
DP_249 Sewer overflows in wet weather per 100kms of main	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.
DP_253 Central Coast Thematic History	Finalisation of the Central Coast Thematic History Report by 30 June 2024	Strategic Planning		Currently reviewing submissions received during exhibition for finalisation of document.
DP_257 Percentage of residential development applications (housing dual occupancy and secondary dwellings) determined within 40 days (calendar days)	>30%	Development Assessment		At Q3, 13.7% of DA's were determined within 40 days, with a YTD of 27%.
DP_258 Number of mean assessment days for all development applications	<80 days	Development Assessment		At Q3, the mean assessment days was 144 days, with a YTD of 130 days.
DP_263 Environmental Lands Review	Complete phase 2 (deferred matter report and planning proposal) of the Environmental Lands Review by 30 June 2024	Strategic Planning		The deferred lands planning proposal was publicly exhibited in Q2. Currently reviewing the responses received from community consultation and will report the matter to Council for consideration in Q4.
DP_265 Employment Lands Strategy	Employment Lands Strategy exhibited and adopted by 30 June 2024	Strategic Planning		Draft Strategy currently being reviewed by staff. Draft Strategy will be reported to Council recommending public exhibition in Q4. Project will be completed in 2024-25.
DP_268 Wyong District Place Plan	Wyong District Place Plan exhibited by 30 June 2024	Strategic Planning		Draft Wyong District Place Plan prepared. Exhibition of plan is on hold to allow for review of recently announced planning reforms and proposed impacts on Wyong and Tuggerah.
DP_272 Local Place and Character Statements for Local Strategic Planning Statement (LSPS)	Draft Local Place Character Statements to inform LSPS by 30 June 2024	Strategic Planning		Online survey completed and analysis of results is underway. Work has commenced on Place Statements. Project to continue next financial year.






Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_274 AAHS – Progress the Council Affordable Housing Land Proposal (CAHLP)	Continue to establish partnerships with Community Housing Providers to develop Affordable Housing on underutilised Council land	Community and Culture		Council Affordable Housing Land proposal. <ul style="list-style-type: none"> Site analysis prepared for 2 priority land parcels in Toukley and Wyong that have been endorsed for affordable housing with further scoping for a third site. Homelessness Week Event: <ul style="list-style-type: none"> Planning underway for activities with Coast Shelter marketing team, Wyong Neighbourhood Centre, The Entrance Food Hub, and Toukley Neighbourhood Centre. Monitoring and Evaluation: <ul style="list-style-type: none"> Update of data within the AAHS undertaken in preparation of presentation for Homelessness Week.
DP_280 Adopt Local Housing Strategy and commence implementing the following actions: <ul style="list-style-type: none"> Action 1.2: Commence preparation of an LEP amendment to ensure bonus provisions reflect desired built forms outcomes and allow for flexibility and innovation. Action 4.3: Commence investigations to determine servicing capacity and social infrastructure for Infill development in Coastal Districts and Narara Valley. Action 5.3: Commence amendment of the Central Coast DCP to encourage small lot housing with appropriate design and environmental requirements. Action 8.4: Commence preparation of a 	Housing Strategy exhibited and adopted by 31 December 2023 and high priority implementation actions commenced by 30 June 2024, once adopted	Strategic Planning		Local Housing Strategy to be reported to Council in Q4 recommending adoption. Work has commenced on specific housing strategy policy actions.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
Central Coast LEP amendment to apply bonus FSR and Height provisions to promote 'Universal' and Affordable Housing' targets				
DP_355 Deliver biennial Wellbeing Survey in line with Community Strategic Plan project (DP_185)	By 31 March 2024	Strategic Planning		Wellbeing survey will be released in April 2024 via Council's engagement platform. The project is delayed due to the CSP engagement as priority but will be delivered by the end of the financial year.
DP_396 Improve assessment timeframes for Development Applications for Employment Generating Development in line with funding agreements with Greater Cities Commission and Department of Planning and Environment	Reduce timeframe for assessing commercial, industrial and tourism related development applications by 25% by 30 June 2024	Development Assessment		Target closed as a result of Greater Cities Commission closure. No updates to be received from DPIE (formally Department of Planning and Environment).
DP_400 Provide a report on progress towards the Community Strategic Plan as per the Local Government Act 1993	Drafting of the report is underway by 30 June 2024	Strategic Planning		Review of previous report and benchmarking of other reports conducted to determine a suitable structure of the report. Collection of external data still underway for use in the report.
DP_404 Lead Council's parking enforcement, ranger services, development control, environment protection, public health, internal environmental compliance coordination, emergency management and business support functions through a risk management approach and regulatory priorities statement, while	Regulatory priorities statement to be implemented by 30 June 2024	Environmental Compliance Services		Draft Regulatory Policy presented and adopted at Council meeting in March 2024. Policy now formally requires Council to prepare an annual Regulatory Priorities Statement to focus resources on high interest activity.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
providing advice to the Administrator, CEO, ELT and Units as required				
DP_410 Delivery of quarterly Ranger Operations targeting high-risk or high-volume issues/non-compliances based on customer requests and other drivers	Proactive program implemented each quarter	Environmental Compliance Services		In Q3 there were 9 focused proactive compliance activities undertaken in relation to responsible dog ownership and 17 YTD. Joint operation undertaken with the NSW Police Force and NSW Maritime at Ettalong Boat Ramp in relation to jet ski use and related activities, and a joint inspection with the NSW Police Force at Strathaven at Wyong targeted a high-risk development site.
DP_422 Implement two-way integration between the Department of Planning and Environment's Planning Portal and Council's system	Project implemented and finalised by 30 June 2024	Environmental Compliance Services		Vendor engaged and works progressing. Delays from external vendors / agencies have pushed project off track. Council working with vendors to progress completion as soon as possible.
DP_424 Complete Narara Creek Floodplain Risk Management Plan	Draft Narara Creek Floodplain Risk Management Plan exhibited by 30 June 2024	Environmental Management		Delayed due to resourcing issues. Currently reviewing updated draft Flood Risk Management Strategy and Plan. Project to continue in 2024-25.
DP_425 Complete Review of Tuggerah Lakes Flood Study	Draft Tuggerah Lakes Flood Study exhibited by 30 June 2024	Environmental Management		Calibration is still not completed to satisfaction of Council or Department of Climate Change, Energy, the Environment and Water. Project will continue in 2024-25.
DP_450 Prepare a Heritage Development Control Plan (DCP) Chapter	Prepare a draft Heritage DCP Chapter for exhibition by 30 June 2024	Strategic Planning		Internal comments on draft consultation report and preliminary report being reviewed for consultant to inform preparation of draft DCP chapter.
DP_455 Ourimbah Masterplan	Addendum to masterplan for community building and toilets at 1A Jacques Street finalised by 30 June 2024	Strategic Planning		Consultant preparing documentation based on internal stakeholder feedback.
DP_458 Public Domain Plan	Draft public domain plan for Wyong exhibited by 30 June 2024	Strategic Planning		Coordination occurring to inform delivery mechanism.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_497 Publish a customer defined Water and Sewer Performance Report 2023	By 30 September 2023	Water and Sewer		Published to website 3 October 2023
DP_498 Adoption by Council of a Water and Sewer Customer Charter that shows commitments to customers	By 30 September 2023	Water and Sewer		Completed in Q1. Customer Charter and Complaints Framework approved by Council in September 2023.
DP_499 Implement Year 2 targets for Asset Management from the Water and Sewer Delivery Plan	By 30 June 2024	Water and Sewer		On track for delivery 30 June 2024
DP_500 Adoption by Council of a Water and Sewer complaints management framework to make it easier for customers to engage with Council	By 30 November 2023	Water and Sewer		Completed in Q1. Customer Charter and Complaints Framework approved by Council in September 2023.
DP_501 Adoption by Council of a community engagement and education strategy demonstrating how customers will be engaged in planning for and delivery of water and sewer services	By 30 September 2023	Water and Sewer		Completed in Q2. Community Engagement and Education Strategy approved by Council November 2023.
DP_502 Create a dedicated webpage to water and sewer services and functions	By 30 June 2024	Water and Sewer		Whilst an existing website platform exists, ongoing investigation of improved options is occurring so that the user experience can be enhanced.
DP_511 Capital Works Project Delivery - Percentage of capital works program delivered annually	95% delivery of capital works projects achieved by 30 June 2024	Procurement and Project Management		Overall, compliance of 100% of projects commenced at Q3 (77 commenced vs 77 planned to commence).
DP_527 Median assessment days (calendar days) of all development application categories determined	Determined within <40 days	Development Assessment		At Q3, the median assessment days was 65 days, with a YTD of 54 days.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_528 Number of development applications under assessment	<750	Development Assessment		As at the end of March 2024 there were 836 outstanding DAs in the system.
DP_531 Develop and implement proactive food shop inspections to satisfy Food Authority requirements and protect consumers and their health	Minimum of 75% (or 1,132) of high and medium risk food shop inspections completed by 30 June 2024	Environmental Compliance Services		In Q3, 254 inspections completed and 941 YTD.
DP_549 Capital Works Project Spend - Percentage of capital works program completed to budget	90% of capital works projects and programs expended by 30 June 2024	Procurement and Project Management		Capex spend for Council is tracking at \$150.5M against a YTD budget of \$166.6M. This reflects expenditure of \$16M behind target at the end of March 2024. Currently progressing on track to achieve KPI with a YTD compliance of 90.3%
DP_552 Stakeholder engagement with customers for the W&S Business for the 2026-2031 IPART Determination	March 2024 - September 2025	Water and Sewer		Request for Quote closed and selection of successful consultant in progress.
DP_553 Storage volume measures / dam levels	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.
DP_554 Level of water consumption	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024, noting this will be an annual figure.
DP_555 Infrastructure upgrades and new infrastructure projects planned and completed	Reported quarterly on Council's website	Water and Sewer		Updates on key projects are currently listed on Councils website.
DP_556 Real water losses (kL/ km / d)	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.
DP_557 Average duration of water supply outages	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.
DP_558 Amount of water produced	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_559 Amount of water sourced from waterways - yield	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.
DP_560 Number of connected properties	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.
DP_561 Volume of sewage overflows	Reported quarterly on Council's website	Water and Sewer		Volume of sewage overflows reported to the environmental regulator: Q3 2023-24: 749 kL YTD 2023-24: 1582 kL Quarterly reporting on track with first reporting to be published in April 2024.
DP_562 Net greenhouse gas emissions	Reported quarterly on Council's website	Water and Sewer		This is reported as part of the Water and Sewer Performance Report which was published on Council's website. Due to the timing of the Performance Report, the result for 2022-23 period was not available at the time of publishing, but are now available: Water supply: 153 tonnes CO2-equivalent / 1,000 properties Wastewater services: 330 tonnes CO2-equivalent / 1,000 properties Quarterly reporting on track with first reporting to be published in April 2024.
DP_563 Number of water pressure complaints per 1,000 properties	Reported quarterly on Council's website	Water and Sewer		On track with first reporting to be published in April 2024.

Liveable



RELIABLE PUBLIC TRANSPORT AND CONNECTIONS

- J1** Create adequate, reliable and accessible train services and facilities to accommodate current and future passengers
- J2** Address commuter parking, drop-off zones, access and movement around transport hubs to support and increase use of public transport
- J3** Improve bus and ferry frequency and ensure networks link with train services to minimise journey times
- J4** Design long-term, innovative and sustainable transport management options for population growth and expansion



OUT AND ABOUT IN THE FRESH AIR

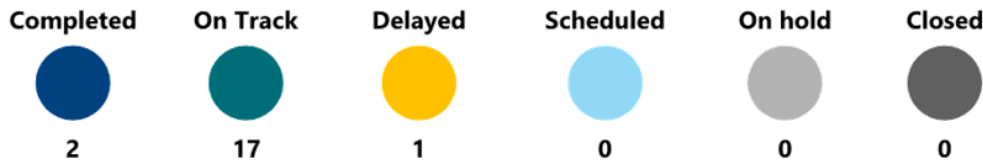
- K1** Create a regional network of interconnected shared pathways and cycle ways to maximise access to key destinations and facilities
- K2** Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility to meet the needs of all community members
- K3** Provide signage, public facilities, amenities and playgrounds to encourage usage and enjoyment of public areas
- K4** Repair and maintain wharves, jetties, boat ramps and ocean baths to increase ease of access and enjoyment of natural waterways and foreshores









HEALTHY LIFESTYLES FOR A GROWING COMMUNITY







- L1** Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated
- L2** Invest in health care solutions including infrastructure, services and preventative programs to keep people well for longer
- L3** Cultivate a love of learning and knowledge by providing facilities to support lifelong learning
- L4** Provide equitable, affordable, flexible and co-located community facilities based on community needs








20 Actions / Indicators



Operational Plan 2023-24 Performance

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_228 Develop an Integrated Transport Strategy for the Central Coast	Integrated Transport Strategy exhibited by 30 June 2024	Strategic Planning		Project has commenced but due to vacancy of specialist staff draft strategy is unlikely to be exhibited this year. Recruitment of position to be completed in Q4 and drafting of strategy will continue. Project to continue next financial year.
DP_291 Meet service levels for summer (3 weekly) and winter seasons (5 weekly)	80% of scheduled maintenance of parks and reserves completed	Open Space and Recreation		Achieved 93.46% for Q3 due to favourable weather conditions and 92.75% of scheduled services completed YTD. Extreme growing conditions have led to some complaints about length of grass between services.
DP_292 Delivery of a high quality leisure facility and programs at Gosford Olympic Pool	Gosford Olympic Pool attracts at least 185,000 visitors per year	Leisure, Beach Safety and Community Facilities		Gosford Olympic Pool attracted 74,814 attendances during Q3 and YTD total of 190,364 attendances.
DP_293 Delivery of a high quality leisure facility and programs at Peninsula Leisure Centre	Peninsula Leisure Centre attracts at least 420,000 visitors per year	Leisure, Beach Safety and Community Facilities		Peninsula Leisure Centre attracted 157,931 attendances during Q3 and YTD total of 431,182 attendances.
DP_294 Delivery of a high quality leisure facility and programs at Niagara Park Stadium	Niagara Park Stadium attracts at least 105,000 visitors per year	Leisure, Beach Safety and Community Facilities		Niagara Park Stadium attracted 28,283 attendances during Q3 and YTD total of 97,396 attendances.
DP_295 Delivery of a high quality leisure facility and programs at Lake Haven Recreation Centre	Lake Haven Recreation Centre attracts at least 105,000 visitors per year	Leisure, Beach Safety and Community Facilities		Lake Haven Recreation Centre attracted 30,301 attendances during Q3 and YTD total of 91,821.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_296 Delivery of a high quality leisure facility and programs at Wyong Olympic Pool	Wyong Olympic Pool attracts at least 30,000 visitors per year	Leisure, Beach Safety and Community Facilities		Wyong Olympic Pool attracted 24,725 attendances during Q3 and YTD total of 39,300. Wyong Olympic Pool is closed for winter season from April to September.
DP_303 Community satisfaction with level of service being maintained on all Central Coast Council Sporting Facilities	>80% of annual scheduled servicing of sports Facilities completed on time	Open Space and Recreation		75% scheduled services completed on surrounds and 71% completed on surround mowing for the quarter due to extensive failure in playing surface mowing equipment. YTD 81.3% of scheduled surround services completed and 87.3% of scheduled field mowing services completed.
DP_304 Community satisfaction with level of service being maintained on all Central Coast Council Sporting Facilities	100% of programmed seasonal amendments and changeover completed on time	Open Space and Recreation		Winter to Summer changeover completed in October as scheduled. Summer to Winter changeover in progress and 86% completed by end of Q3 and 100% anticipated to be completed on time. Seasonal amendments on track with 75% complete and the remainder to be completed by May.
DP_306 Education and Care provide inclusive opportunities and equitable access for vulnerable children to maximise their learning, development and wellbeing	>70 children are enrolled across Council's Education and Care centres that meet criteria	Libraries and Education		10 new children have enrolled this quarter who meet the requirements of vulnerable children. YTD there are 69 vulnerable children enrolled in the services.
DP_307 Plan and deliver the Gosford Regional Library project	Construction underway in line with project plan	Libraries and Education		Construction commenced on site. Project on track for completion in line with project plan.
DP_308 Libraries deliver programs and activities across both the library network and outside of library branches that address identified needs and interests of the community and increases lifelong learning	>1,500 activities delivered by Libraries	Libraries and Education		There have been an additional 554 events and activities delivered by Libraries this quarter giving a YTD total of 1,886 events and activities delivered for 28,734 attendees. Over 100% of annual target has been achieved.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_309 Library Services provide access to technology that meets the needs of the community	>40,000 public access PC >150,000 Wi-Fi sessions	Libraries and Education		There have been 13,979 public access PC bookings this quarter, totalling 40,687 YTD. Annual target has been completed. There have been 99,396 Wi-Fi sessions this quarter, totalling 252,761 YTD. Annual target exceeded.
DP_310 Library Services provide access to information and literature for community use	>1,100,000 loans of physical and digital resources	Libraries and Education		This quarter a total of 359,186 library resources have been loaned giving a YTD result of 1,031,116 loans. 99% of annual target achieved.
DP_311 Effective promotion of Library Services results in an increase of visitation to branches	>800,000 visits to library branches	Libraries and Education		This quarter there have been 167,521 visits to library branches, giving a YTD total of 475,456. This represents 60% of annual target. Visitation is just under target for this time of year due to change in user patterns. More people are opting for e-resources than visits to the library.
DP_315 Manage and administer the bookings of community halls and facilities	12,000 annual bookings for the community are facilitated	Leisure, Beach Safety and Community Facilities		12,623 community facility bookings were administered this quarter. YTD community facility bookings managed is 30,400.
DP_316 Efficient delivery of community facilities that meet the community needs	A minimum of six monthly inspections completed for 80% of community facilities operating under a lease, licence or hired agreement	Leisure, Beach Safety and Community Facilities		46 site inspections have been completed for community facilities operating under a lease, licence or hire agreement this quarter. YTD inspections completed is 158. Target achieved.
DP_358 Delivery of a high quality leisure facility and programs at Toukley Aquatic Centre Pool	Toukley Aquatic Centre attracts at least 105,000 visitors per year	Leisure, Beach Safety and Community Facilities		Toukley Aquatic Centre attracted 38,141 attendances during Q3 and YTD total of 110,065 attendances.
DP_362 Playspace legislated safety inspections undertaken to ensure compliance with Legislation	100% of legislated playspace safety inspections complete on time and to the required standard	Open Space and Recreation		100% inspections completed within timeframes.

Action / Indicator	Target / Timeline	Responsible Unit	Status	Comment
DP_408 Maintain and increase dog access signage at relevant beaches and foreshores to improve the community's knowledge and understanding of dog friendly areas and dog prohibited areas	40 new signs installed at relevant beaches and foreshore areas by 30 June 2024	Environmental Compliance Services		Three new signs installed at three locations in Q3, and YTD 49.

Quarterly Budget Review Statement – March 2024

This financial overview reports on Central Coast Council's performance as measured against its Operational Plan for 2023-24 and covers the period from 1 July 2023 to 31 March 2024 (Q3).

Note that there may be some small rounding differences throughout this report as whole dollars are rounded to the nearest \$0.1M.

1.1 Operating Result

The year to date (YTD) operating result (excluding capital grants and contributions) is showing a favourable variance of \$37.5M, consisting of an actual surplus of \$108.4M compared to a budget surplus of \$70.9M.

The year to date (YTD) operating result (including capital grants and contributions) is showing a favourable variance of \$43.2M, consisting of an actual surplus of \$160.1M compared to a budget surplus of \$116.9M.

Financial Performance 2023-24	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	YTD Variance %	Original Budget \$'000	Full Year Budget \$'000	Proposed Q3 Budget Changes \$'000	Proposed Full Year Budget after Q3 Changes \$'000
Income (excluding capital income)	632,415	611,022	21,393	3.50%	733,521	741,361	17,200	758,561
Less Expenses	524,031	540,102	16,071	2.98%	730,708	733,029	(393)	732,636
Net Operating Result (excluding capital income)	108,384	70,920	37,464	52.83%	2,813	8,331	17,593	25,925
Plus Income from capital grants and contributions	51,756	45,994	5,762	12.53%	77,354	93,359	(9,781)	83,578
Net Operating Result (including capital income)	160,140	116,914	43,226	36.97%	80,167	101,691	7,811	109,502

The above table is prepared in accordance with the *Local Government Code of Accounting Practice and Financial Reporting* which requires Council to recognise the full year rates and waste management annual charges when levied in July each year.

Amortised Rates and Waste Annual Charges Income

In the following Table rates and waste management annual charges income have been amortised over the 12-month period to provide a consistent income spread over the year and a clearer year-to-date position.

When rates and waste annual charges income are amortised over the 12-month period the YTD operating result (excluding capital grants and contributions) is a surplus of \$35.4M (excluding capital grants and contributions), which is favourable to budget by \$37.5M.

When rates and waste annual charges income are amortised over the 12-month period the YTD operating result (including capital grants and contributions) is a net operating surplus including capital income of \$87.2M which is favourable to budget by \$43.2M.

Financial Performance 2023-24	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	YTD Variance %	Original Budget \$'000	Full Year Budget \$'000	Proposed Q3 Budget Changes \$'000	Proposed Full Year Budget after Q3 Changes \$'000
Income (excluding capital income)	632,415	611,022	21,393	3.50%	733,521	741,361	17,200	758,561
Less Rates and Annual Charges Amortisation (January 2024 – June 2024)	72,952	72,952	-	-	-	-	-	-
Less Expenses	524,031	540,102	16,071	2.98%	730,708	733,029	(393)	732,636
Net Operating Result (excluding capital income)	35,432	(2,032)	37,464	1,844%	2,813	8,331	17,593	25,925
Plus Income from capital grants and contributions	51,756	45,994	5,762	12.53%	77,354	93,359	(9,781)	83,578
Net Operating Result (including capital income)	87,188	43,962	43,226	98.33%	80,167	101,691	7,811	109,502

Council reports its financial performance monthly. The March 2024 monthly finance report was considered at the Council meeting on 23 April 2024. The report includes a variance analysis of actual results compared to the budgeted results for the period ending 31 March 2024.

1.2 Financial Position

Council continues to take action to ensure its ongoing financial sustainability and is currently tracking in a satisfactory way in relation to its 2023-24 budget and is budgeting for a surplus this financial year.


The proposed adjustments, to Council's 2023-24 operating and capital budgets, have been included in this Q3 budget review to further maintain Council's financial position.

Proposed Q3 Budget changes

As part of Q3 Budget review, several phasing adjustments were made as well as reallocation of budgets between specific costing categories. These adjustments have no impact on Council's overall financial position. Proposed budget changes that have an impact on Councils' overall financial position are detailed in this document and are summarised below:

Consolidated Operating Statement

March 2024



	YEAR TO DATE			FULL YEAR			
	Actuals	Adopted Budget	Variance	Original Budget	Full Year Budget	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Rates and Annual Charges	315,051	314,663	388	421,456	421,519	232	421,751
User Charges and Fees	127,403	123,581	3,822	163,782	163,770	(696)	163,075
Other Revenue	17,082	10,830	6,253	13,683	14,108	5,824	19,932
Interest	28,279	20,998	7,281	15,244	23,672	10,089	33,762
Grants and Contributions	20,271	16,292	3,979	49,880	49,089	2,498	51,587
Gain on Disposal	2,272	739	1,533	-	812	1,445	2,258
Other Income	7,674	7,258	416	8,775	9,618	(94)	9,524
Internal Revenue	41,429	43,710	(2,280)	60,701	58,772	(2,100)	56,673
Total Income attributable to Operations	559,463	538,070	21,393	733,521	741,361	17,200	758,561
Operating Expenses							
Employee Costs	140,071	144,049	3,977	195,069	195,889	598	196,487
Borrowing Costs	7,164	8,291	1,127	13,746	14,989	(2,330)	12,659
Materials and Services	157,847	173,703	15,855	237,509	235,607	(6,641)	228,965
Depreciation and Amortisation	145,318	144,307	(1,011)	192,226	195,246	599	195,845
Other Expenses	33,162	33,427	265	44,523	44,737	793	45,530
Loss on Disposal	4,894	6	(4,887)	-	6	5,168	5,175
Internal Expenses	35,575	36,319	744	47,634	46,555	1,421	47,976
Overheads	(0)	(0)	-	0	0	-	0
Total Expenses attributable to Operations	524,031	540,102	16,071	730,708	733,029	(393)	732,636
Operating Result after Overheads and before Capital Amounts	35,432	(2,032)	37,464	2,813	8,332	17,593	25,925
Capital Grants	29,336	28,796	540	59,854	69,226	(11,047)	58,179
Capital Contributions	22,420	17,198	5,222	17,500	24,133	1,265	25,399
Grants and Contributions Capital Received	51,756	45,994	5,762	77,354	93,359	(9,781)	83,578
Net Operating Result	87,188	43,962	43,226	80,167	101,691	7,811	109,502

Operating Income: Net Favourable Adjustment \$17.2M, consisting of:

- *Rates and Annual Charges - Favourable adjustment \$0.2M*
 - Alignment of budget and the actual projected FY income from Domestic Waste charges and Rates revenue.
- *User Charges and Fees – Unfavourable adjustment (\$0.7M)*
 - Increase in income from certificates s107 and s603 (\$0.3M)
 - Increase in Holiday Park income (\$0.2M)
 - Reduction in Compliance Service income in relation to Companion Animals, OSSM renewals, and shop inspections (\$0.3M)
 - Net reduction in fee income across development applications, subdivision works, plumbing and drainage inspections (\$0.2M)
 - Reduction in water usage charges (\$0.7M)
 - Reduction in tipping fees partially offset by reduced levies and expenditure (\$0.5M)
 - Net reduction in income associated with Roads restoration and externally funded works offset by adjustments to associated expenditure (\$0.2M)
 - Increased income from Leisure and Pools (\$0.6M)
- *Other Revenue – Favourable adjustment \$5.8M*
 - Budget for unrealised gains on investments (\$5.0M)
 - Increase in fines and miscellaneous compliance income (\$0.3M)
 - Increased Stadium revenue (\$0.1M)
 - Increased Insurance Recoveries (\$0.4M)
 - Net reduction in waste facility income for sales of scrap metal and gas extraction royalties (\$0.1M)
- *Interest – Favourable adjustment \$10.1M*
 - Increased interest revenue due to higher interest rates being achieved on the investment portfolio across all funds. General Fund interest (\$8.8M) and Water and Sewer Funds (\$1.3M)
- *Operating Grants and Contributions- Favourable \$2.5M*
 - Increased Community Resilience Project funding (\$0.4M)
 - Increased Community grant - Safer Cities (\$0.1M)
 - Increased Drainage Maintenance Grant – RERRF (\$0.7M)
 - Increased Waste Grants prior year program funding (\$0.5M)
 - Net reduction in environmental and APZ works (\$0.5M)
 - Increased Storm grant funding (\$1.0)
 - Reduction in Wadalba East RHF grant (\$0.1)
 - Increased grant funding across Libraries and Education (\$0.2)
 - Adjustment to grant revenue will have a direct relationship to associated grant expenditure
- *Gain on asset disposals -Favourable adjustment \$1.5M*
 - Proceeds from the endorsed sale of land relating to the Water Fund (\$0.6M) and General Fund (\$0.3M)
 - Favourable revenue generated through the sale of Plant and Fleet assets from the scheduled replacement program driven by current favourable auction results (\$0.5M)
- *Other Income -Unfavourable adjustment \$0.1M*
 - Reduction in rental income associated with commercial properties (\$0.4M)
 - Increased income from community facility hire (\$0.3M)
- *Internal Revenue -Unfavourable adjustment \$2.1M*
 - Increased Internal Tipping Fees (\$0.3M)
 - Reduced Plant Hire revenue (\$2.6M)

Adjustment to grant revenue will have a direct relationship to associated internal expenditure in both the operating and capital budgets.

Operating Expenditure: Net Favourable Adjustment \$0.4M, consisting of:

- *Employee Cost – Unfavourable adjustment \$0.6M*
 - Increased Labour budget in water and sewer operations reflecting the increased resources required to fulfil the deliverables in line with the IPART determination (\$1.0M). Offset by reductions in the materials and services budget.
 - Reduction in Labour budget (\$0.4M) across the organisation to materials and services to reflect the change in labour engagement via contract (offset by an increase in materials and services)
- *Borrowing Costs – Favourable adjustment \$2.3M*
 - Reduction in Water and Sewer costs (\$0.7M).
 - Reduction in General Fund costs due to full payment of emergency loan and lower interest rates (\$1.7M)
- *Materials and Services – Favourable adjustment \$6.6M*
 - Increased expenditure associated with the delivery of the Safer Cities grant funding (\$0.2M). Offset by grant income.
 - Reduction in Communications and Marketing budget software and contract costs (\$0.3M)
 - Reduction in expenditure across Libraries and Education (\$0.1M)
 - Increase in expenditure in Open Space and Recreation for vandalism repairs and contract labour (\$0.2M) predominantly offset by increased revenue and savings in labour expenditure.
 - Additional legal expenditure in line with legal case activity (\$1.4M)
 - Net Reduction in IT costs driven by savings in project costs, software licences, data services and computers (\$0.3M)
 - Reduction in Plant and Fleet fuel costs and minor equipment purchases (\$0.5M)
 - Reduction in expenditure in the overall Water and Sewer budget or (\$1.3M) relating to reduced and deferred program delivery, contract, and consultant costs.
 - Reduction in Strategic Planning expenditure on integrated transport study (\$0.2M)
 - Reduction in expenditure on Gosford Waterfront project (\$0.9M)
 - Reduction in expenditure on Wadalba East RHF, Digital Twin (\$0.3M)
 - Increase in expenditure - Holiday Parks (\$0.3)
 - Increase in expenditure – Central Coast Stadium (\$0.1M)
 - Reduction in expenditure associated with the Rural Fire Stations (\$0.2M)
 - Increased expenditure associated with compliance demolition works (\$0.1M)
 - Increased expenditure on Development Assessment agency hire costs - budget transferred from labour savings (\$0.2M)
 - Increase in expenditure on DA planning reform fund (\$0.1M)
 - Reduction in cost or delays in delivering various expenditure projects across the Environment Management Unit (\$1.3M) including:
 - Review of Coastal Zone Management Plan
 - The Entrance Channel Dredging
 - Tuggerah Lakes Coastal Management Program
 - Aerial Surveys and Inspections
 - Reduction in Waste Management expenditure (\$2.6M)
 - Landfill Operations (\$1.0M)
 - Garbage Collection Contract (\$1.0M)
 - Green Waste Processing (\$0.5M)
 - Increased expenditure in relation to grant funded Terrigal Pedestrian works (\$0.2M)
 - Reduction in street lighting costs (\$0.2M) offset by early payment of Ausgrid hardware works program (\$0.2M)

- Net increase in Road Maintenance works (\$0.5M) driven predominantly by increased externally funded grant works.
- Reduction in expenditure on Facility and Asset maintenance works (\$1.0M)
- Reduction in contract and contractor costs which have been redeployed to the capital delivery program (\$0.3M)
- Various minor reductions across various activities (\$0.4M)
- *Depreciation - Unfavourable adjustment \$0.6M*
 - Alignment of depreciation forecast with revised capital delivery program and revised useful lives to reflect planned replacement program.
- *Other Expenses - Unfavourable adjustment \$0.8M*
 - Increase in expense due to a significant review of aged debts owed to Council (\$1.0M)
 - Budget to reflect unrealised loss on investments (\$0.7M)
 - Reduced waste EPA levy driven by changes in tonnages and waste types (\$1.0M)
- *Loss on Disposal - Unfavourable adjustment \$5.2M*
 - Alignment of asset disposals with revised capital delivery program and revised useful lives to reflect planned replacement program. This has partly been driven by early intervention due to storm damage.
- *Internal Expenses - Unfavourable adjustment \$1.4M*
 - Increased Internal Tipping Expenses (\$0.4M)
 - Increased Internal Council Rates and Charges (\$0.2M)
 - Increased Internal Plant Hire Expenses (\$0.2M)
 - Increased other internal charges (\$0.6M)

All offset by increased internal operating revenue.

The proposed Q3 adjustments will improve the adopted operating surplus (excluding capital grants and contributions) of \$8.3M to an operating surplus (excluding capital grants and contributions) of \$25.9M.

- *Capital Grants and Contributions Unfavourable Adjustment \$9.8M*
 - Increased income from capital contributions to current full year forecasts (\$1.3M)
 - Reduction in capital grant income in line with delivery of approved funding agreements and aligned to capital delivery program (\$11.1M)

Operating Statements by Fund

10. General Fund Operating Statement



March 2024

	YEAR TO DATE			FULL YEAR			
	Actuals	Adopted Budget	Variance	Original Budget	Full Year Budget	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Rates and Annual Charges	162,109	161,965	144	215,021	215,222	181	215,403
User Charges and Fees	58,261	55,234	3,027	72,197	73,168	(13)	73,155
Other Revenue	15,867	10,830	5,038	13,683	14,108	4,644	18,752
Interest	20,773	14,938	5,835	12,167	16,299	8,765	25,064
Grants and Contributions	16,783	12,833	3,951	46,666	45,121	1,740	46,862
Gain on Disposal	1,670	739	931	-	812	843	1,656
Other Income	7,674	7,258	416	8,763	9,618	(94)	9,524
Internal Revenue	39,567	41,877	(2,309)	57,994	56,066	(2,170)	53,896
Total Income attributable to Operations	322,706	305,673	17,033	426,492	430,415	13,898	444,313
Operating Expenses							
Employee Costs	112,705	117,358	4,653	160,297	159,079	(540)	158,539
Borrowing Costs	1,224	2,490	1,267	4,996	6,261	(1,674)	4,587
Materials and Services	99,126	109,771	10,645	149,774	150,259	(3,485)	146,774
Depreciation and Amortisation	76,690	75,781	(909)	100,690	102,877	(19)	102,858
Other Expenses	20,406	20,815	410	27,311	27,822	694	28,517
Loss on Disposal	2,975	6	(2,969)	-	6	3,249	3,256
Internal Expenses	10,087	10,912	825	15,516	13,114	1,155	14,269
Overheads	(27,130)	(27,130)	-	(36,173)	(36,173)	-	(36,173)
Total Expenses attributable to Operations	296,082	310,004	13,922	422,412	423,246	(619)	422,626
Operating Result after Overheads and before Capital Amounts	26,624	(4,331)	30,954	4,080	7,169	14,517	21,686
Capital Grants	21,345	20,649	695	33,520	55,532	(7,432)	48,100
Capital Contributions	15,699	10,478	5,220	7,550	14,978	1,015	15,994
Grants and Contributions Capital Received	37,044	31,128	5,916	41,070	70,510	(6,417)	64,094
Net Operating Result	63,667	26,797	36,870	45,149	77,680	8,100	85,780

20. Water Fund Operating Statement



March 2024

	YEAR TO DATE			FULL YEAR			
	Actuals	Adopted Budget	Variance	Original Budget	Full Year Budget	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Rates and Annual Charges	25,148	25,006	142	34,730	34,560	-	34,560
User Charges and Fees	50,666	51,083	(417)	68,415	67,415	(700)	66,715
Other Revenue	156	-	156	-	-	140	140
Interest	1,260	892	368	329	1,049	395	1,444
Grants and Contributions	64	67	(3)	-	89	-	89
Gain on Disposal	602	-	602	-	-	602	602
Other Income	-	-	-	12	-	-	-
Internal Revenue	1,540	1,495	45	2,063	2,063	70	2,133
Total Income attributable to Operations	79,435	78,543	893	105,549	105,177	507	105,684
Operating Expenses							
Employee Costs	12,287	12,347	60	17,112	17,201	35	17,236
Borrowing Costs	4,064	4,000	(64)	6,335	6,335	(695)	5,640
Materials and Services	14,242	15,990	1,748	23,935	21,953	(413)	21,540
Depreciation and Amortisation	28,105	28,022	(83)	38,388	37,765	(0)	37,765
Other Expenses	23	-	(23)	-	-	23	23
Loss on Disposal	2	-	(2)	-	-	2	2
Internal Expenses	4,980	4,878	(102)	5,997	6,138	404	6,542
Overheads	9,643	9,643	-	12,858	12,858	-	12,858
Total Expenses attributable to Operations	73,346	74,880	1,534	104,625	102,250	(644)	101,606
Operating Result after Overheads and before Capital Amounts	6,089	3,662	2,426	924	2,926	1,151	4,077
Capital Grants	1,379	1,389	(10)	8,299	2,335	(88)	2,247
Capital Contributions	2,958	2,431	527	3,436	3,115	550	3,665
Grants and Contributions Capital Received	4,337	3,820	517	11,735	5,450	462	5,912
Net Operating Result	10,426	7,482	2,944	12,659	8,376	1,613	9,989

30. Sewer Fund Operating Statement



March 2024

	YEAR TO DATE			FULL YEAR			
	Actuals	Adopted Budget	Variance	Original Budget	Full Year Budget	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Rates and Annual Charges	54,200	54,294	(94)	73,854	73,658	-	73,658
User Charges and Fees	18,420	17,224	1,195	23,139	23,139	-	23,139
Other Revenue	1,044	-	1,044	-	-	1,040	1,040
Interest	5,810	4,927	883	2,579	6,054	880	6,934
Grants and Contributions	134	86	47	-	115	54	169
Gain on Disposal	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Internal Revenue	299	302	(3)	607	607	-	607
Total Income attributable to Operations	79,906	76,833	3,072	100,180	103,574	1,974	105,548
Operating Expenses							
Employee Costs	12,372	11,649	(722)	14,610	16,021	965	16,986
Borrowing Costs	1,576	1,541	(34)	2,053	2,031	38	2,070
Materials and Services	15,071	15,849	779	22,924	22,263	(855)	21,408
Depreciation and Amortisation	30,148	29,862	(286)	40,079	40,158	889	41,047
Other Expenses	175	-	(175)	-	-	175	175
Loss on Disposal	1,212	-	(1,212)	-	-	1,212	1,212
Internal Expenses	4,423	4,951	528	5,780	6,399	4	6,403
Overheads	8,957	8,957	-	11,943	11,943	-	11,943
Total Expenses attributable to Operations	73,934	72,810	(1,124)	97,390	98,815	2,430	101,245
Operating Result after Overheads and before Capital Amounts	5,972	4,023	1,949	2,789	4,758	(455)	4,303
Capital Grants	6,511	6,657	(146)	16,238	9,561	(1,830)	7,731
Capital Contributions	1,905	2,178	(273)	3,100	2,816	(300)	2,516
Grants and Contributions Capital Received	8,416	8,835	(418)	19,338	12,376	(2,130)	10,246
Net Operating Result	14,389	12,858	1,530	22,127	17,135	(2,585)	14,550

40. Drainage Fund Operating Statement



March 2024

	YEAR TO DATE			FULL YEAR			
	Actuals	Adopted Budget	Variance	Original Budget	Full Year Budget	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Rates and Annual Charges	15,287	15,198	89	20,256	20,256	-	20,256
User Charges and Fees	-	-	-	-	-	-	-
Other Revenue	15	-	15	-	-	-	-
Interest	183	67	116	66	66	-	66
Grants and Contributions	3,290	3,306	(16)	3,214	3,763	703	4,467
Gain on Disposal	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Internal Revenue	-	-	-	-	-	-	-
Total Income attributable to Operations	18,776	18,572	204	23,536	24,085	703	24,789
Operating Expenses							
Employee Costs	2,052	2,028	(24)	2,159	2,697	137	2,834
Borrowing Costs	300	259	(41)	362	362	-	362
Materials and Services	3,522	4,014	492	5,603	5,213	349	5,563
Depreciation and Amortisation	10,375	10,642	268	13,069	14,445	(271)	14,174
Other Expenses	0	-	(0)	-	-	-	-
Loss on Disposal	705	-	(705)	-	-	705	705
Internal Expenses	3,971	3,465	(507)	3,373	3,940	672	4,612
Overheads	2,383	2,383	-	3,177	3,177	-	3,177
Total Expenses attributable to Operations	23,308	22,791	(517)	27,743	29,834	1,592	31,427
Operating Result after Overheads and before Capital Amounts	(4,533)	(4,220)	(313)	(4,207)	(5,749)	(889)	(6,638)
Capital Grants	101	101	-	1,798	1,798	(1,697)	101
Capital Contributions	1,858	2,111	(253)	3,414	3,225	-	3,225
Grants and Contributions Capital Received	1,959	2,212	(253)	5,212	5,023	(1,697)	3,326
Net Operating Result	(2,573)	(2,008)	(566)	1,006	(726)	(2,586)	(3,312)

50. Domestic Waste Fund Operating Statement



March 2024

	YEAR TO DATE			FULL YEAR			
	Actuals	Adopted Budget	Variance	Original Budget	Full Year Budget	Proposed Q3 Budget Changes	Proposed Full Year Budget after Q3 Changes
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income							
Rates and Annual Charges	58,307	58,199	108	77,596	77,823	51	77,873
User Charges and Fees	57	40	17	30	47	17	65
Other Revenue	-	-	-	-	-	-	-
Interest	254	175	79	103	204	49	254
Grants and Contributions	-	-	-	-	-	-	-
Gain on Disposal	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Internal Revenue	23	36	(13)	36	36	-	36
Total Income attributable to Operations	58,640	58,449	191	77,764	78,110	117	78,227
Operating Expenses							
Employee Costs	656	666	10	890	890	1	892
Borrowing Costs	-	-	-	-	-	-	-
Materials and Services	25,886	28,078	2,192	35,273	35,919	(2,239)	33,680
Depreciation and Amortisation	-	-	-	-	-	-	-
Other Expenses	12,558	12,612	54	17,211	16,915	(100)	16,815
Loss on Disposal	-	-	-	-	-	-	-
Internal Expenses	12,114	12,114	(0)	16,967	16,964	(814)	16,150
Overheads	6,147	6,147	-	8,195	8,195	-	8,195
Total Expenses attributable to Operations	57,360	59,617	2,256	78,538	78,883	(3,152)	75,732
Operating Result after Overheads and before Capital Amounts	1,280	(1,168)	2,447	(774)	(773)	3,269	2,496
Capital Grants	-	-	-	-	-	-	-
Capital Contributions	-	-	-	-	-	-	-
Grants and Contributions Capital Received	-	-	-	-	-	-	-
Net Operating Result	1,280	(1,168)	2,447	(774)	(773)	3,269	2,496

1.3 Capital Works

Council's capital works program adopted as part of the 2023-24 Operational Plan totalled \$202.1M. Budget adjustments of \$52.7M were made during the year to date, resulting in a full year budget of \$254.8M.

Actual Q3 YTD capital expenditure is \$150.5M against the Q3 YTD budget of \$166.6M. An increase of \$8.7M is proposed as part of this Q3 review.

Council department	Adopted Budget	Proposed changes for Q3	Proposed Full Year budget	Actuals YTD-Mar 2024	Budget YTD Mar 2024	YTD Actuals / Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Community and Recreation Services	25,593	444	26,037	13,113	15,783	83.1%
Infrastructure Services	107,095	3,153	110,248	60,581	68,054	89.0%
Water and Sewer	92,768	5,376	98,143	62,511	67,081	93.2%
Environment and Planning	11,142	(373)	10,769	3,953	5,154	76.7%
Corporate Services	18,236	147	18,383	10,359	10,534	98.3%
TOTAL	254,834	8,746	263,580	150,519	166,606	90.3%

Changes to the capital works program include:

Increases totalling \$14.5M

New grant funded projects, emergency works, unexpected cost increases, necessary scope change, and multi-year projects that are progressing ahead of schedule, including:

- Brush Creek Rd at Cedar Brush Creek - \$1.5M
- Mardi Water Treatment Plant upgrade - \$1.2M
- Magenta Shared Pathway construction - \$0.8M

Details of all capital works budget increases are in the table below.

It is noted that in the intervening period between the end of Q3 and June 2024 there may be the opportunity to advance project milestones for some projects that are budgeted across 2023/24 and 2024/25. This may result in the budget allocation for those projects to be exceeded in 2023/24, to allow for timely awarding of contracts associated with the relevant milestones.

Reductions totalling \$5.74M

Projects delivered with savings, and projects not proceeding or deferred including:

- Environmental Land Acquisitions - \$1.0M
- Scenic Rd Macmasters Beach - \$0.6M
- Bay Rd, Blue Bay - \$0.4M
- Water Reservoir minor new asset program - \$0.3M

Details of all capital works budget decreases are in the table below.

Council has not purchased any assets for the quarter ended 31 March 2024 that are not already included in the current budget.

Capital Works continuing in 2024/25

It is noted that as part of reviewing the delivery status of projects that have budgets allocated in 2023/24, the projects that are likely to continue in the 2024/25 FY have been identified and are listed below:

- Foresters Beach FB1 – SPS and Rising
- Avoca Watermain upgrade – Geotechnical drilling within the lagoon
- Sewer CBD – Henry Parry – TfNSW
- Kincumber Dewatering
- Sewer Rising Main Renewal - Mona Road Charmhaven (CH06)
- Central Coast Airport – Upgrades
- Gosford City Car park - Remediation Works
- Construct MacMaster Beach seawall
- WOY WOY Waste Facility South Cell
- Cell 4.5 Buttonderry Waste Management Facility
- Woy Woy Waste Management Facility - Approvals and Construct Eastern Platform
- Yorkeys Bridge - Timber Bridge Replacement
- Warnervale Rd - Road Upgrade
- Yakalla St - Culvert Replacement
- Cary St - Culvert Replacement
- Boondilla Road and Gosford Avenue - Intersection Upgrade
- Public Toilets Annual Renewal Program
- Buff Point Ave, Buff Point – Shared Pathway
- Wisemans Ferry Road
- Settlers Road Wisemans Ferry
- Natural Disaster Design and Works
- Tapley Rd, Mount Elliot - Embankment Stabilisation
- Paroo Road, Holgate - Embankment Stabilisation
- Settlers Rd, Wisemans Ferry - Cutting/Natural slope stabilisation
- Daley Ave, Daleys Point - Embankment Stabilisation
- Gosford Regional Gallery – HVAC Upgrade
- Community Facilities Redevelopment at Toukley
- Gosford Regional Library and Innovation Hub
- Multiple Library Sites - Library Management System
- Woy Woy Swimming Enclosure
- Buff Point Oval Irrigation and Drainage
- Patrick Croke Irrigation and Subsoil drainage
- Building Renewal - Buff Point Oval Sportsground Amenities
- Building Renewal - Halekulani Oval Sportsground Amenities
- Various Gosford - Reserve Upgrades - Park Embellishment
- Woy Woy Waterfront Redevelopment - Reserve Upgrade
- Erina Heavy Plant Workshop Service Pit

Alignment of project milestones delivery with a financial year is impacted by various factors including, but not limited to, availability of external resourcing, ongoing adverse weather conditions and natural disasters, challenges encountered during the planning and delivery of projects, as well as opportunities to advance works earlier than anticipated.

The unexpended budgeted funds associated with the above projects will be reviewed as part of the adoption of the 2024/25 Capital Works program included in the Draft Operational Plan, at the June 2024 Council meeting.

The table below lists the projects which have had budget changes requested as part of the Q3 budget review.

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Community and Culture	26621	Memorial Park - Carpark Upgrade	Additional funds required	F	187	79	267	-	-	-	79	
Community and Culture	27034	Gosford Regional Gallery - Foyer Upgrade	Savings transferred to 26621 Memorial Park carpark	G	397	(79)	318	-	-	-	(79)	
Community and Recreation Services Executive	27585	Safer Cities Her Way - Capital Grant funded works	New project funded under the Safer Cities Grant Program	A	-	149	149	149	-	-	-	
Economic Development and Property	24426	Renovate cabins at Budgewoi Holiday Park	Savings identified and reallocated to Toowoona Bay cabins	C	30	(10)	20	-	-	(10)	-	
Economic Development and Property	24427	Renovate Cabins at Canton Beach Holiday Park	Savings identified and reallocated to Toowoona Bay cabins	C	415	(17)	398	-	-	(17)	-	
Economic Development and Property	24428	Renovate cabins at Norah Head Holiday Park	Savings identified and reallocated to Toowoona Bay cabins	C	840	(6)	834	-	-	(6)	-	
Economic Development and Property	24429	Renovate cabins at Toowoona Bay Holiday Park	Additional works brought forward	A	40	63	103	-	-	-	63	
Economic Development and Property	24432	Renovate guest facilities at Canton Beach Holiday Park	Savings identified and reallocated to Toowoona Bay cabins	C	1,055	(30)	1,025	-	-	-	(30)	
Economic Development and Property	24434	Renovate of guest facilities at Toowoona Bay Holiday Park	Project savings identified	C	1,090	(105)	985	-	-	-	(105)	
Economic Development and Property	26560	Commercial Leases	Savings transferred to Gosford lighting project	C	830	(140)	690	-	-	-	(140)	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Economic Development and Property	26561	Coral Street Car Park - CCTV	Additional works identified requiring additional budget	B	-	40	40	-	-	-	40	
Economic Development and Property	27033	Canton Beach Holiday Park - Design and Construction of Swimming Pool	Multi-year project with delivery continuing in FY24/25. Additional budget required to align with PM forecast for FY23/24.	D	60	105	165	-	-	-	105	
Economic Development and Property	27576	Safer Cities Her Way – Decorative Lighting Installation Gosford City Car Park	Recognise capital grant income and expense for partially funded Gosford carpark lighting under Safer Cities Grant Program	A	-	225	225	125	-	-	100	
Environmental Management	24481	Fire Trail upgrade - Clyde Road Holgate	Project delivered under budget	C	241	(4)	237	-	-	-	(4)	
Environmental Management	24514	Mt Ettalong Lookout Upgrade	Quotes received above budget estimate	F	130	20	150	-	-	20	-	
Environmental Management	26546	Renewal beach access – Jenny Dixon and Soldiers beach due to coastal erosion	Multi year project ahead of schedule. Works to be completed this year based on contractors forecast.	D	1,025	475	1,499	475	-	-	-	
Environmental Management	26753	Environmental Land Acquisition	No properties identified for purchase this FY	C	1,000	(1,000)	-	-	-	(1,000)	-	
Environmental Management	26901	Saltmarsh Swale San Remo Stage 2 -Council Funded	Project delivered under budget	C	115	(16)	100	-	-	-	(16)	
Environmental Management	26962	Sunrise Ave and MacLeay Dr Halekulani - Upgrade Drainage Gross Pollutant Trap -51959, 51760, 51757, 51759, 51783	Additional funds required due to tender being above budget	F	250	27	277	-	-	-	27	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Facilities and Asset Management	27007	Gosford Regional Gallery – Studio Flooring Renewal Office and Foyer Areas	Project scope to be revised	D	30	(30)	-	-	-	-	(30)	
Facilities and Asset Management	27010	Wyong Civic Centre - Internal workspace Renewal	Increase in scope to include renewal of AV equipment in Chambers, brought forward from FY25	D	300	453	753	-	-	-	453	
Facilities and Asset Management	27011	Niagara Park Child Care Centre - Roof Replacement and Storm Water Management	Project delivered under budget	C	80	(7)	73	-	-	-	(7)	
Facilities and Asset Management	27012	Kanwal and Terrigal - Child Care Centres Cabinetry Replacement	Project will require additional budget	E	130	24	154	-	-	-	24	
Facilities and Asset Management	27013	Alison Homestead NaturePlay Playground	Project delivered under budget	C	50	(30)	20	-	-	-	(30)	
Facilities and Asset Management	27016	Ettalong Beach Arts and Crafts Centre Building Works	Project delivered under budget	C	100	(47)	53	-	-	-	(47)	
Facilities and Asset Management	27019	Colongra Bay Community Hall - Internal Flooring Renewal and Under Floor Ventilation.	Project delivered under budget	C	70	(25)	45	-	-	-	(25)	
Facilities and Asset Management	27021	Public Toilets - Annual Renewal Program	Project savings identified	G	880	(54)	826	-	-	-	(54)	
Facilities and Asset Management	27023	Toukley Tennis Court - Playing Surfaces Courts 1 and 2	Project delivered under budget	C	110	(29)	81	-	-	-	(29)	
Facilities and Asset Management	27025	Erina Depot - Building H Air Conditioner Renewal	Project will not proceed	E	90	(90)	-	-	-	-	(90)	
Facilities and Asset Management	27028	Long Jetty Depot - Drying Pad Upgrade	Project delivered under budget	C	310	(78)	232	-	-	-	(78)	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Facilities and Asset Management	27029	Building Access and Security System	Project delivered under budget	G	164	(119)	45	-	-	-	(119)	
Facilities and Asset Management	27219	Tumbi Umbi Community Hall Roof renewal	Project delivered under budget	C	40	(5)	35	-	-	-	(5)	
Facilities and Asset Management	27220	Kincumber Tennis Court Fence renewal	Project delivered under budget	C	40	(7)	33	-	-	-	(7)	
Facilities and Asset Management	27581	Metro Cinema Sprinkler System	New capital project for Metro Cinema emergency works	A	-	200	200	-	-	-	200	
Leisure Beach Safety and Community Facilities	26586	Niagara Park Stadium - Driveway and accessibility upgrade	Project tracking ahead of schedule.	D	1,000	328	1,328	-	-	-	328	
Leisure Beach Safety and Community Facilities	27586	Grant McBride Baths - Pumps	New pumps at Grant McBride Baths funded by Emma McBride	A	-	40	40	40	-	-	-	
Libraries and Education	26011	Quality Learning Environment Grant 2021-22	Grant not released this year. Project cancelled	D	102	(102)	0	(102)	-	-	-	
Open Space and Recreation	26074	Skate Park Upgrade - Umina Skate Park	Increase due to increased scope	G	3,997	23	4,020	-	-	-	23	
Open Space and Recreation	26731	Waste Storage Facilities at Sportsgrounds	Project savings identified	C	50	(12)	38	-	-	-	(12)	
Open Space and Recreation	26865	Lake Recreation Facility Development - Lake Munmorah	Increase due to updated project management forecasts	D	30	30	60	-	-	-	30	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Open Space and Recreation	26986	Local Playspace Renewal Program - Various Locations	Budget transferred to separate projects for reporting purposes	G	755	(120)	635	-	-	-	(120)	
Open Space and Recreation	26988	Bar Point Pedestrian Access - Reserve Upgrade	Work completed substantially cheaper than original internal quoted price.	C	50	(25)	25	-	(25)	-	-	
Open Space and Recreation	26991	Umina, Ocean Beach and Ettalong - Reserve Upgrade - Landscaping	Project delivered under budget	C	150	(23)	127	-	(23)	-	-	
Open Space and Recreation	26999	Various locations North - Playspace Renewal program	Budget transferred to separate projects for reporting purposes	G	620	(15)	605	-	-	-	(15)	
Open Space and Recreation	27003	Renewal Program - Tennis Courts	Project delayed due to contractor personal injury and savings identified.	F	110	(10)	100	-	-	-	(10)	
Open Space and Recreation	27120	Works associated with PWA Regional NSW grant funded works	Correction to budget to reflect forecast	F	40	(20)	20	(20)	-	-	-	
Open Space and Recreation	27318	Additional Lighting Halekulani Oval	Quote for required works greater than original budget	G	120	20	140	-	-	-	20	
Open Space and Recreation	27329	Bushland Reserve Playspace Renewal	Budget transferred to separate project for reporting purposes	A	-	60	60	-	-	-	60	
Open Space and Recreation	27330	Spencer Playspace Renewal	New project part funded by IIOC grant that can be delivered this FY.	A	-	95	95	-	-	-	95	
Open Space and Recreation	27331	Picnic Point Playspace Renewal	Budget transferred to separate projects for reporting purposes	G	-	15	15	-	-	-	15	
Open Space and Recreation	27345	Frost Reserve Amenities Building Upgrade	Increase due to higher than anticipated costs for geotech investigations.	D	38	11	49	-	-	-	11	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Plant and Fleet	27575	Key Cabinet Replacement	New urgent project	G	-	33	33	-	-	-	33	
Plant and Fleet	27584	Roller Brake Tester	New urgent project	G	-	114	114	-	-	-	114	
Procurement and Project Management	27199	The Ridgeway, Tumbi Umbi-Stage 2 (CH 7600, HN675)	Delays in design completion and finalisation of grant funding. Spend deferred into 24-25.	D	214	(181)	33	(181)	-	-	-	181
Procurement and Project Management	27200	Dog Trap Rd, Ourimbah (CH 1446, HN 150;HN 95) - Embankment Stabilisation	Design commencement earlier than anticipated.	D	42	0	42	-	-	-	0	
Procurement and Project Management	27203	South Tacoma Rd, Tacoma South (HN 80;CH 750;HN 1897) - Embankment Stabilisation	Delays in design completion and finalisation of grant funding. Spend deferred into 24-25.	D	50	(50)	-	(50)	-	-	-	50
Procurement and Project Management	27228	Brush Creek Road at Cedar Brush Creek	Design commencement earlier than anticipated.	D	-	1,518	1,518	1,518	-	-	-	
Procurement and Project Management	27307	Glenrock Pde, Tascott (HN 310&70) - Embankment Stabilisation	Design commencement earlier than anticipated.	D	-	39	39	39	-	-	-	
Procurement and Project Management	27309	Wisemans Ferry Rd, Greengrove (CH17050 to CH18200) - Embankment/Cutting Stabilisation	Design commencement earlier than anticipated.	D	-	19	19	19	-	-	-	
Procurement and Project Management	27310	Avoca Dr, Avoca Beach (HN 160) - Natural Slope Stabilisation	Design commencement earlier than anticipated.	D	-	77	77	77	-	-	-	
Procurement and Project Management	27322	Surf Rider Ave, North Avoca (HN 61) - Embankment Stabilisation	Design commencement earlier than anticipated.	D	-	21	21	21	-	-	-	
Procurement and Project Management	27350	Old Maitland Road, Kangy Angy (HN 110 - 152)	Design commencement earlier than anticipated.	D	-	29	29	29	-	-	-	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Procurement and Project Management	27401	Coorara Avenue, Lisarow	New grant funded project	A	-	16	16	16	-	-	-	
Procurement and Project Management	27412	CH8500-10900 Brush Creek Rd, Cedar Brush Creek	Design commencement earlier than anticipated.	D	-	140	140	140	-	-	-	
Roads and Drainage Infrastructure	23251	Implement pavement testing and design program	Additional pavement investigation required due to latent conditions being encountered.	E	692	150	842	-	-	-	150	
Roads and Drainage Infrastructure	24677	Davistown Rd - Road Upgrade	Remediation works were required to be undertaken requiring budget	E	-	60	60	60	-	-	-	
Roads and Drainage Infrastructure	24708	Magenta - Shared Pathway Construction	Additional resources provided from the contractor allowing increased productivity.	E	6,540	807	7,347	807	-	-	-	
Roads and Drainage Infrastructure	24712	Maloneys Bridge - Timber Bridge Replacement	Additional land acquisition costs associated with project	F	20	24	44	24	-	-	-	
Roads and Drainage Infrastructure	24745	St Huberts Island - Pedestrian Safety Improvements	Project anticipated to be completed with savings.	C	1,070	(85)	985	(85)	-	-	-	
Roads and Drainage Infrastructure	25140	Ocean Beach and Rawson Rd - Intersection Upgrade	Consultant delay resulting in lower than expected expenditure	E	530	(100)	430	(100)	-	-	-	
Roads and Drainage Infrastructure	25338	Steyne Rd - Road Upgrade	Stage 1 completed with savings.	C	2,328	(150)	2,178	(150)	-	-	-	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Roads and Drainage Infrastructure	25367	Road Design Program	Additional works required to be undertaken to complete program of works.	E	209	49	258	-	-	-	49	
Roads and Drainage Infrastructure	25391	Springwood St - Road Upgrade Design	Project delivered under budget	C	1,760	(19)	1,741	(19)	-	-	-	
Roads and Drainage Infrastructure	25392	Lushington Rd - Road Upgrade Design	Increase in material costs required to complete project.	F	2,000	97	2,097	97	-	-	-	
Roads and Drainage Infrastructure	25611	Minor Transport Improvement Program from 2020	Additional works required to be undertaken to complete program of works.	E	628	50	678	-	-	-	50	
Roads and Drainage Infrastructure	25618	Shared Path and Footpath Renewal Program	Increase in material costs required to complete program.	F	1,737	150	1,887	-	-	-	150	
Roads and Drainage Infrastructure	25805	Elgata Avenue - Road upgrade	Additional works required due to utility impacts	E	2,280	50	2,330	50	-	-	-	
Roads and Drainage Infrastructure	25900	Grandview St - Bonnieview St - Intersection Upgrade Design	Increase in material costs required to complete project.	F	1,164	145	1,309	145	-	-	-	
Roads and Drainage Infrastructure	25901	Grandview St - Waterview St - Pedestrian Refuge Design	Project delivered under budget	C	175	(50)	125	(50)	-	-	-	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Roads and Drainage Infrastructure	25906	Virginia Rd - Road Upgrade	Stage 1 completed with savings.	E	2,450	(150)	2,300	(150)	-	-	-	
Roads and Drainage Infrastructure	26117	Road Resealing Program 21-22	Increase in material costs required to complete program.	F	4,752	800	5,552	-	-	-	800	
Roads and Drainage Infrastructure	26118	Asphalt Resurfacing Program 21-22	Increase in material costs required to complete program.	F	3,096	360	3,456	-	-	-	360	
Roads and Drainage Infrastructure	26134	Heavy Patch Program	Additional works identified requiring additional budget	E	600	257	840	-	-	-	257	
Roads and Drainage Infrastructure	26528	Road Renewal Program	Increase in material costs required to complete program.	F	3,054	260	3,314	-	-	-	260	
Roads and Drainage Infrastructure	26539	Barrenjoey Rd - Pavement Renewal and Road Resurfacing	Change in pavement treatment resulting in construction cost savings.	E	1,479	(200)	1,279	(200)	-	-	-	
Roads and Drainage Infrastructure	26684	Riou St - Drainage upgrade	Project delayed due to request for preliminary investigations	D	70	(50)	20	(50)	-	-	-	50
Roads and Drainage Infrastructure	26744	Tuggerawong Rd, Tuggerawong Seg 05 & 10- Rehabilitation of the existing road pavement followed by resurfacing of the road	Pavement investigations required change of treatment requiring additional budget.	E	1	50	50	50	-	-	-	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Roads and Drainage Infrastructure	26799	Grandview/McLachlon St - Pedestrian Refuge	Increase in construction costs requiring additional budget.	F	105	50	155	-	50	-	-	
Roads and Drainage Infrastructure	26862	Church Rd Tuggerah between Geoffrey Rd and Lake Rd	Project delivered under budget	C	1,855	(100)	1,755	(100)	-	-	-	
Roads and Drainage Infrastructure	26981	Road Renewal Program (R2R Grant) 2324	Increase in material costs required to complete program.	F	2,780	70	2,850	70	-	-	-	
Roads and Drainage Infrastructure	27267	Debenham Road South, Somersby (RD-1114900)	Pavement investigations required change of treatment requiring additional budget.	E	1,170	78	1,248	-	-	-	78	
Roads and Drainage Infrastructure	27269	Coburg Street, East Gosford (RD-1090400-15)	Project delivered under budget	C	183	(78)	105	(78)	-	-	-	
Roads and Drainage Infrastructure	27270	Cutrock Road, Lisarow (RD-1107100)	Change in pavement treatment resulting in construction cost savings.	E	903	(200)	703	(200)	-	-	-	
Roads and Drainage Infrastructure	27271	The Scenic Road, Macmasters Beach (RD-1404200)	Change in pavement treatment resulting in construction cost savings.	E	2,679	(550)	2,129	(550)	-	-	-	
Roads and Drainage Infrastructure	27276	Bay Road, Blue Bay (RD-1031000-25)	Change in pavement treatment resulting in construction cost savings.	E	1,033	(400)	633	(400)	-	-	-	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
Roads and Drainage Infrastructure	27277	Alison Road, Wyong (RD-1007200)	Change in pavement treatment resulting in construction cost savings.	E	1,352	(200)	1,152	(200)	-	-	-	
Roads and Drainage Infrastructure	27278	Malvina Parade, Gorokan (RD-1258500)	Pavement investigations required change of treatment requiring additional budget.	E	343	100	443	-	-	-	100	
Roads and Drainage Infrastructure	27280	Davistown Road, Davistown (RD-1113900) Road upgrade	Initial design funding required for project within Federally funded Central Coast Road Upgrade package	E	40	45	85	-	-	-	45	
Waste and Resource Recovery Management	26965	Woy Woy Waste Management Facility - Public Transfer Area Renewal Works	Project ahead of schedule	D	100	50	150	-	-	-	50	
Waste and Resource Recovery Management	26966	Buttonderry Waste Management Facility - Weighbridge Boom Gates	Project delivered under budget	C	44	(2)	42	-	-	-	(2)	
Water and Sewer Executive	23782	Sewer Reactive and Program Planning - Region Wide	Change in timing of project	D	1,909	263	2,172	-	-	263	-	
Water and Sewer Executive	23788	Water Reactive and Program Planning - Region Wide	Change in timing of project	D	630	176	806	-	-	176	-	
Water and Sewer Executive	26878	WIKA Capital Expenditure - Water	Change in timing of project	D	3,936	84	4,020	-	-	84	-	
Water and Sewer Executive	26879	WIKA Capital Expenditure – Sewer	Change in timing of project	D	8,476	2,171	10,647	-	-	2171	-	
WS Assets and Projects	15794	Water Trunk Main Installation - Mardi to Warnervale	Project savings identified	C	243	(21)	222	-	-	(21)	-	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
WS Assets and Projects	20799	Water Treatment Plant Major Upgrade - Mardi	Change in timing of project	D	8,554	1,198	9,752	-	-	1,198	-	
WS Assets and Projects	22632	Sewer Hydraulic Model Development - Region Wide	Reallocation of budget within program of works	G	33	17	49	-	-	17	-	
WS Assets and Projects	22645	Sewage Treatment Plant Process Improvements - Bateau Bay	Change in timing of project	D	3,995	390	4,385	-	-	390	-	
WS Assets and Projects	22679	Sewer Rising Main Upgrade - Bungary Road Norah Head (TO08A)	Reallocation of budget within program of works	G	301	6	307	-	6	-	-	
WS Assets and Projects	23785	Water Reservoir Upgrade - Pacific Hwy, Crangan Bay (Kanangra)	Change in timing of project	D	414	24	437	-	-	24	-	
WS Assets and Projects	24578	Sewer Main Rehabilitation Program - Region Wide	Change in timing of project	D	8,153	785	8,938	-	-	785	-	
WS Assets and Projects	24645	Water Reservoir Minor Asset Renewal Program - Region Wide	Change in timing of project	D	268	28	296	-	-	28	-	
WS Assets and Projects	24646	Sewer Infrastructure - Warnervale Town Centre	Change in timing of project	D	1,915	51	1,967	-	-	51	-	
WS Assets and Projects	24787	Water Reservoir Minor New Asset Program - Region Wide	Change in timing of project	D	250	(250)	-	-	-	(250)	-	250
WS Assets and Projects	25327	Sewer Pump Station Renewal - Government Road Summerland Point (GW05)	Project savings identified	C	1,670	(145)	1,526	-	-	(145)	-	
WS Assets and Projects	25635	Sewer Maintenance Services Minor Asset Renewals	Change in timing of project	D	608	27	635	-	-	27	-	
WS Assets and Projects	25920	Sewer Pump Station Renewal - Cedar Crescent Blackwall (WW14B)	Project savings identified	C	1,026	(53)	974	-	-	(53)	-	
WS Assets and Projects	26589	Sewer Pump Station Renewal - Woy Woy Road Woy Woy (WW13C)	Change in timing of project	D	329	130	459	-	-	130	-	
WS Assets and Projects	26745	Sewer Odour Management - Filter Refurbishment Program	Change in scope	E	107	(106)	1	-	-	(106)	-	

Responsible Unit	Project Number	Project Description	Description of Proposed budget adjustment	Change Type	Approved Full Year Budget \$'000	Proposed change \$'000	Proposed Full Year Budget \$'000	Source of Funds				Funds to be requested in 24-25
								Grants	Contributions	Restrictions	General Revenue	
WS Assets and Projects	26748	Sewer System Upgrades - Gosford CBD Racecourse Precinct	Change in scope	E	3,840	(204)	3,636	-	-	(204)	-	
WS Headworks and Treatment	26947	Sewer Treatment Area - Fire Trail Renewals - Region Wide	Change in timing of project	D	290	(145)	145	-	-	(145)	-	145
WS Operations and Maintenance	20824	Water Valve Renewals - Region Wide	Change in timing of project	D	329	31	360	-	-	31	-	
WS Operations and Maintenance	21835	Water Service Connections - Region Wide	Change in timing of project	D	1,568	451	2,018	-	-	451	-	
WS Operations and Maintenance	23780	Sewer Network and Automation Replacements - Region Wide	Reallocation of budget within program of works	G	-	350	350	-	-	350	-	
WS Operations and Maintenance	24579	Sewer Pump Station Minor Asset Renewal Program - Region Wide	Change in timing of project	D	1,172	117	1,288	-	-	117	-	
TOTAL PROPOSED BUDGET CHANGES					116,703	8,746	125,449	1,265	8	4,357	3,116	676

Change Type	Description
A	New project per strategic asset management or grant funding
B	Project continuing from prior year
C	Project savings identified
D	Change in timing of project
E	Change in scope
F	Change after tender/quotes
G	Reallocation of budget within program of works

1.5 Cash and Investments

Cash flows during the quarter were managed through maturities and investments in new term deposits and cash at call account and other investments. Details on Cash and Investments as at the end of March 2024 were reported to Council at its April 2024 meeting, Item 2.2. The full report can be accessed at:

Agenda of Ordinary Council Meeting - Tuesday, 23 April 2024 (infocouncil.biz)

Investments

Investments has been invested in accordance with Council's Investment Policy.

Cash –

The Cash at Bank figure included in the Cash and Investment Statement totals \$83,312,026.42.

The Cash at Bank Amount has been reconciled to Council's Physical Bank Statements

The date of completion of this bank reconciliation is 31 March 2024.

Reconciliation Status

The YTD cash and Investments figure reconciles to the actual balances held as follows: **\$000's**

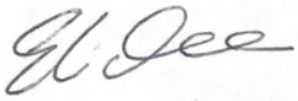
Cash at bank (as per Bank Statements)		\$ 85,270
Investments on hand		\$663,227
Less: Unpresented cheques	(Timing Difference)	(\$ 11,556)
Less: Payments not processed	(Timing Difference)	-
Add: Undeposited Funds	(Timing Difference)	\$ 1,819
Less: Identified deposits (not yet accounted in Ledger)	(Require actioning)	(\$ 4,744)
Add: Identified Outflows (not yet accounted in Ledger)	(Require actioning)	\$ 12,523
Less: Unidentified Deposits (not yet actioned)	(Require investigations)	-
Add: Unidentified Outflows (not yet actioned)	(Require investigations)	-
Reconciled Cash at Bank and Investments		<u>\$746,539</u>
Balance as per review Statement		<u>\$746,539</u>
Difference		-

1.6 Responsible Accounting Officer's Statement

Report by Responsible Accounting Officer

The following statement is made in accordance with cl. 203(2) of the *Local Government (General) Regulations 2021*.

It is my opinion that the Quarterly Budget Review Statement for Central Coast Council for the quarter ended 31 March 2024 indicates that Council's projected financial position as of 30 June 2024 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Emma Galea
Responsible Accounting Officer
28 May 2024

2.1 Contracts and Other Expenses

Major Contracts

The following significant new contracts were entered during Q3:

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
Telstra Limited	Central Coast Council GPS Renewal (LGP115)	\$1,245,994.50	01/01/2024	31/12/2026	Y
GHD Pty Ltd	Sewer Treatment Plant Condition Assessments and Process Performance Assessments – Kincumber, Woy Woy, Mannering Park and Wyong South (Panel Arrangement CPA/3543)	\$665,078	08/01/2024	08/07/2025	Y
Inkling Group Pty Ltd	Leadership Capability Framework, Learning and Development	\$256,026	08/01/2024	31/12/2024	Y
CRS Creative Recreation Solutions Pty Ltd	Design and Construction of Playspace Upgrade – Pelican Park, Woy Woy (LGP308-3)	\$164,983	10/01/2024	30/06/2024	Y
Fulton Hogan Industries Pty Ltd	Thin Asphalt Program 2023/2024 – Hue Hue Road from Champions Way to Jilliby Road, Jilliby (LGP213-2).	\$485,488	15/01/2024	09/02/2024	Y
Fulton Hogan Industries Pty Ltd	Roads to Recovery Rehabilitation –	\$457,394	15/01/2024	09/02/2024	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
	Hue Hue Road, Jiliby (LGP213-2).				
Scapecrete Constructions Pty Ltd	Bus Stop Program, Stage 1 (2023-2024)	\$191,750	16/01/2024	02/04/2024	Y
OverDrive Australia Pty Ltd	Library eBook Platform and Content 2023-2024 (Procurement Australia 2306/0743).	\$350,000	17/01/2024	30/06/2025	Y
Brown Environmental Earthworks Planning Pty Ltd	Sandstone Log Wall Rectification, Canton Beach	\$339,331	18/01/2024	28/03/2024	Y
TGB and Son Pty Ltd	Shared Path Renewal – The Esplanade, Ettalong Beach (Panel Arrangement CPA/4357)	\$179,430	22/01/2024	28/06/2024	Y
Asplundh Tree Expert (Australia) Pty Ltd	Ground Maintenance for Water and Sewer Pump Stations and Reservoirs 2023-2026	\$531,609.83	01/02/2024	01/02/2027	Y
GWS Machinery Pty Ltd	Supply and Delivery of Two (2) 125-150HP Tractors and 600HD Beach Rakes (LGP419)	\$668,300	01/02/2024	30/06/2024	Y
Mullane Trenchless Pipeline Solutions Pty Limited	Drainage Renewal Program – 91 Hastings Road, Terrigal and 27 Glenavon Road, Toukley (Panel Arrangement CPA/4118).	\$151,676	05/02/2024	30/06/2024	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
Mullane Trenchless Pipeline Solutions Pty Limited	Drainage Renewal Program, Stage 2 – Fravent Street, Toukley (Panel Arrangement CPA/4118).	\$190,961	05/02/2024	30/06/2024	Y
CRS Creative Recreation Solutions Pty Ltd	Design and Construction, Playspace Renewal – Lions Park, Woy Woy (LGP308-3).	\$299,872	07/02/2024	30/06/2024	Y
Delcare Constructions Pty Ltd	Construction, Repair and Replacement of Access Stairs at Jenny Dixon Beach	\$430,900	09/02/2024	30/06/2024	Y
GIWS & Gosford Irrigation & Pump Supplies	Water Non Urban Metering – Supply and Installation of Local Intelligence Devices for 15 Groundwater Bores (LGP420)	\$209,783	12/02/2024	03/12/2024	Y
Barry Hunt Associates Pty Ltd	Provision of Surveying Services at Central Coast Council Landfills, 2024-2027	\$171,900	19/02/2024	19/02/2027	Y
AECOM Australia Pty Ltd	Sewer Pump Stations - Condition Assessments (Panel Arrangement CPA/3543).	\$1,091,691	20/02/2024	30/06/2026	Y
Rivers Construction Pty Ltd	Partial Replacement of HB01 Sewer Rising Main (Panel Arrangement CPA/5009)	\$387,384	26/02/2024	26/07/2024	Y
QUALTRICS, LLC	Customer Experience	\$179,345	01/03/2024	28/02/2027	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
	Management Platform				
JXB Projects Pty Limited	Roof Renewal, Building G – Erina Depot	\$274,677	04/03/2024	29/03/2024	Y
Fulton Hogan Industries Pty Ltd	Asphalt Deep Lift and Overlay – Althorp Street, East Gosford (LGP213-3)	\$187,858	05/03/2024	30/04/2024	Y
Beau Corp Projects Pty Ltd	Design and Construction of Swimming Pool - Canton Beach Holiday Park	\$1,046,582	06/03/2024	17/01/2025	Y
Talk Agency	Major Tourism Industry Cooperative Campaign	\$200,000	08/03/2024	31/10/2024	Y
Delcare Constructions Pty Ltd	Avoca Bowl Trunk Drainage Upgrade Stage 5	\$1,418,900	11/03/2024	31/08/2026	Y
SMEC Australia Pty Ltd.	Design for Remediation of Former Landfill Site at Mardi (NSWBuy SCM1191)	\$330,400	18/03/2024	31/08/2025	Y
Form Construction Group	Smoke Vent and Roof Replacement, Laycock Street Theatre	\$545,878	18/03/2024	10/05/2024	Y
Scapecrete Constructions Pty Ltd	Footpath and Kerb Ramp Renewal Package 2023/2024, Stage 1	\$217,602	18/03/2024	10/05/2024	Y
Agile Analytics Pty Ltd	Azure Data Lake Environment (NSWBuy SCM0020)	\$195,500	18/03/2024	30/06/2025	Y
Manford Records	Records Mould Remediation, Digitisation and	\$692,442.05	18/03/2024	18/03/2026	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	End Date	Budgeted (Y/N)
Management Pty Ltd	Storage (previously CPA/4665)				
Fenworx Pty Ltd	Asphalt Mill, Fill and Overlay – Rickard Road, Empire Bay (LGP213-3)	\$298,410	19/03/2024	30/03/2024	Y
The Rix Group Pty Ltd	Embankment Stabilisation, Wisemans Ferry Road (Panel Arrangement CPA/4552).	\$21,346,518	20/03/2024	17/10/2025	Y
Sydney Watercraft Centre Pty Ltd	Supply and Delivery of Eight (8) Lifeguard Jetskis with Trailers	\$209,589	20/03/2024	30/08/2025	Y

2.2 Consultancy and Legal Expenses

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

The following Table shows operating expenditure year to date (YTD) for consultants and external legal fees.

Operating Expense	YTD Actual \$'000	Budgeted Yes/No
Consultants	9,485	Yes
Legal Fees	686	Yes

2.3 EXTERNAL AUDIT UPDATE

VERBAL REPORT

Attachments

Nil.



Item No: 2.4
Title: Internal Audit Final Reports
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16225382
Author: Amy Rankin, Audit and Risk Coordinator
Manager: Teresa Chadwick, Unit Manager Governance Risk and Legal
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That the Committee:

1. *Note the report by KPMG - SIRA Audit.*
2. *Note the report by KPMG - Accounts Payable Audit.*
3. *Recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as, on balance, it would not be in the public interest to release this information to the public on the basis of ensuring the efficacy of investigation and auditing functions, some of which are raised in these reports.*

NOTE: IF THE REPORT/ATTACHMENTS SHOULDN'T BE MADE PUBLICLY AVAILABLE, PLEASE NOTE THE REASON FROM [CLAUSE 78 OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER](#).

The information provided in this report is current as at 28/05/2024.

Summary

Consistent with the adopted amended Internal Audit Work Plan 2023-24, Council's Internal Audit partner, KPMG, has completed the following activities:

- 1 State Insurance Regulatory Authority (SIRA)
- 2 Accounts Payable

ADDITIONAL:

- 1 Internal Audit Status Report

Attachments

- | | | |
|----------|-----------------------------------|-----------|
| 1 | Status Report - June ARIC Meeting | D16225489 |
| 2 | FINAL Report - SIRA | D16225492 |
| 3 | FINAL Report - Accounts Payable | D16225493 |










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	C. Accounts Payable (AP) Internal Audit Report	C
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Central Coast Council | KPMG Internal Audit Services

1. Central Coast Council FY24 IA Plan – Status Update

The table below provides a summary of the status of Internal Audit services that will be performed against the approved FY24 IA Plan.

Project	Progress	Status	Presentation to ARIC
On-plan activity FY24 – Agreed Projects			
State Insurance Regulatory Authority (SIRA) This internal audit assessed the legislative compliance, case management and data quality of worker's compensation claims. Given the Council's self-insurer status for workers' compensation, it is essential to conduct an annual audit specifically targeting a volume of claims as determined by SIRA as it is mandated by SIRA to ensure compliance and effectiveness in the management of claims.		Project Completed	5 June 2024
Transport for NSW DRIVES24 This internal audit will assess the CCC's processes, procedures, and practices concerning DRIVES 24 access. This includes the authorisation of users, online access and password security, security administration, access record-keeping, and inspections. Transport for NSW mandates an annual audit to assess the platform's usage.		Fieldwork in progress	22 August 2024
Accounts Payable (AP) The objective of this internal audit was to consider the design of CCC's key controls to manage the AP processes. This included a walkthrough of the end-to-end lifecycle process to identify controls including purchase orders and invoice management with a particular focus on fraud controls and vendor management.		Project Completed	5 June 2024
Procurement (focusing on Data Analytics) The objective of this internal audit is to assess the operating effectiveness of key controls throughout the Procurement process. This will include a focus on authorisation controls, segregation of duties and vendor management processes in place to prevent fraud and corruption. Data Analytics will be performed across the key scope areas where applicable and testing will depend on the results obtained. Potential routines are PO dates pre-invoice, multiple POs created to the same vendor by the same user within 1 day, non-payment clearing of invoices (credit notes) and invoice amount differing from payment amount.		Fieldwork in progress	22 August 2024
WHS Management System Internal Audit The objective of this internal audit is to consider the design and operating effectiveness of CCC WHS Management System. This will consider CCC 'Our Safety' Management System against certain components of ISO 45001 to identify potential gaps and current use of different teams.		Fieldwork in progress	22 August 2024



Project completed



Project in progress



Project not yet commenced



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2.1 Summary of Findings SIRA

Objective and Background

In accordance with the CCC FY24 Internal Audit Plan, an internal audit of the legislative compliance, case management and data quality of worker's compensation claims determined by SIRA was performed. The objective of this internal audit was to assist CCC to meet its annual "Self-Audit" requirements in accordance with the SIRA Claims management audit manual (August 2023) to evaluate insurer performance by identifying areas of strength and potential improvement in the management of claims.

Given the CCC self-insurer status for workers' compensation, it is essential to conduct an annual audit specifically targeting a volume of claims as determined by SIRA, to ensure compliance and effectiveness in the management of claims.

A claims management audit was conducted in accordance with the requirements outlined within 'SIRA Insurer Claims Management Audit Manual' for 30 claims selected by SIRA on the 29 February 2024.

The areas of focus and requirements for testing of worker's compensation claims outlined within SIRA included the following 3 components. Refer to Appendix 4 for the detailed procedures performed for each component and sample claims selected.

- **Compliance:** This measures CCC's activity in relation to the obligations and timeframes placed upon them by the workers compensation legislation and the Workers compensation guidelines.
- **Case management:** This measures CCC's practice in line with their Injury management program, and SIRA's expectations of case management in accordance with the overarching case management principles and the Standards of practice.
- **Data quality:** This measures the accuracy of data submitted by CCC's to SIRA against information held in the claim file.

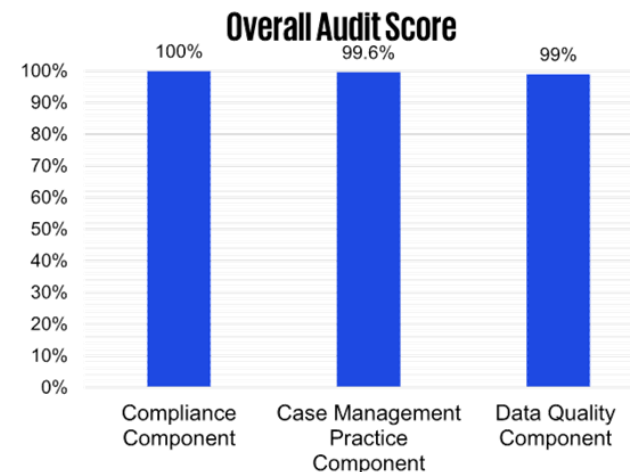
The period of scope was from 01 January 2023 to 31 December 2023.

Findings Summary

There were no Internal Audit findings in this project. Internal Audit has noted 1 process improvement opportunity to address the Case Management Practice Component rated at 99.6% regarding the instances of written notification of the closure of the claims to the workers.

Recommendation

Implement checklist of all closed claims to ensure all the relevant steps have been completed according to the adequate timeframes indicated by SIRA including Fitness for Work; Outstanding Accounts; Weekly payments; Permanent Impairment; Data Coding; and Injury management Plan with claim closure letter.



Central Coast Council | KPMG Internal Audit Services

2.2 Summary of Findings Accounts Payable

Context

The objective of this internal audit was to consider the design of key controls to manage the Accounts Payable (AP) process at CCC. This included gaining an understanding of the end-to-end AP lifecycle with a focus on vendor and invoice management alongside understanding proposed Management actions to address previously detected controls weaknesses.

Internal Audit Scope and Approach

The scope of this engagement included the following:

- Performed a high-level desktop review of documentation to understand the current procedural guidance in place governing the AP process. This included consideration of observations and controls deficiencies noted in the 'Fraudulent Invoice Review' report.
- Understood the current end-to-end AP process at CCC. This included a focus on the following areas – user access, authorisation controls, segregation of duties, three-way matching controls, vendor management, payment & invoicing management.
- Performed design and operating effectiveness testing of key controls across the AP function

The approach of this internal audit included the following:

- Obtained and performed a high-level desktop review of key policies, procedures, guidelines and other relevant documentation relating to CCC's AP process. Learnings from 'Fraudulent Invoice' review was inputted into this process.
- Conducted a maximum of three (3) consultations with key stakeholders to understand the current processes in place across the AP function at CCC.
- Performed walkthrough testing of the end-to-end AP process.
- Performed testing for a maximum of five (5) core AP controls. The controls tested included the following: user access, three-way matching, vendor creation, invoice approval and payment remittance.

Findings Summary

This internal audit has identified gaps in CCC's overall current approach to AP. Although there was a number of good practices observed, this internal audit identified two (2) high risk findings and one (1) medium risk finding. These findings have been individually rated and summarised as follows:

1. **(High Risk) System Functionality Limitations** - Inefficiencies within the AP processes were noted due to system limitations. CCC is not fully utilising Oracle's functionalities for AP and lacks the capability to extract reports for analysis such as invoice listing report, prior period payment reports or changes to supplier master file reports. Additionally, there is an opportunity to automate the processes for vendor onboarding and invoicing processing.
2. **(High Risk) Insufficient Review of Vendor Bank Details and Approval of Invoices for Payment** - Limitations in the vendor creation and payment review processes were noted. These include a lack of verification of vendor bank account details upon vendor creation, insufficient checks once invoices are approved within CommBiz and no secondary review of cheques prior to payments.
3. **(Medium Risk) Limited Guidance on User Access Management** - There is an absence of a user access matrix aligned with the various role profiles to assist the IT Team in managing access to the Oracle system. This would assist IT personnel to avoid applying permissions that will remove appropriate segregation of duties. Additionally, the IT user access procedures does not include guidance on the frequency and documentation of periodic reviews of current user access.



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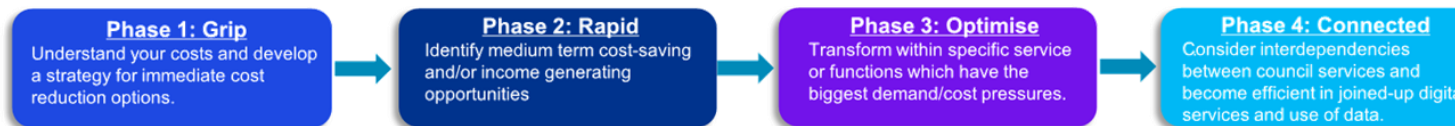
Appendices

- | | | |
|----|---|--------------------------------|
| A. | Local Government Financial Sustainability | 07 |
| B. | State Insurance Regulatory Authority (SIRA) Internal Audit Report | Separate document – Appendix B |
| C. | Accounts Payable (AP) Internal Audit Report | Separate document – Appendix C |

Central Coast Council | KPMG Internal Audit Services

Appendix A: Issue of Future Financial Sustainability

Many local governments are facing significant and sustained financial pressures with the focus of financial sustainability at the forefront of agendas. From KPMG's work with local government clients, we have developed an approach to help gain control of their spending in the short-medium term to ensure their future financial sustainability. There are four connected phases with 5 levers that can 'move the dial' towards sustainability.



Five levers that can 'move the dial' towards sustainability:



3. Debt Management

- Recovering monies owed to Councils:
- Improve practices around debt collection for adult social care.
 - Council tax and rent arrears.
 - Using a data led approach to separate 'can't' and 'won't' pay, then modifying the debt collection approaches.



1. Third Party Spend Review

- Gaining value from contracts relatively quickly:
- Review third party spend and associated contracts.
 - Strategic partnerships with large companies to negotiate bulk-buying discounts.
 - Joint buying with neighbouring local authorities or other public sector bodies.
 - Supplier relationships and ongoing contract management.



4. Demand Management

- Focus on the data landscape:
- Deliver targeted interventions to reduce demand, potentially requiring cost/benefit analysis.
 - Use a preventative approach by consolidating your disparate sources of data into a single view of customer/citizen.
 - Investigate the demands on your customer contact centre and 'front door'.



2. Workforce Capability

- Conducting an activity analysis to manage demand, looking at:
- Use of staff member time.
 - Benchmarking staff time spent against comparable organisations.
 - Revealing areas of inefficiency, low resource utilisation or duplication.



5. Income Generation Opportunities

- Fees and charges (e.g. local authorities have charged for advertising spaces, commercial/bulk waste collection, hiring of facilities, and activities in leisure centres).
- Explore alternative service delivery models (e.g. commercial trading companies, community interest companies and commercial partnerships).



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Central Coast Council

State Insurance Regulatory Authority (SIRA) Insurer Claims Management Internal Audit

28 May 2024

Version: FINAL

Acknowledgement of Country

KPMG acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past, present, and future as the Traditional Custodians of the land, water and skies of where we work.

At KPMG, our future is one where all Australians are united by a shared, honest, and complete understanding of our past, present, and future. We are committed to making this future a reality. Our story celebrates and acknowledges that the cultures, histories, rights, and voices of Aboriginal and Torres Strait Islander People are heard, understood, respected, and celebrated.

Australia's First Peoples continue to hold distinctive cultural, spiritual, physical and economical relationships with their land, water and skies. We take our obligations to the land and environments in which we operate seriously.

Guided by our purpose to 'Inspire Confidence. Empower Change', we are committed to placing truth-telling, self-determination and cultural safety at the centre of our approach. Driven by our commitment to achieving this, KPMG has implemented mandatory cultural awareness training for all staff as well as our Indigenous Peoples Policy. This sincere and sustained commitment has led to our 2021-2025 Reconciliation Action Plan being acknowledged by Reconciliation Australia as 'Elevate' – our third RAP to receive this highest level of recognition. We continually push ourselves to be more courageous in our actions particularly in advocating for the Uluru Statement from the Heart.

We look forward to making our contribution towards a new future for Aboriginal and Torres Strait Islander peoples so that they can chart a strong future for themselves, their families
And communities. We believe we can achieve much more together than we can apart.



In 2013, we commissioned Gilimbaa, a certified Indigenous creative agency, to design an artwork that reflects the diversity of Aboriginal and Torres Strait Islander cultures and KPMG's commitment to reconciliation.



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01

Executive Summary

Executive Summary

Introduction and Objective

In accordance with the Central Coast Council (CCC) FY24 Internal Audit Plan, an internal audit of the legislative compliance, case management and data quality of worker's compensation claims determined by SIRA was performed. The objective of this internal audit was to assist CCC to meet its annual "Self-Audit" requirements in accordance with the SIRA Claims management audit manual (August 2023) to evaluate insurer performance by identifying areas of strength and potential improvement in the management of claims. The list of stakeholders consulted during this Internal Audit is detailed in **Appendix 2**.

Background

Given the CCC self-insurer status for workers' compensation, it is essential to conduct an annual audit specifically targeting a volume of claims as determined by SIRA, to ensure compliance and effectiveness in the management of claims.

A claims management audit was conducted in accordance with the requirements outlined within 'SIRA Insurer Claims Management Audit Manual' for 30 claims selected by SIRA on the 29 February 2024.

The areas of focus and requirements for testing of worker's compensation claims outlined within SIRA included the following 3 components:

- **Compliance:** This measures CCC's activity in relation to the obligations and timeframes placed upon them by the workers compensation legislation and the Workers compensation guidelines.
- **Case management:** This measures CCC's practice in line with their Injury management program, and SIRA's expectations of case management in accordance with the overarching case management principles and the Standards of practice.
- **Data quality:** This measures the accuracy of data submitted by CCC's to SIRA against information held in the claim file.

Background (cont.)

The period of scope was from 01 January 2023 to 31 December 2023.

Refer to **Appendix 3** for the detailed procedures performed for each component and sample claims selected.

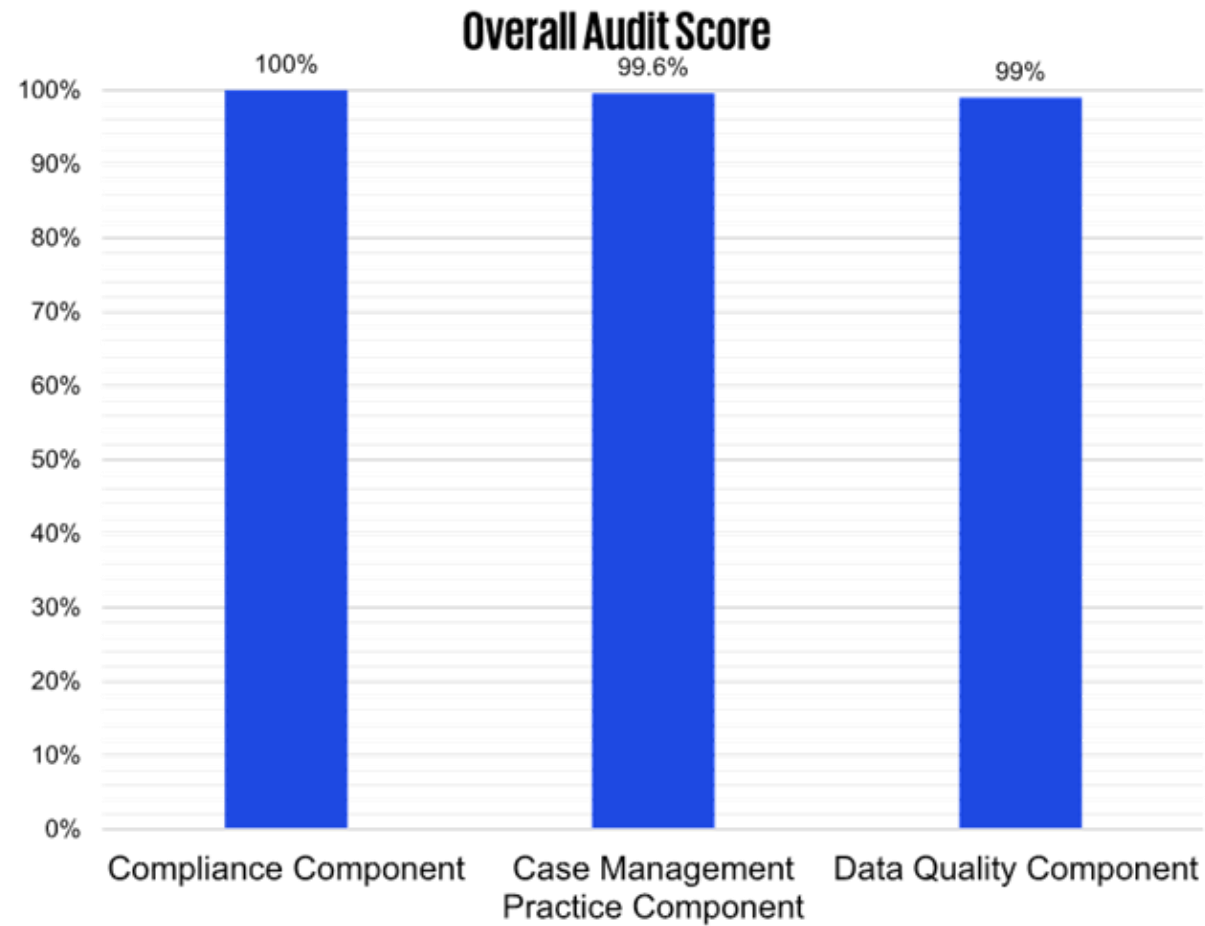
Positive Observations

- Monthly reporting to SIRA is conducted efficiently and accurately by the Workers Compensation Office Insurance team.
- Injury Management Plans are documented correctly and in accordance with the SIRA's standards of practice and CCC's injury management program.
- The use of the Pre-Injury Average Weekly Earnings (PIAWE) system was adequately used and well documented throughout the claim files.
- The use of a separate employee to the Workers Compensation Officers to handle the PIAWE calculations, weekly payments and claims estimates is a strength in CCC's claims management process by ensuring there is accountability and accuracy.
- CCC effectively communicate to the injured worker within the prescribed timeframes when determining liability, accepting provisional liability or providing a reasonable excuse.



Executive Summary

Results: Overall Audit Score



Findings

There were no Internal Audit findings in this project.

Our findings have been documented in full in the **Appendix 3** 'SIRA Requirements' and SIRA Self Audit Tool.

Internal Audit has noted 1 process improvement opportunity to address the Case Management Practice Component rated at 99.6% regarding the instances of written notification of the closure of the claims to the workers. This represent an opportunity for improvement for CCC, with the details noted in **Section 2** of this report.



Refer to **Appendix 4** for the rating framework applied, which uses the CCC's consequence framework from the Risk Management Procedure.



02

Improvement Opportunity

Improvement Opportunity

The following improvement opportunity has been identified for Management and the ARIC to consider:

Observation(s):	Potential impact / risk(s)	Opportunities
<p>1. Case Management component - Injury management and recovery at work - finalisation:</p> <p>As per the requirements for 'Injury management and recovery at work – finalisation' within the Case Management component, before the closure of the claim it is required to contact the worker, and any relevant service providers to advise of the intention to close the claim and reasons for doing so. Additionally, within 2 working days of claim closure, the insurer confirms in writing the closure of a claim to the worker and the employer, including:</p> <ul style="list-style-type: none"> • The date the claim was closed • The date on which medical benefits will cease (s59A notification), and • What to do if the worker believes the claim needs to be re-opened. <p>Through sample testing it was noted that 1 out of 30 claims did not have written notice to the worker over the closure of the claim.</p>	<ul style="list-style-type: none"> • The lack of the completion of a claim closure checklist encompassing minimum information required and critical dates of the claim, may lead to non-completion of key procedures and missed specified timeframes, resulting in non-compliance instances within SIRA claims management requirements. 	<p>1.1 Implement a control to complete a checklist off all closed claims to ensure all the relevant steps have been completed according to the adequate timeframes indicated by SIRA including:</p> <ul style="list-style-type: none"> • Fitness for Work (including what duties they are suitable to perform and date of final Certificate of Capacity); • Outstanding Accounts (including nominated treating doctor, treating specialist, physiotherapist and other providers used have been paid); • Weekly payments (ensuring no weekly payments are outstanding) • Permanent Impairment (ensuring section 66/67 claim has been settled and paid) • Data (ensuring all codes in Figtree are updated) • Injury management (including injury management plan is finalised and a claim closure letter has been sent)



03

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Appendix 1 – Scope

Introduction	In accordance with the Central Coast Council ('CCC') FY24 Internal Audit Plan, an internal audit of the legislative compliance, case management and data quality of worker's compensation claims determined by SIRA was performed. The key aspects of this project are detailed below.
Objective	The objective of this internal audit was to assist CCC to meet its annual "Self-Audit" requirements in accordance with the SIRA Claims management audit manual (August 2023) to evaluate insurer performance by identifying areas of strength and potential improvement in the management of claims.
Scope	<p>The scope of the internal audit included the following areas:</p> <ul style="list-style-type: none"> • Compliance testing – Assessed legislative compliance, case management and data quality in accordance with the SIRA Claims management audit manual (August 2023) based on the samples selected by SIRA.
Approach	<p>The approach of this internal audit included the following:</p> <ul style="list-style-type: none"> • Performed detailed sample testing of the 30 claims selected by SIRA on 29.02.2024 to test legislative compliance, case management and data quality of worker's compensation claims in accordance with the SIRA Claims management audit manual (August 2023). Documented conformance or non-conformance in the SIRA Audit Tool.
Scope Exclusions	<ul style="list-style-type: none"> • Consideration of the CCC control design of the key controls to be tested (indicated by SIRA) for the legislative compliance, case management and data quality of worker's compensation claims. • Any additional claim outside of the 30 samples selected by SIRA on 29.02.2024. • Testing did not assess the merit of decisions made on a claim.



Appendix 2 – Stakeholders Consulted

Listed below is the list of stakeholders consulted as part of this internal audit.

#	Name	Position
1	Donna Clout	Workers Compensation Office Insurance
2	Sammy Cartwright	Workers Compensation Office Insurance
3	Debbie Cleal	Workers Compensation Assistant Insurance



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Appendix 3 – SIRA Requirements

Audit overview

Audit site location	Central Coast Council
Audit Dates	29 February 2024
Audit Type	Self-audit
Audit Period	01/01/2023 – 31/12/2023
Number claims with activity in the audit period	267
Number of claims audited	30
Overall audit level achieved	Low Risk

Results: Overall Audit Score

Overall Audit Score	
Compliance Audit score	100%
Case Management Practice Audit Score	99.6%
Data Quality Audit Score	99%
Total	99%

List of claims audited

Claim Number	Surname	Given Name
20037	Dowling	Edward
230056	Green	Colin
220094	O'Brien	Danny
230313	Lloyd	Daniel
220095	Moore	Michael
230193	Dechert	Karl
230205	Zhou	Joe Hang
230154	Brown	Michael
230381	Roberts	Phillip
210120	Clark	Edan
240069	Dugan	Timothy
230102	Irwin	Emmitt
230233	Starkey	Summa
200061	Lamb	Sharon
240132	Valena	Bryce
240070	Pitman Hill	Leah
230360	Carroll	Graeme
230071	McGarrity	Brett
240135	Forster	Terrence
240106	Wilson	Carla
210016	Smith	Andrew
240044	Daly	Annette
230350	Zarb	Luke
230240	Moore	Toni
210122	Shelton	Craig
230284	Irvine	Allan
230001	Jackson	Simone
180018	Valena	Bryce
240087	Cardona	Greg
230248	Millerchip	Alison



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Appendix 3 – SIRA Requirements (cont.)

Results: Compliance

Total score for the component: 100%

1. Injury management and recovery at work - assessment	
Audit score: 100%	
Total criteria conformance: 60	Maximum achievable criteria conformance: 60
Key findings:	<ul style="list-style-type: none"> • There is evidence of contact and action taken which is clearly documented on the claim files. • There is evidence of consent which is clearly documented on the claim files prior to requesting information from a third-party.
2. Injury management and recovery at work - planning	
Audit score: 100%	
Total criteria conformance: 22	Maximum achievable criteria conformance: 22
Key findings:	<ul style="list-style-type: none"> • There is evidence on the claim file that the injury management plan is issued in line with Central Coast Council's injury management program
3. Injury management and recovery at work- implementation	
Audit score: Not applicable	
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> • There is no compliance practice component applicable to this element.
4. Injury management and recovery at work- finalisation	
Audit score: Not applicable	
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> • There is no compliance practice component applicable to this element.



Appendix 3 – SIRA Requirements (cont.)

5. Liability determination	
Audit score:	100%
Total criteria conformance: 90	Maximum achievable criteria conformance: 90
Key findings:	<ul style="list-style-type: none"> • There is evidence on the claim files that a liability determination was made within 7 calendar days. • The decisions and rationale supporting decisions in relation to initial liability decision, ongoing liability, liability for medical and related treatments and liability for additional or consequential medical conditions, notice are clearly documented on the claim files. • Written notice was provided to the worker and employer within two working days of decisions being made. • When there was an adverse liability decision, in relation to initial liability decision, ongoing liability, liability for medical and related treatments and liability for additional or consequential medical conditions, the decision was reviewed by someone other than the original decision maker. • Liability decisions were made within the required timeframes.
6. Weekly payments	
Audit score:	100%
Total criteria conformance: 76	Maximum achievable criteria conformance: 76
Key findings:	<ul style="list-style-type: none"> • There is evidence in the claim files of actions and decisions taken, these are clearly documented in the claim files in relation to initial PIAWE calculations and interim PIAWE calculations. • There is evidence on the claim file that the worker is receiving the correct weekly payments and is being paid on time. • The details and reasoning of calculations are clearly documented on the claim files. • There is evidence of Certificates of Capacity in the claim files.



Appendix 3 – SIRA Requirements (cont.)

7. Work capacity	
Audit score:	100%
Total criteria conformance: 20	Maximum achievable criteria conformance: 20
Key findings:	<ul style="list-style-type: none"> The work capacity assessments are conducted in accordance with the Workers Compensation Guidelines. The decisions and rationale supporting all work capacity decisions are clearly documented and recorded on the claim files including assessing work capacity, work capacity appointments and optional reviews and work capacity disputes. The work capacity appointments are conducted in accordance with the Workers Compensation Guidelines. There is evidence in the claim file that Central Coast Council gave notice of the decision and that the appropriate notice period had been paid. Reviews were conducted within the required timeframes.
8. Service provider management and related expenses	
Audit score:	100 %
Total criteria conformance: 30	Maximum achievable criteria conformance: 30
Key findings:	<ul style="list-style-type: none"> The decisions and rationale supporting decisions are clearly documented on the claim files. The decisions and rationale supporting decisions to engage (or not to engage) an IMC are clearly documented in the claim files. There is evidence of contact, or attempts to contact the treating doctor are documented on the claim file prior to an IME referral being actioned. The decision and decision rationale for the IME referral is clearly documented on the claim file. There is written advice to the worker which includes all information as prescribed by 7.4 of the Workers Compensation Guidelines.
9. Claims estimates	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no compliance practice component applicable to this element.



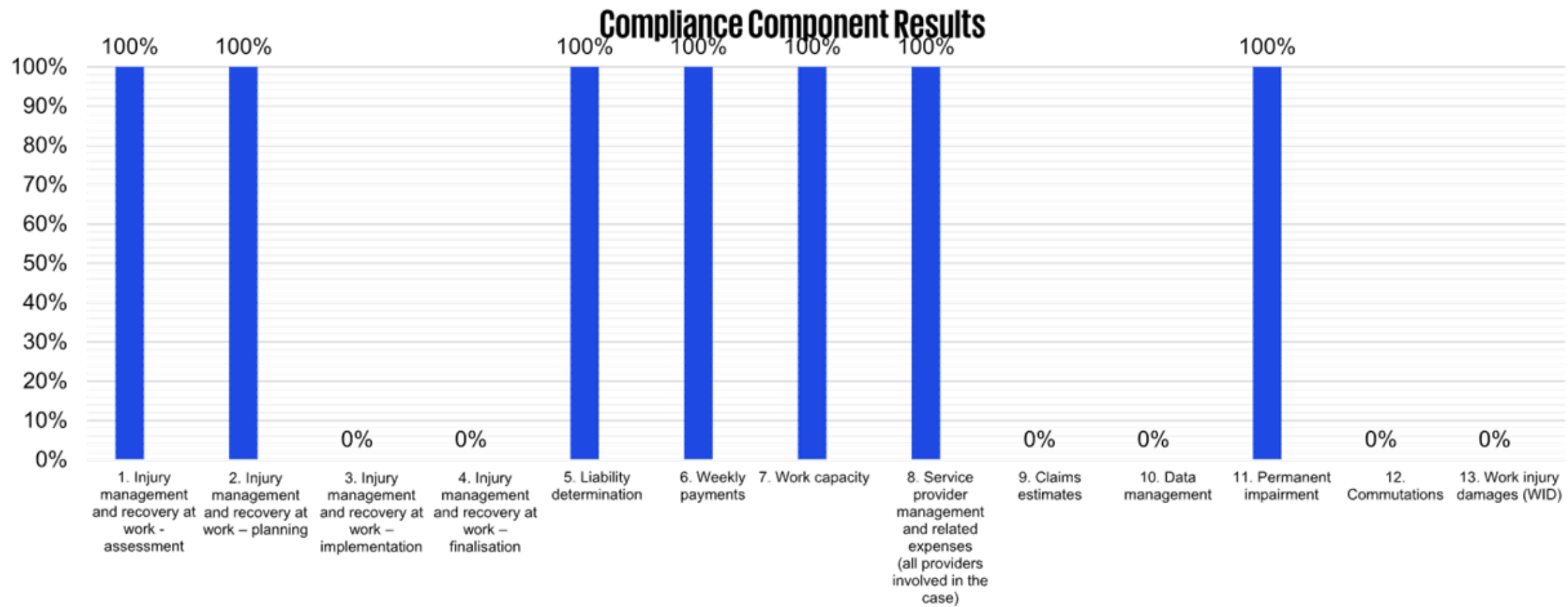
Appendix 3 – SIRA Requirements (cont.)

10. Data management	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no compliance practice component applicable to this element.
11. Permanent impairment	
Audit score:	100%
Total criteria conformance: 7	Maximum achievable criteria conformance: 7
Key findings:	<ul style="list-style-type: none"> There is evidence on the claim file that a referral has been actioned well within the relevant entitlement period to ensure that a worker is assessed prior to the entitlement limit being reached. There is evidence on the claim file that the referral is made in line with the Workers Compensation Guidelines. There is evidence on the claim file that Central Coast Council has assessed the relevant particulars of the claim in line with the Workers Compensation Guidelines. There is evidence on the claim file that the claim for lump sum is determined within the relevant timeframes. There are complying agreements between the worker and employer which are recorded by Central Coast Council in accordance with the Workers Compensation Guidelines.
12. Commutations	
Audit score:	0%
Total criteria conformance: 0	Maximum achievable criteria conformance: 0
Key findings:	<ul style="list-style-type: none"> There were no claims in the selected samples in relation to commutation of liability.
13. Work injury damages	
Audit score:	0%
Total criteria conformance: 0	Maximum achievable criteria conformance: 0
Key findings:	<ul style="list-style-type: none"> There were no claims in the selected samples in relation to work injury damages.



Appendix 3 – SIRA Requirements (cont.)

Compliance Component Summary



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Appendix 3 – SIRA Requirements (cont.)

Results: Case Management Practice

Total score for the component: 99.6%

1. Injury management and recovery at work - assessment	
Audit score:	100%
Total criteria conformance: 60	Maximum achievable criteria conformance: 60
Key findings:	<ul style="list-style-type: none"> There is evidence of contact and action taken which is clearly documented on the claim files in relation to employer initial communication and work initial communication.
2. Injury management and recovery at work - planning	
Audit score:	100%
Total criteria conformance: 22	Maximum achievable criteria conformance: 22
Key findings:	<ul style="list-style-type: none"> The decisions and rationale supporting decisions are clearly noted on the claim files. There is evidence on the claim files that the injury management plans were issued in line with Central Coast Council's injury management program.
3. Injury management and recovery at work - implementation	
Audit score:	100%
Total criteria conformance: 21	Maximum achievable criteria conformance: 21
Key findings:	<ul style="list-style-type: none"> The decisions and rationale supporting decisions for promoting recovery at work and case conferencing which is clearly noted on the claim files. There is evidence in the claim files of a case handover and contact with relevant parties.
4. Injury management and recovery at work - finalisation	
Audit score:	98 %
Total criteria conformance: 45	Maximum achievable criteria conformance: 46
Key findings:	<ul style="list-style-type: none"> One of the 30 claims did not comply with the requirements as the worker was not notified of the closure of the claim. The remaining samples have evidence on the claim files that relevant stakeholders have been advised of claim closures. There is evidence on the claim files that outstanding invoices are paid prior to claim closures.



Appendix 3 – SIRA Requirements (cont.)

5. Liability determination	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no case management practice component applicable to this element.
6. Weekly payments	
Audit score:	100%
Total criteria conformance: 34	Maximum achievable criteria conformance: 34
Key findings:	<ul style="list-style-type: none"> There is evidence of written notification of statutory reduction in payments and cessation of entitlement in the claim files.
7. Work capacity	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no case management practice component applicable to this element.
8. Service provider management and related expenses	
Audit score:	100%
Total criteria conformance: 72	Maximum achievable criteria conformance: 72
Key findings:	<ul style="list-style-type: none"> There is evidence on the claim file that payments have been made in line with Central Coast Council's injury management program and within the required timeframes. There is evidence on the claim file that notification has been provided to stakeholders. There is evidence on the claim files that provider invoices are paid promptly. There is evidence on the claim files that correct documentation has been completed and correct payments have been made/claimed. There is evidence on the claim files that workplace rehabilitation is engaged in line with Central Coast Council's injury management program. There is evidence that Central Coast Council ensures all parties understand the role of the provider and what to expect from involvement. The decision to refer for factual investigation and the rationale supporting the decision is clearly documented on the claim files. There were no claims that required a surveillance referral.



Appendix 3 – SIRA Requirements (cont.)

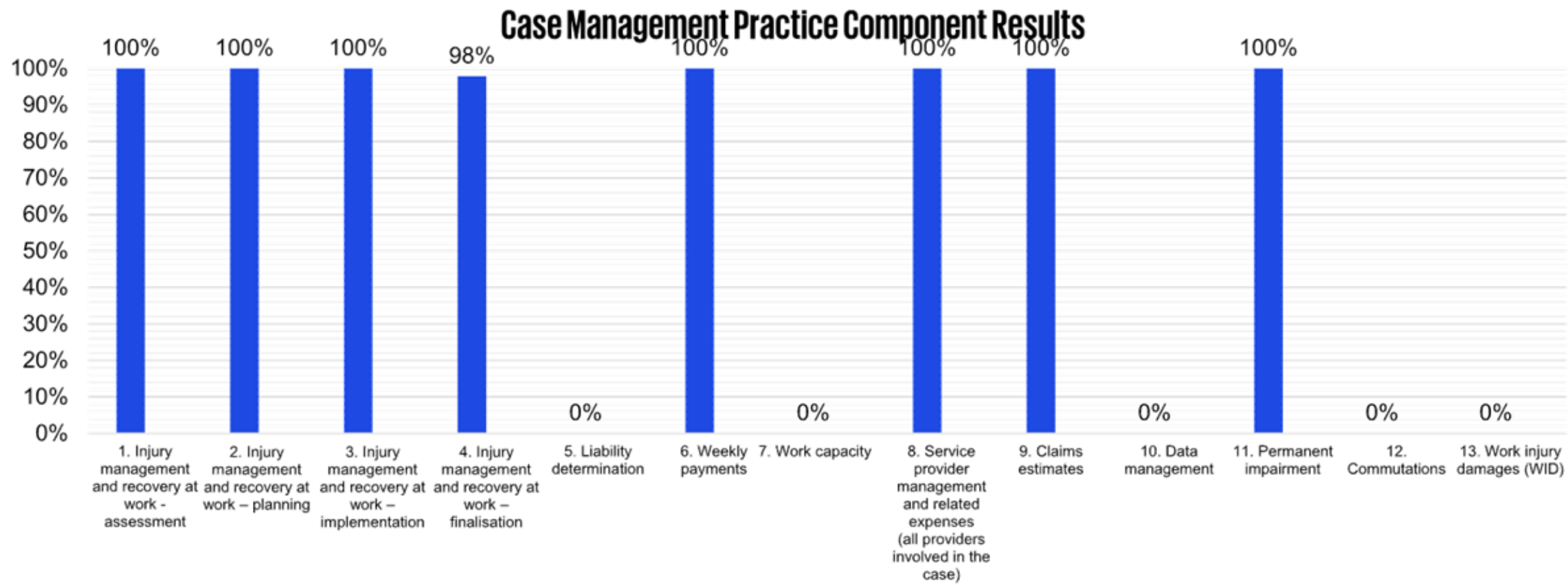
9. Claims estimates	
Audit score:	100%
Total criteria conformance: 18	Maximum achievable criteria conformance: 18
Key findings:	<ul style="list-style-type: none"> There is evidence on the claim files of updating claim estimates.
10. Data management	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no case management practice component applicable to this element.
11. Permanent impairment	
Audit score:	100%
Total criteria conformance: 7	Maximum achievable criteria conformance: 7
Key findings:	<ul style="list-style-type: none"> There is evidence on the claim files that permanent impairment assessment reports are objectively evaluated, and permanent impairment entitlements are assessed in line with Central Coast Council's injury management program. There is evidence on the claim files that Central Coast Council attempts to negotiate and achieve a timely permanent impairment settlement where appropriate. There is evidence on the claim file that appropriate documentation has been provided to Centrelink and Medicare within five working days of settlement.
12. Commutations	
Audit score:	0%
Total criteria conformance: 0	Maximum achievable criteria conformance: 0
Key findings:	<ul style="list-style-type: none"> There were no claims in the selected samples in relation to commutation of liability.



Appendix 3 – SIRA Requirements (cont.)

13. Work injury damages	
Audit score:	0%
Total criteria conformance: 0	Maximum achievable criteria conformance: 0
Key findings:	<ul style="list-style-type: none"> There were no claims in the selected samples in relation to work injury damages.

Case Management Practice Component Summary



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Appendix 3 – SIRA Requirements (cont.)

Results: Data Quality

Total score for the component: 99%

1. Injury management and recovery at work - assessment	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no data quality component applicable to this element
2. Injury management and recovery at work - planning	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no data quality component applicable to this element
3. Injury management and recovery at work - implementation	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no data quality component applicable to this element
4. Injury management and recovery at work - finalisation	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no data quality component applicable to this element



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Appendix 3 – SIRA Requirements (cont.)

5. Liability determination	
Audit score:	100%
Total criteria conformance: 30	Maximum achievable criteria conformance: 30
Key findings:	<ul style="list-style-type: none"> The data reported to SIRA is consistent with the data on the claim record.
6. Weekly payments	
Audit score:	100%
Total criteria conformance: 20	Maximum achievable criteria conformance: 20
Key findings:	<ul style="list-style-type: none"> The data reported to SIRA is consistent with the data on the claim record.
7. Work capacity	
Audit score:	100%
Total criteria conformance: 30	Maximum achievable criteria conformance: 30
Key findings:	<ul style="list-style-type: none"> The data reported to SIRA is consistent with the data on the claim record.
8. Service provider management and related expenses	
Audit score:	Not applicable
Total criteria conformance: Not applicable	Maximum achievable criteria conformance: Not applicable
Key findings:	<ul style="list-style-type: none"> There is no data quality component applicable to this element
9. Claims estimates	
Audit score:	100%
Total criteria conformance: 18	Maximum achievable criteria conformance: 18
Key findings:	<ul style="list-style-type: none"> The data reported to SIRA is consistent with the data on the claim record.



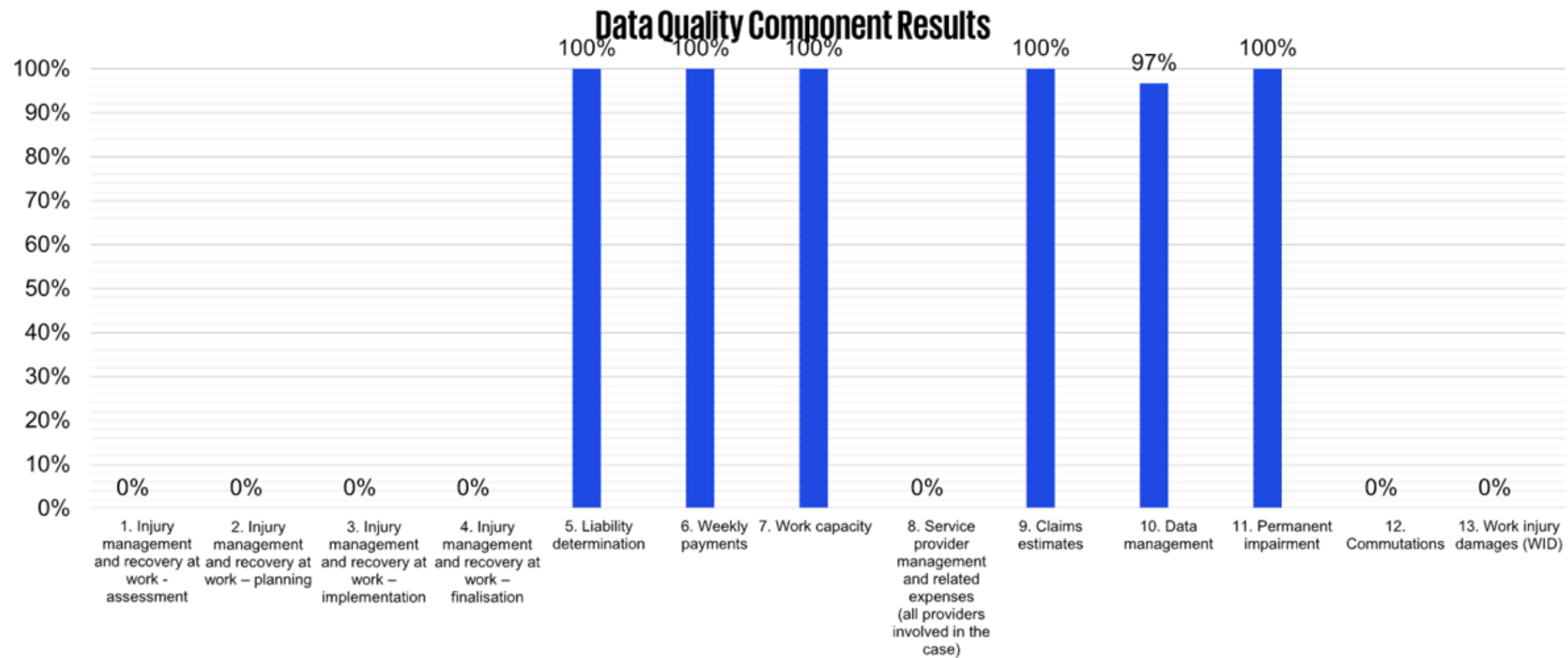
Appendix 3 – SIRA Requirements (cont.)

10. Data management	
Audit score:	97%
Total criteria conformance: 58	Maximum achievable criteria conformance: 60
Key findings:	<ul style="list-style-type: none"> One of the 30 claims did not comply with the requirements. The claim relates to a 2002 injury and the TOOCS Breakdown agency and Agency of injury have changed since then. During the period of the audit, Central Coast Council was unable to provide any information regarding the code for this claim, however, this was not required when the claim was initiated. The remaining claims data reported to SIRA was consistent with the data on the claim record.
11. Permanent impairment	
Audit score:	100%
Total criteria conformance: 3	Maximum achievable criteria conformance: 3
Key findings:	<ul style="list-style-type: none"> The data reported to SIRA is consistent with the data on the claim record.
12. Commutations	
Audit score:	0%
Total criteria conformance: 0	Maximum achievable criteria conformance :0
Key findings:	<ul style="list-style-type: none"> There were no claims in the selected samples in relation to commutation of liability.
13. Work injury damages	
Audit score:	Not applicable
Total criteria conformance: 0	Maximum achievable criteria conformance: 0
Key findings:	<ul style="list-style-type: none"> There is no data quality component applicable to this element



Appendix 3 – SIRA Requirements (cont.)

Data Quality Component Summary



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Appendix 4 – Risk Rating Matrix

Central Coast Council Risk Rating Matrix

The findings in this report were rated using the following risk ratings as defined in the Central Coast Council Risk Management Procedure.

Level of Risk Table					
	A	B	C	D	E
Consequence					
	Catastrophic	Major	Moderate	Minor	Insignificant
Almost Certain	25	23	20	16	11
Likely	24	21	17	12	7
Possible	22	18	13	8	4
Unlikely	19	14	9	5	2
Rare	15	10	6	3	1

Risk Rating & Action			
Hazard Score	Risk Level	Risk Acceptability	Immediate Action/Notification
23 to 25	Extreme	Intolerable	Immediate action required by Senior Management.
17 to 22	High	Unacceptable	Senior Management attention required.
8 to 16	Medium	Acceptable with continuous review only when either Reputation or Financial Consequence are the highest rated risk. Otherwise, unacceptable.	Manage with consistent monitoring and action when required.
1 to 7	Low	Acceptable with periodic review.	Manage by routine procedures.



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Appendix 4 – Risk Rating Matrix (cont.)

Central Coast Council Risk Rating Matrix

The findings in this report were rated using the following risk ratings as defined in the Central Coast Council Risk Management Procedure.

Consequence Table					
	Work, Health & Safety / Public	Natural Environment	Regulatory / Compliance	Reputation	Financial
Catastrophic	One(1) or more deaths, serious disability or long-term ill health.	Widespread contamination and environmental damage which cannot be reversed in the short to medium term.	Breach of legal, regulatory requirement or duty; prosecution; custodial sentence.		> \$15,000,000
Major	Serious injury (Major Surgery > two (2) months admission or long-term illness).	Significant environmental damage which can be reversed in the medium term.	Breach of legal, regulatory requirement or duty; likely fines, prosecution and/or litigation.		\$2,000,000 to \$15,000,000
Moderate	Significant injury one (1) to two (2) months absence.	Moderate impact on the environment which can be addressed in the short term.	Breach of legal, regulatory requirement or duty; enforcement action or prohibition notices imposed.	Substantial customer/community dissatisfaction; State coverage. Reputation recoverable in the long term.	\$500,000 to \$2,000,000
Minor	First aid or medical attention required; no long-lasting effects; several days off work.	Minor damage to the environment which is recoverable in the short term.	Non-compliance of legal, regulatory requirement or duty; monitoring by external regulator.	Expressed customer/community dissatisfaction; local coverage. Reputation recoverable in the medium term.	\$50,000 to \$500,000
Insignificant	First aid needed, no absence.	Insignificant damage to the environment, can be cleaned up immediately by local crews.	Non-compliance of legal, regulatory requirement or duty; investigation, not reportable.	May cause some public concern.	\$10,000 to \$50,000

Likelihood Table			
	Probability	Indicative frequency (Whole of life)	Descriptor
Almost Certain	> 85%	Once a year or more frequently	Almost certain to occur
Likely	50 – 85%	Once every 2 years	More than an even chance of occurring
Possible	21-49%	Once every 5 years	Could occur periodically
Unlikely	5-20%	Once every 10 years	It is possible for the event to occur, but it is unlikely to happen
Rare	< 5%	Once every 20 years	Event that may occur very seldom and the chances of it happening are considered exceptionally remote



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Disclaimers

Inherent Limitations

This report has been prepared as outlined in the Scope Section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

Due to the inherent limitations of any internal control structure, it is possible that fraud, error or non-compliance with laws and regulations may occur and not be detected. Further, the internal control structure, within which the control procedures that have been subject to the procedures we performed operate, has not been reviewed in its entirety and, therefore, no opinion or view is expressed as to its effectiveness of the greater internal control structure. The procedures performed were not designed to detect all weaknesses in control procedures as they are not performed continuously throughout the period and the tests performed on the control procedures are on sample basis. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by the Central Coast Council management and personnel consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form. The findings in this report have been formed on the above basis.

Reference to 'Review' and 'Audit'

Reference to 'Review' and 'Audit' throughout this report has not been used in the context of a review in accordance with assurance and other standards issued by the Australian Auditing and Assurance Standards Board.

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This report has been prepared at the request of the Central Coast Council in accordance with the terms of KPMG's engagement letter/contract dated 12 December 2023. Other than our responsibility to the Central Coast Council, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third-party on this report. Any reliance placed is that party's sole responsibility.

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Central Coast Council

Accounts Payable Internal Audit

27 May 2024

Version: FINAL

Acknowledgement of Country

KPMG acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past, present, and future as the Traditional Custodians of the land, water and skies of where we work.

At KPMG, our future is one where all Australians are united by a shared, honest, and complete understanding of our past, present, and future. We are committed to making this future a reality. Our story celebrates and acknowledges that the cultures, histories, rights, and voices of Aboriginal and Torres Strait Islander People are heard, understood, respected, and celebrated.

Australia's First Peoples continue to hold distinctive cultural, spiritual, physical and economical relationships with their land, water and skies. We take our obligations to the land and environments in which we operate seriously.

Guided by our purpose to 'Inspire Confidence. Empower Change', we are committed to placing truth-telling, self-determination and cultural safety at the centre of our approach. Driven by our commitment to achieving this, KPMG has implemented mandatory cultural awareness training for all staff as well as our Indigenous Peoples Policy. This sincere and sustained commitment has led to our 2021-2025 Reconciliation Action Plan being acknowledged by Reconciliation Australia as 'Elevate' – our third RAP to receive this highest level of recognition. We continually push ourselves to be more courageous in our actions particularly in advocating for the Uluru Statement from the Heart.

We look forward to making our contribution towards a new future for Aboriginal and Torres Strait Islander peoples so that they can chart a strong future for themselves, their families and communities. We believe we can achieve much more together than we can apart.



In 2013, we commissioned Gilimbaa, a certified Indigenous creative agency, to design an artwork that reflects the diversity of Aboriginal and Torres Strait Islander cultures and KPMG's commitment to reconciliation.



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01

Executive Summary

Executive Summary

Introduction and Objective

In accordance with the Central Coast Council (CCC) FY24 Internal Audit Plan, an internal audit of the end-to-end Accounts Payable (AP) lifecycle was performed. The objective of this internal audit was to consider the design of key controls to manage the AP process at CCC. Refer to **Appendix 1** for further details on the scope, approach, and scope exclusions.

Background

CCC have recently established procedures to govern AP processes. The Information Technology (IT) are responsible for applying and maintaining appropriate user access within the AP module in Oracle, which is CCC's enterprise resource planning and accounting system.

Individual business units are responsible for raising and approving respective Purchases Requisition (PR), whilst the Procurement Team manages vendors and creates Purchase Orders (PO) following business unit approval. The AP Team is responsible for three-way matching, processing invoices and performing reconciliations before sending them for payment.

A Procurement Internal Audit is currently underway that will provide further visibility of the end-to-end process of Procurement.

Refer to **Appendix 2** for the list of stakeholders consulted during this Internal Audit.

Positive Observations

A number of good practices were observed throughout the course of this internal audit. These include:

- The IT Team performs bi-annual reviews focused on IT user access and role reviews. This process includes liaising with Managers in the appropriate teams, via email, to confirm user access appropriateness.
- System controls extract the monthly payment file downloaded from Oracle into a PDF form before uploading for payment, to minimise the risk of manipulation of the information.
- The bank payment platform (CommBiz) has a workflow approval control for the invoice process, requiring two approvers from different departments.
- There is a mandatory training required for all employees to obtain a license before being able to raise a PR in Oracle.

Concluding Comments

The gaps identified in this report primarily relate to limited utilisation of the Oracle system. The system capabilities are not currently fully utilised in areas such as extracting exception reports, vendor onboarding and invoice entry.

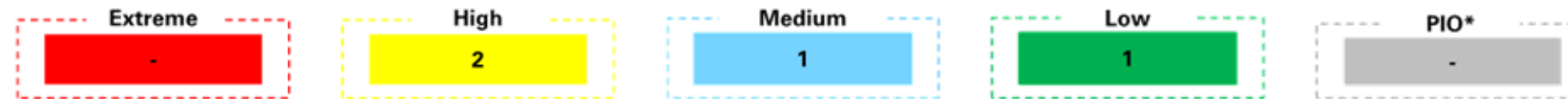
Additionally, it was noted that there is limited review of vendor bank details and approval of invoices for payment. There is currently insufficient guidance on user access management, which increases the likelihood of inappropriate access and unauthorized transactions.

Furthermore, discrepancies between documented and actual practices across the AP function were noted, including manual oversight of vendor data, invoice validation prior to payment and the current use of cheques as a payment method. There is an opportunity to leverage and enhance existing procedural documentation and processes to adopt the recommendations outlined in this report, thereby further maturing CCC's AP control environment.



Summary of Internal Audit Findings

Internal Audit has noted a number of findings, the details of which are noted in the 'Detailed Findings' section of this report. These findings have been individually rated which are summarised as follows:



Refer to **Appendix 3** for the rating framework applied, which uses the CCC's consequence framework from the Risk Management Procedure.

The findings rated as High and Medium are summarised as follows:

Rating	#	Finding
High	1	System functionality limitations: Inefficiencies within the AP review processes were noted due to system limitations. CCC is not fully utilising Oracle's functionalities for AP and lacks the capability to extract reports for analysis such as invoice listing report, prior period payment reports or changes to supplier master file reports. Additionally, there is an opportunity to automate the processes for vendor onboarding and invoicing processing into the system.
High	2	Insufficient review of vendor bank details and approval of invoices for payment: Limitations in the vendor creation and payment review processes were noted. These include a lack of verification of vendor bank account details upon vendor creation, insufficient checks once invoices are approved within CommBiz and no secondary review of cheques prior to payments.
Medium	3	Limited guidance on user access management: There is an absence of a user access matrix aligned with the various role profiles within the council to assist the IT Team in managing access to the Oracle system. This would assist IT personnel to avoid applying permissions that will not maintain appropriate segregation of duties. Additionally, the IT user access procedures does not include guidance on the frequency and documentation of periodic reviews of current user access.



02

Detailed Findings

1. System functionality limitations

Finding Rating	High
Likelihood	Likely
Consequence	Major

Observation(s):	Key Risk(s)
<p>CCC uses Oracle as the main system for the end-to-end lifecycle of AP processes, including vendor creation, purchases raising and approval, invoice entry as well as extracting approved payments to CommBiz. Although there are workflow controls in place such as secondary approvers for PR creation or invoicing approval, through walkthrough testing and document review, the following gaps were noted:</p> <p>Limited system capabilities for data extraction and exception reporting:</p> <p>Oracle system does not currently have the required reporting capability across the AP function. There is limited ability to extract AP data and reports such as invoice listing, prior period payment reports and changes to supplier master file. CCC is currently exploring with Oracle the possibility of enabling this functionality, however, at present, there is no report data extraction to allow a review or trend analysis for the following areas:</p> <ul style="list-style-type: none"> • <u>Invoice listing report</u>: This will provide a summary of all invoices within the payment file. Without this, there is limited oversight over individual transactions prior to payment to identify uncommon or unusual transactions. • <u>Prior period payment reports</u>: The use of a prior period payment report provides visibility and the opportunity to perform a comparison between current and prior period payment reports to identify anomalies in variations. • <u>Changes to supplier master file reports</u>: There is currently no report showing changes to supplier Masterfile, including bank details. These changes require workflow approval but there is no consolidated report available to review this on a periodic basis or at the time of payment. <p>System limitation for vendor onboarding:</p> <ul style="list-style-type: none"> • There is no automated process to onboard vendors in Oracle. Currently, CCC utilise a manual form for vendor onboarding in Oracle by the Vendor Management Team. The Procurement Team is responsible for approving vendor onboarding into the system by confirming that the information added in Oracle matches the vendor form. However, there is no automated procedure to reduce the manual activity for onboard vendors. <p>System limitation for invoice entry:</p> <ul style="list-style-type: none"> • There is no automated procedure for entering and recording invoices into Oracle. Currently, the AP Team manually enters the details of the invoices into Oracle. It was noted that approximately 56,000 invoices were manually entered between 1 April 2023 and 31 March 2024 at CCC. 	<ul style="list-style-type: none"> • Immature reporting and data analytical processes does not provide senior management with meaningful insights; reducing oversight over the effectiveness of practices and compliance with policies and procedures, which can hinder continuous improvement. • Relying on manual processes to onboard vendors and entry invoices into the system, can lead to data entry errors resulting in inaccuracy of information, harm to vendor relationships and the opportunity for manipulating sensitive information such as bank details.



1. System functionality limitations (cont.)

Agreed Management Action(s)		Responsible Officer & Target Date
1.1	<p>Consider engaging with Oracle service provider to further understand system functionalities. This aims to identify areas for improvement and enhance operational efficiency. The key areas for enhancement include, but are not limited to, the following:</p> <ul style="list-style-type: none"> - Reporting functionalities: Enable the extraction of reports such as invoice listings, prior period payments and changes in the supplier master file; - Vendor / supplier portal: Utilise the supplier portal functionality to facilitate the upload and update vendor information, including contact details, bank details and tax information; and - Automatic invoice recording: Utilise the automatic invoice entering functionality through the generic Oracle email or excel bulk upload functionalities. 	Chief Financial Officer 31 December 2024
1.2	Once the system functionalities are defined and embedded into CCC, provide mandatory training to the AP team to ensure understanding of these updates in the system and how to use the different functionalities.	Chief Financial Officer 31 March 2025
1.3	Perform monthly reviews of AP exceptions reports. These reports, which include but are not limited to the invoice listing report, prior period payment reports, and changes to supplier master file reports, should be regularly reviewed.	Chief Financial Officer 30 September 2024



2. Insufficient review of vendor bank details and approval of invoices for payment

Finding Rating	High
Likelihood	Likely
Consequence	Major

Observation(s):	Key Risk(s)
<p>There are currently controls in place to review the vendor information included in the system and to approve invoices prior sending them for payment. There is confirmation of vendor bank details by the Vendor Management Team and review of the total amount of invoices to be paid between Oracle and CommBiz systems. However, through walkthrough testing and document review, the following gaps were noted:</p> <p>Limited vendor bank account checks during onboarding:</p> <ul style="list-style-type: none"> The Vendor Management Team is responsible for the review of changes requested of vendor bank details that are currently in Oracle, through a phone call or email. However, this review process is not included in the AP onboarding process to confirmed legitimacy of the vendor bank details and Australian Business Number (ABN). We acknowledge that the Council is currently exploring implementing EFTSure to outsource the verification of vendor ABN details during onboarding. <p>Limited approval of invoices in the CommBiz system:</p> <ul style="list-style-type: none"> To process the monthly AP payment, the AP Team Leader transfers a file of approved purchases from Oracle to CommBiz. The invoice file is reviewed and approved by two of the four authorised approvers in CommBiz. This review is limited to a match of the total amount of the invoice file to the payment amount. This is a high-level check of completeness that does not include an in-depth review on the legitimacy of transactions, accuracy of account details and payments amounts. <p>Limited review of Cheques prior to issue:</p> <ul style="list-style-type: none"> CCC still utilises Cheques for payments to certain government organisations and for one-time supplier refunds, however many similar organisations have moved away from this payment method. The current process for Cheques approval is the same as EFT in the Oracle system, involving Purchase Requisition (PR) approval and three-way matching of invoices. Following approval, the AP team prints a list of approved cheque payments and enters a signature onto a blank cheque template, which is sourced from a secured location. It was noted that there is no secondary review conducted for accuracy and legitimacy of the printed cheques before issuance. This lack of review reduces the likelihood of detecting any alterations to cheque details that may have occurred after approval in Oracle. 	<ul style="list-style-type: none"> Failure to verify the legitimacy of vendor bank details at the time of vendor creation or perform spot checks over batch payments increases the risk of human error resulting in incorrect payments. This heightens the possibility of fraudulent purchasing occurring resulting in financial losses to the organisation and leaves CCC open to reputational damage. Failure to perform a secondary review over the legitimacy of Cheques prior to issue increases the risk of financial loss to CCC due to fraud or human error, as well as the potential for reputational damage.



2. Insufficient review of vendor bank details and approval of invoices for payment (cont.)

Agreed Management Action(s)		Responsible Officer & Target Date
2.1	Amend existing procedural documentation to require independent verification of the legitimacy of bank details at the time of vendor creation. This includes communicating with the vendor to verify bank details, performance of an ABN check to confirm vendor details, and / or provision of third-party evidence of bank details (such as bank statement or deposit slip with vendor name).	Chief Financial Officer 30 September 2024
2.2	Review and update the existing procedural documentation to include a spot check and review process for exception reports as a standard procedure for the AP Team to review invoices and payments approval in CommBiz. This process should involve sampling invoices based on materiality of amount or vendor, to ensure alignment with the correct procedure before releasing the payment batch. This includes verifying PR approval, conducting a three-way match, and confirming accuracy of invoice and vendor information.	Chief Financial Officer 31 October 2024
2.3	Consider eliminating the use of cheques as a payment method and move all payments to EFT. Alternatively, update the existing procedural documentation to include a control requiring a second approver from the AP Team to review vendor details on cheques before issuance.	Chief Financial Officer 30 September 2024



3. Limited guidance on user access management

Finding Rating	Medium
Likelihood	Possible
Consequence	Moderate

Observation(s):	Key Risk(s)
<p>The IT Team grants user access to the Oracle system once requested by an employee and their Supervisor or Manager. This user access is based on the established permissions of another staff member with similar job titles and duties. According to better practice, user access should be granted by applying the principle of Least Privilege. This principle outlines that employees are given the minimum level of access essential to their role. Through document review and sample testing the following was noted:</p> <p>Lack of user access matrix:</p> <ul style="list-style-type: none"> Currently, the IT Team evaluates the appropriateness of the requested access based on segregation of duties, job role, experience, and seniority. The user profile is then copied from a similar role. However, there is no user access matrix with the various role profiles, within the Council, to guide the IT Team in determining suitable access levels to the Oracle system. The following was noted in user access sample testing: <ul style="list-style-type: none"> One out of two users selected for sample testing noted that the AP Team Leader had access to the entire AP process, which includes the ability to changing bank details, create requisitions, raise invoices, and extract payment files to CommBiz. Furthermore, two instances were noted where this user had created a PR, approved the good received and edited the vendor details for the same transaction. Whilst a secondary approver is required as a compensating control, these permission should not be granted to the same user to maintain an appropriate segregation of duties. One out of two samples tested users has access to extract payment files from Oracle to CommBiz and approve the invoices in CommBiz. Whilst two separate approvers are required to authorise payments in CommBiz, by performing a high-level review of the total balance, this user should not have the ability to extract payment files. Furthermore, it was noted that there is no user matrix defined to highlight potential toxic permission in user access management. When user access is requested, it is important that the IT Team can check against an approved matrix to ensure that application of roles are not contradictory or 'toxic' when combined with other roles within a user's profile. Throughout walkthrough testing it was noted that there is no explicit guidance for IT detailing which permissions should not be allocated together. With 116 user role profiles available to be provided to users in Oracle, there is a risk that the IT Team may be unaware of all the combinations of toxic permissions that may exist. <p>Limited information on the frequency of user access review:</p> <ul style="list-style-type: none"> There are documented procedures to support the IT Team on to how to provide, change or delete a user access in Oracle, however, these procedures lack information regarding the frequency of periodic reviews of current user access. Although the IT conducts spot checks and bi-annual reviews of user access, the frequency of this process is not documented in current guidelines. 	<ul style="list-style-type: none"> The absence of a user access matrix and clear guidelines for avoiding toxic permissions increases the likelihood of inappropriate access being granted. This can lead to unauthorized transactions, bypassing critical segregation of duties controls, and potential financial losses for the Council The absence of documented review frequency increases the risk of unauthorized access going undetected, potentially leading to security breaches or misuse of the system



3. Limited guidance on user access management (cont.)

Agreed Management Action(s)		Responsible Officer & Target Date
3.1	Eliminate the ability to copy role profiles for AP user access.	Manager Information and Technology 30 September 2024
3.2	Document the required user access matrix / permissions for AP role profiles based on the Least Principle, including required levels of access and appropriate segregation of duties. Clearly communicate these expectations to IT staff for the appropriate application of permissions.	Chief Financial Officer 31 October 2024
3.3	Define toxic permissions (e.g. creating a PR and approving an invoice or approving an invoice and changing vendor details) and highlight potential ones in the user access matrix from recommendation 3.2	Chief Financial Officer 31 October 2024
3.4	Include in the IT user access procedures a bi-annual review of user access granted to ensure the AP Team have correct access based on their role profile and main activities.	Manager Information and Technology 31 December 2024



4. AP Procedure not in line with current processes

Finding Rating	Low
Likelihood	Unlikely
Consequence	Minor

Observation(s):		Key Risk (s.)
<p>The Accounts Payable Team utilise the Training Manual Accounts Payable to support and guide the day-to-day operations. Through stakeholders' consultation and document review, the following was noted:</p> <p>Incomplete AP Procedure:</p> <ul style="list-style-type: none"> The AP Procedure is not complete nor in line with current practices since it was last reviewed in 2017. The current processes for reviewing ABN and vendor details prior to payment have not been updated in the AP Procedure. Additionally, the AP Procedure does not include enough information to provide clear guidelines on the performance for several AP activities. For instance, there is limited information in the procedure on the scenarios where team members should put an Invoice on hold and the rules as to when it should happen. Whilst employees may know how to perform an action, without an understanding of why they are performing the role they may not consistently perform the practice as expected by senior management. <p>Limited training for AP Team:</p> <ul style="list-style-type: none"> While mandatory training is required to obtain a license allowing individuals to raise a PR, this training is only provided to employees who require permission for PR submission. Consequently, there is a lack of onboarding or refresher training for the AP Team, to ensure appropriate understanding of the processes and systems, as well as alignment with current practices. Additionally, the review of reports highlighted in Finding 1 can be used to identify potential training needs and ensure at least annual refresher training on relevant aspects of the AP process. 		<ul style="list-style-type: none"> Outdated and incomplete procedures may lead to inconsistent practices, errors, and non-compliance with current controls, potentially resulting in financial inaccuracies and operational inefficiencies. The absence of onboarding or refresher training for the AP Team increases the risk of errors, inefficiencies, and non-compliance with established procedures, potentially leading to financial discrepancies and reputational damage for the organization.
Agreed Management Action(s)		Responsible Officer & Target Date
4.1	<p>Perform a review of the 'Training Manual Accounts Payable' document to reflect current expectations, practices and controls, including but not limited to:</p> <ul style="list-style-type: none"> Review of ABN prior to payment Review of vendor details prior to payment Provision of detailed instruction and reasoning for performing tasks such as putting an Invoice on Hold 	Chief Financial Officer 30 September 2024
4.2	Perform a yearly review of the Accounts Payable Procedure to ensure versions reflect current expectations and practices within the organisation and reflect good practice.	Chief Financial Officer By 30 June each year
4.3	Implement mandatory onboarding and refresher training to ensure consistent knowledge, skills and understanding of current procedures, processes and systems for the AP Team. Training should consider additional review processes outlined in Finding 1.	Chief Financial Officer 30 November 2024



03

Appendices

Appendix 1 - Scope

Introduction	In accordance with the CCC FY24 Internal Audit Plan, an internal audit of the end-to-end Accounts Payable (AP) lifecycle was performed. The key aspects of this project are detailed below.
Objective	The objective of this internal audit was to consider the design of key controls to manage the AP process at CCC. This included gaining an understanding of the end-to-end AP lifecycle with a focus on vendor and invoice management alongside understanding proposed Management actions to address previously detected controls weaknesses.
Scope	<p>The scope of the internal audit included the following areas:</p> <ul style="list-style-type: none"> • Performed a high-level desktop review of documentation to understand the current procedural guidance in place governing the AP process. This included consideration of observations and controls deficiencies noted in the 'Fraudulent Invoice Review' report. • Understood the current end-to-end AP process at CCC. This will include a focus on the following areas – user access, authorisation controls, segregation of duties, three-way matching controls, vendor management, payment & invoicing management. • Performed design and operating effectiveness testing of key controls across the AP function.
Approach	<p>The approach of this internal audit included the following:</p> <ul style="list-style-type: none"> • Obtained and performed a high-level desktop review of key policies, procedures, guidelines and other relevant documentation relating to CCC's AP process. Learnings from 'Fraudulent Invoice' review was inputted into this process. • Conducted a maximum of three (3) consultations with key stakeholders to understand the current processes in place across the AP function at CCC. • Performed walkthrough testing of the end-to-end AP process. • Performed testing for a maximum of five (5) core AP controls. The controls tested included the following: user access, three-way matching, vendor creation, invoice approval and payment remittance.
Scope Exclusions	Pre-award activities, including but not limited to, sourcing, demand management, category management and contracting strategies.



Appendix 2 – Stakeholders Consulted

Listed below is the list of stakeholders consulted as part of this internal audit.

#	Name	Position
1	Emma Galea	Chief Financial Officer
2	Priya Pratap	Section Manager (Accounts Payable)
3	Jamie Beal	Unit Manager of IT
4	Christopher Sipeki	Application Service Specialist
5	Margaret Smith	Team Leader (Accounts Payable)
6	Michael Ross	Project Manager (Procurement)
7	Danny Andrews	Section Manager (Procurement)



Appendix 3 – Risk Rating Matrix

Central Coast Council Risk Rating Matrix

The findings in this report were rated using the following risk ratings as defined in the Central Coast Council Risk Management Procedure.

Level of Risk Table					
	A	B	C	D	E
Consequence					
	Catastrophic	Major	Moderate	Minor	Insignificant
Almost Certain	25	23	20	16	11
Likely	24	21	17	12	7
Possible	22	18	13	8	4
Unlikely	19	14	9	5	2
Rare	15	10	6	3	1

Risk Rating & Action			
Hazard Score	Risk Level	Risk Acceptability	Immediate Action/Notification
23 to 25	Extreme	Intolerable	Immediate action required by Senior Management.
17 to 22	High	Unacceptable	Senior Management attention required.
8 to 16	Medium	Acceptable with continuous review only when either Reputation or Financial Consequence are the highest rated risk. Otherwise, unacceptable.	Manage with consistent monitoring and action when required.
1 to 7	Low	Acceptable with periodic review.	Manage by routine procedures.



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Appendix 3 – Risk Rating Matrix (cont.)

Central Coast Council Risk Rating Matrix

The findings in this report were rated using the following risk ratings as defined in the Central Coast Council Risk Management Procedure.

Consequence Table					
	Work, Health & Safety / Public	Natural Environment	Regulatory / Compliance	Reputation	Financial
Catastrophic	One(1) or more deaths, serious disability or long-term ill health.	Widespread contamination and environmental damage which cannot be reversed in the short to medium term.	Breach of legal, regulatory requirement or duty; prosecution; custodial sentence.		> \$15,000,000
Major	Serious injury (Major Surgery > two (2) months admission or long-term illness).	Significant environmental damage which can be reversed in the medium term.	Breach of legal, regulatory requirement or duty; likely fines, prosecution and/or litigation.		\$2,000,000 to \$15,000,000
Moderate	Significant injury one (1) to two (2) months absence.	Moderate impact on the environment which can be addressed in the short term.	Breach of legal, regulatory requirement or duty; enforcement action or prohibition notices imposed.	Substantial customer/community dissatisfaction; State coverage. Reputation recoverable in the long term.	\$500,000 to \$2,000,000
Minor	First aid or medical attention required; no long-lasting effects; several days off work.	Minor damage to the environment which is recoverable in the short term.	Non-compliance of legal, regulatory requirement or duty; monitoring by external regulator.	Expressed customer/community dissatisfaction; local coverage. Reputation recoverable in the medium term.	\$50,000 to \$500,000
Insignificant	First aid needed, no absence.	Insignificant damage to the environment, can be cleaned up immediately by local crews.	Non-compliance of legal, regulatory requirement or duty; investigation, not reportable.	May cause some public concern.	\$10,000 to \$50,000

Likelihood Table			
	Probability	Indicative frequency (Whole of life)	Descriptor
Almost Certain	> 85%	Once a year or more frequently	Almost certain to occur
Likely	50 – 85%	Once every 2 years	More than an even chance of occurring
Possible	21-49%	Once every 5 years	Could occur periodically
Unlikely	5-20%	Once every 10 years	It is possible for the event to occur, but it is unlikely to happen
Rare	< 5%	Once every 20 years	Event that may occur very seldom and the chances of it happening are considered exceptionally remote



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Disclaimers

Inherent Limitations

This report has been prepared as outlined in the Scope Section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

Due to the inherent limitations of any internal control structure, it is possible that fraud, error or non-compliance with laws and regulations may occur and not be detected. Further, the internal control structure, within which the control procedures that have been subject to the procedures we performed operate, has not been reviewed in its entirety and, therefore, no opinion or view is expressed as to its effectiveness of the greater internal control structure. The procedures performed were not designed to detect all weaknesses in control procedures as they are not performed continuously throughout the period and the tests performed on the control procedures are on sample basis. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by the Central Coast Council management and personnel consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form. The findings in this report have been formed on the above basis.

Reference to 'Review' and 'Audit'

Reference to 'Review' and 'Audit' throughout this report has not been used in the context of a review in accordance with assurance and other standards issued by the Australian Auditing and Assurance Standards Board.

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Item No: 2.5
Title: Terms of Reference
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16132451
Author: Alysha Croussos, Section Manager Governance
Manager: Teresa Chadwick, Unit Manager Governance Risk and Legal
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

- 1 *That the Committee review and provide feedback on the draft Terms of Reference for the Audit, Risk and Improvement Committee.*

The information provided in this report is current as at 21/05/2024.

Summary

Following the issuing of the Guidelines for Risk Management and Internal Audit for Local Government in NSW by the Office of Local Government, Council staff have conducted a review of the current ARIC Charter against the new requirements for a terms of reference for the ARIC Committee. The draft Terms of Reference that incorporates these requirements is presented to the ARIC for review and feedback.

Background

Amendments have been made to the *Local Government (General) Regulation 2021 (Regulation)* that require all Councils and joint organisations to have a risk management framework, an internal audit function and to prescribe membership requirements for audit, risk and improvement committees.

Councils and joint organisations are required to comply with these requirements from **1 July 2024** and, commencing with the 2024/25 annual report, to attest to their compliance with these requirements in their annual reports.

The Regulation requires that a Council's audit, risk and improvement committee operate and exercise its functions in accordance with a terms of reference that is consistent with the *Local Government Act 1993* and the Regulation, and must consider the model terms of reference approved by the Office of Local Government.

Council has completed its review of the ARIC Terms of Reference document which includes the roles and responsibilities of the ARIC. The Terms of Reference will replace the current ARIC Charter which was last reviewed in June 2022.

2.5 Terms of Reference (cont'd)

Council has chosen to adopt the model terms of reference approved by the Office of Local Government, with minor administrative changes made to reflect Council's organisation structure and processes. These changes are marked up in the document.

The key differences between the new model Terms of Reference and the existing ARIC Charter are:

Former bespoke clauses

The former ARIC Charter contained several bespoke clauses. For transparency, these bespoke clauses have been identified below, as well as how they are proposed to be handled outside of the Terms of Reference.

<i>Former clauses</i>	<i>Proposed action</i>
Public comment and media statements	Covered under Council's Communications and Media Policy.
Induction	This is an operational issue. Committee members receive an induction upon appointment.
Confidential matters received outside the Charter	Access to confidential information is covered under the Code of Conduct.
Privacy and conflicts of interest	Conflicts of interest are handled in the new Terms of Reference (clauses 7.8 through to 7.9). Access to confidential and private information is covered under the Code of Conduct.
Health and safety	Covered under the Code of Conduct.

Annual attestation

Commencing with the 2024-2025 annual report, and following the commencement of the regulation on 1 July 2024, the Chief Executive Officer will be required to publish an attestation statement each year in Council's annual report indicating whether, during the preceding financial year, Council's audit risk and improvement committee, risk management framework and internal audit function complied with the Guidelines.

Appendix 1 of the Guidelines prescribes the attestation format and the requirements for compliance.

Councillor non-voting member

A key change to the Guidelines is that Councillors are no longer full members of the ARIC, given the fact that the ARIC is an independent source of advice and opinion to both the Council and the Chief Executive Officer, and acts as a forum for the resolution of any disagreements between the Council and internal audit function.

Councils may appoint one Councillor as a non-voting member of its ARIC Committee. Councillors appointed as a non-voting member of an ARIC must satisfy the eligibility criteria for a Councillor as outlined in the Guidelines and provided below:

Eligibility criteria for councillor members

To be appointed as a non-voting audit, risk and improvement committee member a councillor should demonstrate the following:

- *an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)*
- *a good understanding of one or more of the following: risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations*
- *a capacity to form independent judgements and willingness to constructively challenge/question management practices and information*
- *a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of a councillor member of an audit, risk and improvement committee, and*
- *preparedness to undertake any training on the operation of audit, risk and improvement committees recommended by the chairperson based on their assessment of the skills, knowledge and experience of the councillor member.*

The mayor cannot be appointed as a councillor member of a council's audit, risk and improvement committee.

The annual attestation statement has a requirement to ensure that these eligibility and independence requirements are met:

The chairperson and all members of council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the Local Government (General) Regulation 2021 and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the Local Government (General) Regulation 2021).

Attachments

- 1** DRAFT - ARIC Terms of Reference D16102272

Central Coast Council
Audit, Risk and Improvement Committee
Terms of Reference



Date Adopted: XX/XX/20XX
Revision: X

DRAFT

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1. Objective

- 1.1. Central Coast Council (**Council**) has established an Audit, Risk and Improvement Committee (**ARIC**) in compliance with section 428A of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*.
 - 1.2. The ARIC provides independent assurance to Council by monitoring, reviewing and providing advice about Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance related matters to Council.
 - 1.3. These terms of reference set out the ARIC's objectives, authority, composition and tenure, and outlines the roles and responsibilities, reporting and administrative arrangements to ensure these objectives are met.
-

2. Independence

- 2.1. The ARIC is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and to provide Council with robust, objective and unbiased advice and assurance.
 - 2.2. The ARIC is to have an advisory and assurance role only and is to exercise no administrative functions, delegated financial responsibilities or any management functions of the Council. The ARIC will provide independent advice to the Council that is informed by the Council's internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.
 - 2.3. The ARIC must always ensure it maintains a direct reporting line to and from the Council's internal audit function and act as a mechanism for internal audit to report to the governing body and the Chief Executive Officer on matters affecting the performance of the internal audit function.
-

3. Authority

- 3.1. Council authorises the ARIC, for the purposes of exercising its responsibilities, to:
 - 3.1.1. access any information it needs from the Council
 - 3.1.2. use any Council resources it needs
 - 3.1.3. have direct and unrestricted access to the Chief Executive Officer and senior management of the Council
 - 3.1.4. seek the Chief Executive Officer's permission to meet with any other Council staff member or contractor
 - 3.1.5. discuss any matters with the external auditor or other external parties

- 3.1.6. request the attendance of any employee at ARIC meetings, and
 - 3.1.7. obtain external legal or other professional advice in line with Councils' procurement policies. Prior approval is required subject to budget from the Chief Executive Officer and where the Chief Executive Officer is involved, the elected Council.
- 3.2. Information and documents pertaining to the ARIC are confidential and are not to be made publicly available. The ARIC may only release Council information to external parties that are assisting the ARIC to fulfil its responsibilities with the approval of the Chief Executive Officer, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

4. Composition and tenure

- 4.1. The ARIC consists of an independent chairperson and two independent members who have voting rights and one non-voting councillor member, as required under the *Local Government (General) Regulation 2021 (Regulation)*.

- 4.2. The governing body is to appoint the chairperson and members of the ARIC. Current ARIC members are:

Carl Millington	Independent chairperson (voting)
Arthur Butler	Independent member (voting)
Peter McLean	Independent member (voting)
Rik Hart	Councillor member (non-voting)

Note: This table may be updated from time to time should ARIC membership changes occur outside of the periodic review cycle of this document.

- 4.3. All ARIC members must meet the independence and eligibility criteria prescribed under the Regulation.
- 4.4. Members will be appointed for up to a four-year term. Members can be reappointed for one further term, but the total period of continuous membership cannot exceed eight years. This includes any term as chairperson of the ARIC. Members who have served an eight-year term (either as a member or as chairperson) must have a two-year break from serving on the ARIC before being appointed again. To preserve the ARIC's knowledge of the Council, ideally, no more than one member should retire from the ARIC because of rotation in any one year.
- 4.5. The terms and conditions of each member's appointment to the ARIC are to be set out in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their responsibilities.

- 4.6. Prior to approving the reappointment or extension of the chairperson's or an independent member's term, the governing body is to undertake an assessment of the chairperson's or ARIC member's performance. Reappointment of the chairperson or an ARIC member is also to be subject to that person still meeting the independence and eligibility requirements prescribed under the Regulation.
- 4.7. Members of the ARIC must possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of the Council, the environment in which the Council operates, and the contribution that the ARIC makes to the Council. At least one member of the ARIC must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the Council's financial reporting responsibilities to be able to contribute to the ARIC's consideration of the Council's annual financial statements.

5. Role

- 5.1. As required under section 428A of the *Local Government Act 1993 (Act)*, the role of the ARIC is to review and provide independent advice to the Council regarding the following aspects of the Council's operations:
 - 5.1.1. compliance
 - 5.1.2. risk management
 - 5.1.3. fraud control
 - 5.1.4. financial management
 - 5.1.5. governance
 - 5.1.6. implementation of the strategic plan, delivery program and strategies
 - 5.1.7. service reviews
 - 5.1.8. collection of performance measurement data by the Council, and
 - 5.1.9. internal audit.
- 5.2. The ARIC must also provide information to the Council for the purpose of improving the Council's performance of its functions.
- 5.3. The ARIC's specific audit, risk and improvement responsibilities under section 428A of the Act are outlined in Appendix 1 to these terms of reference.
- 5.4. The ARIC will act as a forum for consideration of the Council's internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.
- 5.5. The ARIC has no power to direct external audit or the way it is planned and undertaken but will act as a forum for the consideration of external audit findings.

- 5.6. The ARIC is directly responsible and accountable to the governing body for the exercise of its responsibilities. In carrying out its responsibilities, the ARIC must at all times recognise that primary responsibility for management of the Council rests with the governing body and the Chief Executive Officer.
- 5.7. The responsibilities of the ARIC may be revised or expanded in consultation with, or as requested by, the governing body from time to time.

6. Responsibilities of members

Independent members

- 6.1. The chairperson and members of the ARIC are expected to understand and observe the requirements of the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:
 - 6.1.1. make themselves available as required to attend and participate in meetings
 - 6.1.2. contribute the time needed to review and understand information provided to it
 - 6.1.3. apply good analytical skills, objectivity and judgement
 - 6.1.4. act in the best interests of the Council
 - 6.1.5. have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
 - 6.1.6. maintain effective working relationships with the Council
 - 6.1.7. have strong leadership qualities (chairperson)
 - 6.1.8. lead effective ARIC meetings (chairperson), and
 - 6.1.9. oversee the Council's internal audit function (chairperson).

Councillor members

- 6.2. To preserve the independence of the ARIC, the Councillor member of the ARIC is a non-voting member. Their role is to:
 - 6.2.1. relay to the ARIC any concerns the governing body may have regarding the Council and issues being considered by the ARIC
 - 6.2.2. provide insights into local issues and the strategic priorities of the Council that would add value to the ARIC's consideration of agenda items
 - 6.2.3. advise the governing body (as necessary) of the work of the ARIC and any issues arising from it, and
 - 6.2.4. assist the governing body to review the performance of the ARIC.

- 6.3. Issues or information the councillor member raises with or provides to the ARIC must relate to the matters listed in Appendix 1 and issues being considered by the ARIC.
- 6.4. The Councillor member of the ARIC must conduct themselves in a non-partisan and professional manner. The Councillor member of the ARIC must not engage in any conduct that seeks to politicise the activities of the ARIC or the internal audit function or that could be seen to do so.
- 6.5. If the Councillor member of the ARIC engages in such conduct or in any other conduct that may bring the ARIC and its work into disrepute, the chairperson of the ARIC may recommend to the Council, that the Councillor member be removed from membership of the ARIC. Where the Council does not agree to the ARIC chairperson's recommendation, the Council must give reasons for its decision in writing to the chairperson.

Conduct

- 6.6. Independent ARIC members are required to comply with the Council's Code of Conduct.
- 6.7. Complaints alleging breaches of the Council's Code of Conduct by an independent ARIC member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The Chief Executive Officer must consult with the governing body before taking any disciplinary action against an independent ARIC member in response to a breach of the Council's Code of Conduct.

Conflicts of interest

- 6.8. Once a year, ARIC members must provide written declarations to the Council stating that they do not have any conflicts of interest that would preclude them from being members of the ARIC. Independent ARIC members are 'designated persons' for the purposes of the Council's Code of Conduct and must also complete and submit returns of their interests.
- 6.9. ARIC members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest. Where an ARIC member or observer declares a pecuniary or a significant non-pecuniary conflict of interest, they must remove themselves from ARIC deliberations on the issue. Details of conflicts of interest declared at meetings must be appropriately minuted.

Standards

- 6.10. ARIC members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and the current Australian risk management standard, where applicable.

7. Work plans

- 7.1. The work of the ARIC is to be thoroughly planned and executed. The ARIC must develop a strategic work plan every four years to ensure that the matters listed in Appendix 1 are reviewed by the ARIC and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.
- 7.2. The ARIC may, in consultation with the governing body, vary the strategic work plan at any time to address new or emerging risks. The governing body may also, by resolution, request the ARIC to approve a variation to the strategic work plan. Any decision to vary the strategic work plan must be made by the ARIC.
- 7.3. The ARIC must also develop an annual work plan to guide its work, and the work of the internal audit function over the forward year.
- 7.4. The ARIC may, in consultation with the governing body, vary the annual work plan to address new or emerging risks. The governing body may also, by resolution, request the ARIC to approve a variation to the annual work plan. Any decision to vary the annual work plan must be made by the ARIC.
- 7.5. When considering whether to vary the strategic or annual work plans, the ARIC must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

8. Assurance reporting

- 8.1. The ARIC must regularly report to the Council to ensure that it is kept informed of matters considered by the ARIC and any emerging issues that may influence the strategic direction of the Council or the achievement of the Council's goals and objectives.
- 8.2. The ARIC will provide an update to the governing body and the Chief Executive Officer of its activities and opinions after every ARIC meeting.
- 8.3. The ARIC will provide an annual assessment to the governing body and the Chief Executive Officer on the ARIC's work and its opinion on how the Council is performing. An example of the template to be used is available at Appendix 2.
- 8.4. The ARIC will provide a comprehensive assessment every council term of the matters listed in Appendix 1 to the governing body and the Chief Executive Officer.
- 8.5. The ARIC may at any time report to the governing body or the Chief Executive Officer on any other matter it deems of sufficient importance to warrant their attention. The Mayor and the chairperson of the ARIC may also meet at any time to discuss issues relating to the work of the ARIC.

- 8.6. Should the governing body require additional information, a request for the information may be made to the chairperson by resolution. The chairperson is only required to provide the information requested by the governing body where the chairperson is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Act. Individual councillors are not entitled to request or receive information from the ARIC.

9. Administrative arrangements

Meetings

- 9.1. The ARIC will meet at least a minimum of 4 times per year, [including a special meeting to review the Council's financial statements.
- 9.2. The ARIC can hold additional meetings when significant unexpected issues arise, or if the chairperson is asked to hold an additional meeting by an ARIC member, the Chief Executive Officer or the governing body.
- 9.3. ARIC meetings can be held in person, by telephone or videoconference. Proxies are not permitted to attend meetings if an ARIC member cannot attend.
- 9.4. A quorum will consist of a majority of independent voting members. Where the vote is tied, the chairperson has the casting vote.
- 9.5. The chairperson of the ARIC will decide the agenda for each ARIC meeting. Each ARIC meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the ARIC.
- 9.6. The Mayor, Chief Financial Officer, Executive Leadership Team, Enterprise Risk Manager and the internal audit lead partner should attend ARIC meetings as non-voting observers. The external auditor (or their representative) is to be invited to each ARIC meeting as an independent observer. The chairperson can request the Council's Chief Financial Officer, Enterprise Risk Manager, Executive Leadership Team, any Councillors, any employee/contractor of the council and any subject matter expert to attend ARIC meetings. Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested. Observers have no voting rights and can be excluded from a meeting by the chairperson at any time.
- 9.7. The ARIC can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the ARIC present.
- 9.8. The ARIC must meet separately with the Outsourced Internal Audit provider and the Council's external auditor at least once each year.

Dispute resolution

- 9.9. Members of the ARIC and the Council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

- 9.10.** In the event of a disagreement between the ARIC and the Chief Executive Officer or other senior managers, the dispute is to be resolved by the governing body.
- 9.11.** Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

Secretariat

- 9.12.** The Chief Executive Officer will nominate a staff member to provide secretariat support to the ARIC. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the chairperson at least five business days before the meeting and ensure that minutes of meetings are prepared and maintained. **Minutes must be approved by the chairperson and circulated within ten business days of the meeting to each member.**

Resignation and dismissal of members

- 9.13.** Where the chairperson or an ARIC member is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give four weeks' notice to the chairperson and the governing body prior to their resignation to allow the Council to ensure a smooth transition to a new chairperson or ARIC member.
- 9.14.** The governing body can, by resolution, terminate the appointment of the chairperson or an independent ARIC member before the expiry of their term where that person has:
- 9.14.1. breached the Council's code of conduct
 - 9.14.2. performed unsatisfactorily or not to expectations
 - 9.14.3. declared, or is found to be in, a position of a conflict of interest which is unresolvable
 - 9.14.4. been declared bankrupt or found to be insolvent
 - 9.14.5. experienced an adverse change in business status
 - 9.14.6. been charged with a serious criminal offence
 - 9.14.7. been proven to be in serious breach of their obligations under any legislation, or
 - 9.14.8. experienced an adverse change in capacity or capability.
- 9.15.** The position of a Councillor member on the ARIC can be terminated at any time by the governing body by resolution.

10. Review arrangements

- 10.1.** At least once every council term, the governing body must review or arrange for an external review of the effectiveness of the ARIC.

- 10.2. These terms of reference must be reviewed annually by the ARIC and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

11. Administration

Business Group	Corporate Services
Responsible Officer	Unit Manager Governance Risk and Legal
Associated Procedure (if any, reference document(s) number(s))	
Policy Review Date	These terms of reference must be reviewed annually by the committee and once each council term by the governing body.
File Number / Document Number	D16102272
Relevant Legislation (reference specific sections)	These Terms of Reference supports Council's compliance with the following legislation: <ul style="list-style-type: none"> ▪ <i>Local Government Act 1993</i> ▪ <i>Local Government (General) Regulation 2021</i>
Link to Community Strategic Plan	Theme 4: Responsible Goal G: Good governance and great partnerships R-G2: Engage and communicate openly and honestly with the community to build a relationship based on trust, transparency, respect and use community participation and feedback to inform decision making.
Related Policies / Protocols / Procedures / Documents (reference document numbers)	<ul style="list-style-type: none"> ▪ Information and Records Management Policy ▪ Code of Conduct ▪ Guidelines for risk management and internal audit for local government in NSW (Office of Local Government)

12. Version History

Revision	Date Approved / Authority	Description Of Changes
1	24 January 2021	Charter created for Audit, Risk and Improvement Committee (ARIC)
2	26 July 2017	Updated following review by Committee
3	4 December 2019	Updated given NSW Audit Office guidelines and feedback from ARIC
4	24 February 2020	Updated given feedback from ARIC for Council approval
5	30 March 2020	Updated following resolutions from the 17 March 2020 ARIC meeting and adopted at the 17 June 2020 ARIC meeting
6	27 April 2021	Updated to expand the financial oversight role of the Committee in accordance with the OLG Discussion Paper
7	24 June 2021	Administrative change to clause 21 regarding the appointment of the Chair
8	9 July 2021	Addition of clause 98 regarding conflict resolution following 24 June 2021 ARIC meeting and transfer into accessible format in line with Council branding

13. Appendices

- Appendix 1 – Audit, risk and improvement committee responsibilities
- Appendix 2 – Attestation statement template

Appendix 1 – Audit, risk and improvement committee responsibilities

Audit

Internal audit

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the governing body, Chief Executive Officer, senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise the Council:
 - on whether the Council is providing the resources necessary to successfully deliver the internal audit function
 - if the Council is complying with internal audit requirements, including conformance with the International Professional Practices Framework
 - if the Council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the Council are suitable
 - of the strategic four-year work plan and annual work plan of internal audits to be undertaken by the Council's internal audit function
 - if the Council's internal audit activities are effective, including the performance of the internal audit coordinator and the internal audit function
 - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
 - of the implementation by the Council of these corrective actions
 - on the appointment of the internal audit coordinator and external providers, and
 - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

- Act as a forum for communication between the governing body, Chief Executive Officer, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- Provide advice to the governing body and/or Chief Executive Officer on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk management

- Review and advise the Council:
 - if the Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
 - whether the Council is providing the resources necessary to successfully implement its risk management framework
 - whether the Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces, including those associated with individual projects, programs and other activities
 - if risk management is integrated across all levels of the Council and across all processes, operations, services, decision-making, functions and reporting
 - of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
 - whether a sound approach has been followed in developing risk management plans for major projects or undertakings
 - whether appropriate policies and procedures are in place for the management and exercise of delegations
 - if the Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
 - if there is a positive risk culture within the Council and strong leadership that supports effective risk management
 - of the adequacy of staff training and induction in risk management
 - how the Council's risk management approach impacts on the Council's insurance arrangements
 - of the effectiveness of the Council's management of its assets, and
 - of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

- Review and advise the Council:
 - whether the Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
 - whether the Council has in place relevant policies and procedures and that these are periodically reviewed and updated
 - whether appropriate policies and procedures are in place for the management and exercise of delegations

- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

Compliance

- Review and advise the Council of the adequacy and effectiveness of the Council's compliance framework, including:
 - if the Council has appropriately considered legal and compliance risks as part of the Council's risk management framework
 - how the Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
 - whether appropriate processes are in place to assess compliance.

Fraud and corruption

- Review and advise the Council of the adequacy and effectiveness of the Council's fraud and corruption prevention framework and activities, including whether the Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

- Review and advise the Council:
 - if the Council is complying with accounting standards and external accountability requirements
 - of the appropriateness of the Council's accounting policies and disclosures
 - of the implications for the Council of the findings of external audits and performance audits and the Council's responses and implementation of recommendations
 - whether the Council's financial statement preparation procedures and timelines are sound
 - the accuracy of the Council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
 - if effective processes are in place to ensure financial information included in the Council's annual report is consistent with signed financial statements

- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

Governance

- Review and advise the Council regarding its governance framework, including the Council's:
 - decision-making processes
 - implementation of governance policies and procedures
 - reporting lines and accountability
 - assignment of key roles and responsibilities
 - committee structure
 - management oversight responsibilities
 - human resources and performance management activities
 - reporting and communication activities
 - information and communications technology (ICT) governance, and
 - management and governance of the use of data, information and knowledge

Improvement

Strategic planning

- Review and advise the Council:
 - of the adequacy and effectiveness of the Council's integrated, planning and reporting (IP&R) processes
 - if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
 - whether the Council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise the Council:
 - If the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the Council can improve its service delivery and the Council's performance of its business and functions generally

Performance data and measurement

- Review and advise the Council's:
 - if the Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
 - if the performance indicators the Council uses are effective, and
 - of the adequacy of performance data collection and reporting.

Appendix 2 – Attestation statement template

Internal audit and risk management attestation statement for the [years] financial year for Central Coast Council

I am of the opinion that Central Coast Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Central Coast Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
2.	The chairperson and all members of Central Coast Council audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
3.	Central Coast Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
4.	Central Coast Council provides the audit, risk and improvement committee with direct and unrestricted access to the Chief Executive Officer and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
5.	Central Coast Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant]
6.	Central Coast Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant - include date of last strategic assessment provided]
7.	The governing body of Central Coast Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local	[compliant or non-compliant - include date of last review]

	Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> .	
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Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
Councillor member	[name]	[start term date]	[finish term date]

Risk Management

	Requirement	Compliance
8.	Central Coast Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
9.	Central Coast Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant - include date of last strategic assessment provided]

Internal Audit

	Requirement	Compliance
10.	Central Coast Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
11.	Central Coast Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
12.	Central Coast Council's internal audit function is independent and internal audit activities are not subject to direction by the Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
13.	Central Coast Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
14.	Central Coast Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]

	Requirement	Compliance
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant]
16.	Central Coast Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant]
17.	Central Coast Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	[compliant or non-compliant]
18.	Central Coast Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	[compliant or non-compliant - include date of last strategic assessment provided]

Non-compliance with the Local Government (General) Regulation 2021

I advise that Central Coast Council has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its [audit, risk and improvement committee/risk management/internal audit processes] (omit where relevant):

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
[requirement]	[description of: <ul style="list-style-type: none"> • why compliance was unreasonable, or • how compliance would have had a significant impact on the council’s budget, and • what attempts were made to enter into an agreement with another council or joint organisation to ensure compliance] 	[description of the alternative arrangement to ensure an equivalent outcome to the requirement]	[description of how the alternative measure will achieve an equivalent outcome]

These processes, including the alternative measures implemented, demonstrate that Central Coast Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Central Coast Council.

[signed]

[name and position]

[date]



Item No: 2.6
Title: Governance, Risk and Legal Quarterly Update
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2019/00883 - D16197917
Author: Teresa Chadwick, Unit Manager Governance Risk and Legal
Manager: Marissa Racomelara, Director Corporate Services
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That the Committee:

- 1 *Note the Quarterly Governance Risk and Legal Unit Update ELT Report.*
- 2 *Recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as, on balance, it would not be in the public interest to release this information to the public on the basis of ensuring the efficacy of investigation and auditing functions, some of which are raised in these reports.*

The information provided in this report is current as at 5/06/2024.

Summary

This report presents to ARIC the Quarterly Governance Risk and Legal Unit Update Report presented to ELT on 16 April 2024.

The report provided ELT with an update on the recent achievements and current activities being undertaken by the Governance, Risk and Legal Unit.

The report was taken as read by the Executive Leadership Team (ELT) and presented to ELT by Unit Manager Governance Risk and Legal, Teresa Chadwick and Section Manager Governance, Alysha Croussos

It was RESOLVED by ELT to:

1. **Remind** Unit Managers that GIPA requests are governed by legislated timeframes and timely assistance should be provided where record management has not been completed and to assist in the Open Access project
2. **Note** the increase in privacy breaches outlined in this report and the forthcoming training

3. **Discuss** overdue policies and planned actions with Unit Managers to determine a schedule for review
4. **Endorse the following key messages:**
 - Staff are to be reminded that the decision whether or not to release the information is ultimately up to the GIPA officer (who holds the appropriate delegations under the GIPA Act), although objections and reasons not to release can be considered as part of the public interest test and the objective of the GIPA Act, which is to facilitate the release of government information. Staff should actively support the GIPA process by filing records in Content Manager or providing them to the GIPA team in a timely fashion.

ACTION – Marissa Racomelara / Teresa Chadwick

At the conclusion of records review, provide a business case to move to a self-serve model for the community to allow for records access, especially for DA documents to minimise the requests for informal GIPAs.

Attachments

- | | | |
|----------|--|-----------|
| 1 | Update from Governance Risk and Legal | D16120827 |
| 2 | Workers Compensation Claims Report - December 2023 | D16120692 |
| 3 | Insurance Report - March 2024 | D16120698 |

Item No: 1.3
Title: Update from Governance Risk and Legal
Directorate: Corporate Services
ELT Meeting Date: 16 April 2024
Meeting: ELT Weekly Meeting



Reference: F2019/00883 - D16120827
Author: Michel Duval, Personal Assistant to Unit Manager Governance Risk and Legal
Manager: Teresa Chadwick, Unit Manager Governance Risk and Legal
Executive: Marissa Racomelara, Director Corporate Services

Purpose:

To update the ELT on the current activities of the Governance, Risk and Legal Unit, and the projects and initiatives underway.

Recommendation

It is recommended that the Executive Leadership Team:

1. **Remind** Unit Managers that GIPA requests are governed by legislated timeframes and timely assistance should be provided where record management has not been completed and to assist in the Open Access project
2. **Note** the increase in privacy breaches outlined in this report and the forthcoming training
3. **Discuss** overdue policies and planned actions with Unit Managers to determine a schedule for review
4. **Endorse the following key messages:**
 - a. Staff are to be reminded that the decision whether or not to release the information is ultimately up to the GIPA officer (who holds the appropriate delegations under the GIPA Act), although objections and reasons not to release can be considered as part of the public interest test and the objective of the GIPA Act, which is to facilitate the release of government information. Staff should actively support the GIPA process by filing records in Content Manager or providing them to the GIPA team in a timely fashion.

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Headnote

This report will provide ELT with an update on the recent achievements and current activities being undertaken by the Governance, Risk and Legal Unit.

Legal Update

1.3 Update from Governance Risk and Legal (contd)

Since last reporting to ELT, the Legal Team has made progress on several of its key priorities for 2024.

Organisational Pulse Check

The Legal Team is conducting “check-ins” with key legal service users as part of an informal program to obtain stakeholder feedback. As illustrated in **Diagram 1** below, the Environment and Planning directorate is the major user of legal services, which no doubt reflects the current volume of Land and Environment Court claims against Council. Resolution of these claims requires technical input from not only development assessment staff, but also from staff in related disciplines including engineering, strategic planning, ecology, building assessment, environment and public health, and waste services.

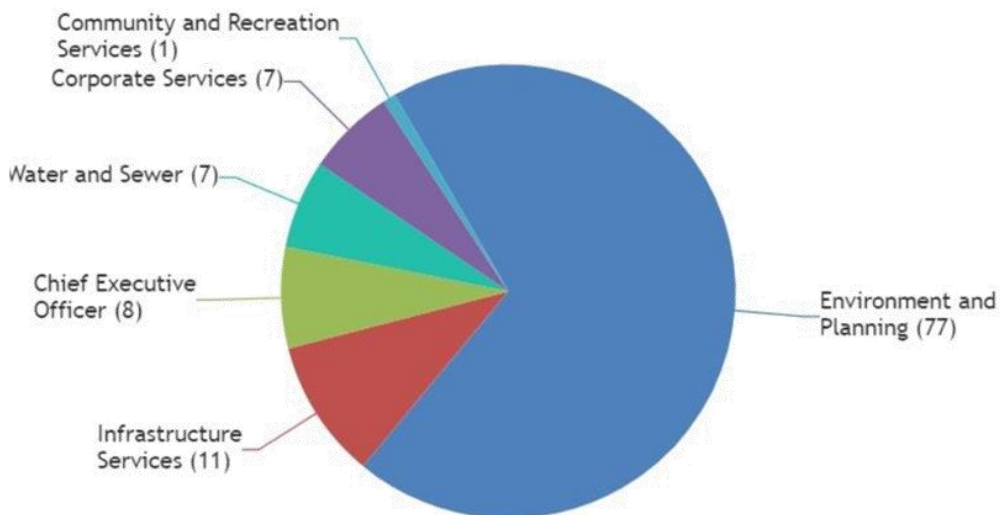


Diagram 1: Active matters by Directorate

While external legal firms are engaged to act on Council’s behalf, these matters nevertheless require significant ongoing management to ensure consistency of approach and protection of the public interest. The Legal Team has assumed an active role in the day-to-day management and coordination of these matters, to assist in achieving the best possible outcomes for Council.

The Legal Team will continue to seek feedback from legal service users across Council, with a view to ensuring that high quality, high value legal services are being provided to the organisation.

Staff Education and Training

1.3 Update from Governance Risk and Legal (contd)

The Legal Team has facilitated the delivery of several staff training sessions by firms on Council's legal panel. A compliance seminar was delivered by Local Government Legal in February, followed by a planning law 'question and answer' session with Wilshire Webb Staunton Beattie in March. Lindsay Taylor Legal is scheduled to deliver a seminar on Class 1 appeals at the end of April 2024, and we are making arrangements for a further compliance session in late April.

The Legal Team has also continued to pursue its own professional development, with two members of the team recently completing Native Title Manager training conducted by Crown Lands. The Legal Team now has multiple accredited Native Title Managers, who can provide advice on applying the requirements of the *Native Title Act 1993* ('NT Act') to the management of Crown Land.

Given the importance of ensuring activities on Crown Land are valid and consistent with both the NT Act and the *Crown Land Management Act 2016*, project planning is currently underway for a Native Title Project. This project will involve development and implementation of tools, procedures and training to ensure that business units across Council are taking appropriate steps to comply with the NT Act's future acts regime before undertaking Council works on Crown Land.

Legal Software System Upgrade

The Legal Team is working with IM&T to 'turn on' additional functionality available within the LEX Matter Management software. One of the modules offered within LEX is integration with Council's record management system. Once this module is activated, documents stored in LEX will be automatically registered in Content Manager, which will enhance efficiency and assist in ensuring corporate record keeping standards are maintained. The testing process is currently underway to confirm the efficacy of this integration.

Legislative Responsibility Register

The Legal Team has identified a potential model for a Legislative Responsibility Register, which will complement the Legislative Compliance Register by clearly identifying the business units which are responsible for providing 'subject matter expertise' on particular pieces of legislation. The Legislative Responsibility Register will be supported by a process that ensures relevant legislative updates are captured and disseminated to the organisation. The Legal Team is currently exploring options for the automated management of this process.

Governance Activities Update

Start Smart

In February, the GRL Project Team presented the Start Smart Program to ELT. The Program aims to prepare and equip Council staff to:

1.3 Update from Governance Risk and Legal (contd)

- Transition from Administration to a democratically elected governing body;
- Effectively interact with Councillors and understand the political environment they will be operating in and ultimately;
- Enable the governing body to undertake their civic duties.

Following ELT's endorsement of the Start Smart Program, the GRL Project Team presented the Project at the Senior Leadership Meeting (ELT, Unit Managers and Section Managers) and have presented at numerous Directorate and Unit updates to introduce the program and outline how unit managers and their staff will be co-delivering the program with the GRL Project Team. The GRL Project team have also met with the key stakeholders including IM&T, Comms, L&D, and EA and PAs to ensure that they are all onboard.

Candidate Information Session Two

As part of the *Start Smart* program, the Administrator's office, in conjunction with Governance, has been organising the second pre-election candidate information session. The evening event will be held on Tuesday 9 April at the Wyong Administration Building and will provide further information to prospective candidates.

A 'session 2b' is also being prepared, with Council liaising with the Australian Local Government Women's Association (ALGWA) to facilitate their *Getting Women Elected* forum for female candidates on the Central Coast. This initiative supports Council's desire to ensure that our elected Council is a diverse and accurate representation of our community and reduce barriers to women running for Council.

Policies

As part of the Start Smart Program, a select number of policy documents of high importance to Councillors are currently being reviewed and will be adopted as required prior to the election in September. These documents will subsequently be provided to Councillors with an overview of what each policy means and how Councillors are impacted by them.

Council's Senior Leadership Team has previously been directed to have all other policies, internal protocols and relevant associated procedures reviewed and updated, with a goal to have all documents captured under Council's Policy Documents Framework updated prior to the return of the elected body. At the time of this report, there are currently 52 overdue policies, many of which are former Wyong or Gosford policies.

Due to resourcing constraints across Council, it is acknowledged that it may not be achievable for each Unit to have all policy documents updated prior to this date; however, Governance has previously met each Unit Manager to go through the policy documents assigned to their unit, with a particular focus on those that were 'owned' by the former Wyong and Gosford Councils and to discuss the potential revocation of policies that have been made redundant (i.e. superseded by another policy, no longer required by legislation, etc).

1.3 Update from Governance Risk and Legal (contd)

Governance is also proposing to run two bulk revocation reports to reduce the number of redundant or unnecessary policies. These reports will be presented to Council at both the April and June Council meetings. Governance is also in the process of implementing and rolling out a new policy management software (Pulse). It is anticipated this software will provide additional visibility over what policies and documents are owned by each Unit and provide real time data over what policies are overdue, coming up for review, are currently on public exhibition, etc.

It should be acknowledged that there continues to be a positive trend in staff proactively seeking feedback and assistance from Governance in the development, review and adoption of their policy documents to ensure they are complying with Council's Policy Framework.

Privacy

The Privacy Management Plan Policy and Data Breach Policy were placed on public exhibition at the Council meeting on 12 December 2023, with the public exhibition period ending on 13 February 2024. The documents were adopted at the Council meeting on 26 March 2024.

Governance have been notified of 3 data breaches in the last 3 months. These breaches were identified in the Customer Service team and caused by human error, such as attaching the wrong rates notice to a customer, not performing proper identity checks to verify a person's identity before making changes to their personal information or sending a complaint to the wrong address. Of these breaches, one has been reported to the IPC, and two are currently under investigation. Whilst the reported incident was not deemed to be an eligible data breach under the Mandatory Notifiable Data Breach Scheme (as there was no evidence of the potential for serious harm), and therefore not required to be reported, it was decided that Council should advise the IPC of the matter as it is best practice to do so.

An alleged privacy breach has also been the subject of a recent application to the NSW Civil and Administrative Tribunal. In this matter, Council received a request for information from an MP acting on behalf of a resident. Council's response to the MP included information regarding the nature of the resident's interest in the matter. As a result, the resident reportedly suffered embarrassment, humiliation and stress. The NCAT application was ultimately resolved on a commercial basis during mediation, to avoid the need for a hearing. This matter has highlighted the need for increased privacy awareness in drafting correspondence to parties external to Council, and further training is being prepared for relevant staff.

Delegations

Governance is currently implementing a new software (Pulse) for the management of key Governance functions, including:

- Delegations

1.3 Update from Governance Risk and Legal (contd)

- Gifts and benefits
- Legislative compliance
- Written returns

Pulse is currently in the design and testing phase of the Delegations module, which will automate and streamline the delegations process, which is currently excessively manual and creates a large administrative workload for staff. This software will also provide real-time visibility and transparency in terms of who has been delegated specific functions.

To support the introduction of this software, Governance has recently completed a draft Delegations and Authorisations Protocol and accompanying Procedure that will provide much-needed structure and clarity to the delegations process. This includes ensuring delegations are assigned on creation of a position as part of the job evaluation process, and shifting the onus back to the delegated position’s manager to determine what delegations and authorities are best suited for the role.

GIPA

The below table provides a snapshot of GIPA activities across the last 12 months:

	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24
Formal GIPA applications	64	34	39	21
Number of reviews	2	0	0	1
Access granted in full	82%	72%	61%	61%
Access granted in part	15%	9%	25%	18%
Information not held	2%	16%	3%	6%
Average days to complete	20	32	23	21
Informal information requests completed	212	272	416	342
Average days to complete	14	25	27	36

There has been a significant increase in the number of informal GIPAs over the last 6 months, as well as an increase in the average days to complete or respond to those applications. This increase can be attributed to several factors, including:

- Staff constraints and competing priorities within the Governance team,
- Lack of experience and formal training for those staff responding to informal GIPAs, and

1.3 Update from Governance Risk and Legal (contd)

- Lack of open access information available on Council's website that is regularly requested, such as development approvals and associated documents (i.e. consents, construction certificates, etc).

In January 2024, Governance began meeting with key stakeholders across the organisation (including Information and Technology, Communications, Digital and Customer Service) to increase awareness of Council's obligations under the GIPA Act in terms of open access information and brainstorming strategies to facilitate the release of this information. This project remains ongoing.

Response times to both formal and informal GIPAs are also experiencing delays and complications due to availability of records (either not stored in Content Manager (i.e. on desktops or in OneDrive), not named correctly or not available on Council's website despite being open access information), poor response times from staff when consulting or requesting information, and staff attempting to influence the decision of the officer to release or not release the information.

Staff are to be reminded that the decision whether or not to release the information is ultimately up to the GIPA officer (who holds the appropriate delegations under the GIPA Act), although objections and reasons not to release can be considered as part of the public interest test and the objective of the GIPA Act, which is to facilitate the release of government information.

Insurance and Risk

In November 2023, Council engaged PFS Consulting to undertake a review of Council's insurance arrangements. The review covered several key areas, including identifying any potential coverage gaps, reviewing the appropriateness of premium spend and evaluating whether the insurance programme that Council currently has in place adequately addresses the Maximum Foreseeable Loss for each policy.

The report made several key findings, including recommendations to review levels of coverage across potential emerging risk areas, such as cybercrime. ELT will be presented with the findings of the report on 26 March 2024, and provided with the recommendations and action Council proposes to take in response.

Council's previous Team Leader Insurance moved to a new role in later 2023. Following a successful recruitment campaign, a new Team Leader Insurance is due to commence on 15 April 2024.

Workers Compensation

Emerging Issues

Psychological injuries

1.3 Update from Governance Risk and Legal (contd)

Psychological injury claims are inherently difficult to manage and investigate largely due to the nature of an issue being "he said, she said". The worker's perception is their reality and is largely difficult to deny. For Council to be in a position to properly investigate (and potentially dispute a claim), the Supervisor, Manager and P&C Business Partners need to be able to provide supporting evidence in respect of any meetings, discussions (particularly those around performance issues) and actions taken in response to any issues raised by staff. This information is required to assist Council with obtaining quality legal advice based on all the facts and appropriately manage these claims. Council is also relying more and more on the assistance of external accredited Rehabilitation Providers to assist with facilitating a return to work for psychological injuries.

A thorough breakdown of claims and statistics with additional commentary is provided as an attachment to this report.

Disclosures & Investigations

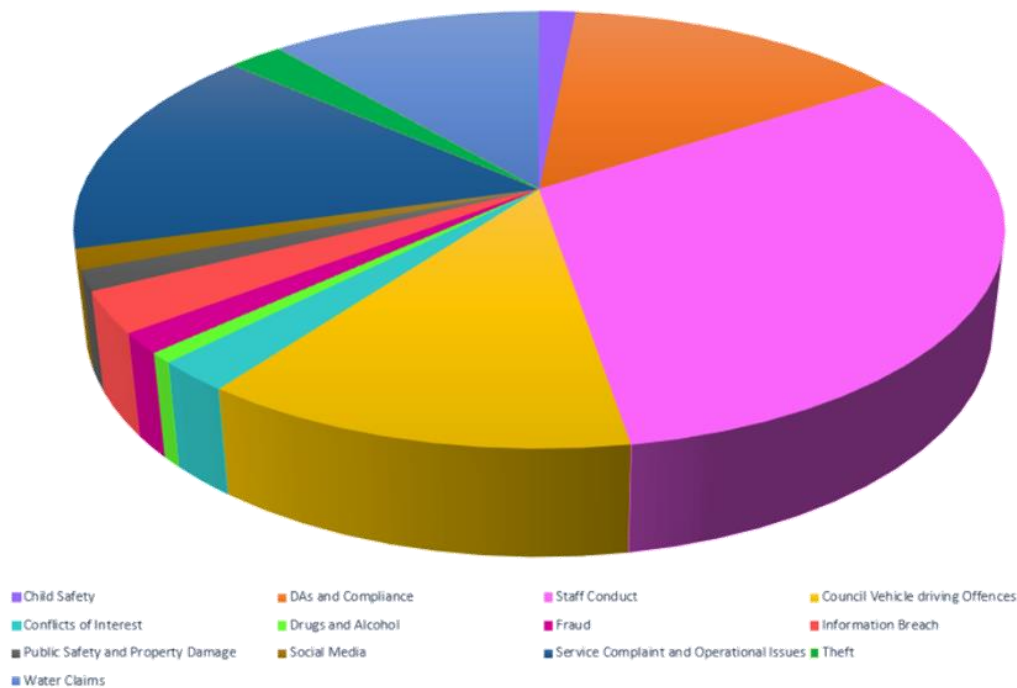
Complaints and Investigations

There are currently 5 investigations in progress. Themes include timesheet fraud, bullying and harassment, inappropriate use of Council resources, drugs and alcohol and breaches of WHS obligations.

Four of the matters are being investigated internally by the Disclosures and Investigations Coordinator with the drugs and alcohol matter being referred to Council's People and Culture Unit.

In total there have been 118 sensitive complaints and 15 water claim matters received since October 2023. Themes are indicated in the following graph:

1.3 Update from Governance Risk and Legal (contd)



Policy

The Public Interest Disclosures Policy and Procedure have been implemented with training for all staff being rolled out across the organisation. A callout for more Nominated Disclosures Officers will also be made in April 2024 to ensure there is a Nominated Disclosures Officer at all permanently manned Council sites. Additional training will also be provided for these Officers to ensure they understand their obligations pursuant to the *Public Interest Disclosures Act 2022*.

The Code of Conduct is also under review in anticipation of the return of Councillors. This is being undertaken in consultation with Governance and People and Culture to ensure there is consistency across all staff related policies.

General

There is an ongoing review being undertaken of Council’s conflict of interest and secondary employment procedures. Some gaps have been identified in the current process which are being examined to ensure all declarations are accurately captured and recorded in the relevant register. This is a collaborative project between Governance, People and Culture and IT. It is anticipated that this process will be streamlined and implemented prior to the return of Councillors in 2024.

Internal Audit

1.3 Update from Governance Risk and Legal (contd)

The Strategic Internal Audit Plan FY24-25 has been received from KPMG. The plan identifies the following internal audit projects for January to June 2024:

- State Insurance Regulatory Authority (SIRA)
- Transport for NSW DRIVES24
- Account Payable
- Procurement (focusing on Data Analytics)
- National Heavy Vehicle Accreditation Scheme
- WHS Compliance System

An *optional* project identified for Q4 is the Councillor Induction Process.

A copy of the Internal Audit Work Program 2024/25 was presented to ELT on 19 March 2024.

Councillor and Democratic Services (Civic Support and Office of the Administrator)

General – staffing

The Section Manager Councillor and Democratic Services parental leave cover has been appointed and will start in the role on 15 April 2024. This will allow a healthy handover period between the current Section Manager Madeleine Bell, and the incumbent, Stephanie Prouse. This is notably valuable given the high-volume workload this section is currently experiencing given its significant role in the delivery of the Start Smart Program.

A temporary Administration Officer, Kylie Weimert, joined the Councillor and Democratic Services Section in early April 2024, employed on a 6-month contract to provide administration support to BAU work in the Office of the Administrator and to the Start Smart Program.

A temporary Communication Officer, Desley Stewart, also joined the Councillor and Democratic Services Section in early April 2024, who is employed to manage and deliver project communications (internal and external) for the Start Smart Program.

Civic Support

Staffing

The Civic Support team has been at 50% staffing capacity since 1 January 2024, after a Civic Support Officer resignation over the Christmas period. Remaining staff have been working very hard to ensure that the additional duties are covered and shared across the team, while still meeting the ongoing needs of the business and in particular, supporting the needs of InfoCouncil users across the organisation.

1.3 Update from Governance Risk and Legal (contd)

A successful hiring campaign to fill two (2x) full-time Civic Support Officer positions and one (1x) part-time (0.6FTE) position has been completed and new staff commenced in their roles in late March 2024.

However, a recent resignation by the Team Leader Civic Support has opened up another vacancy in this team. An interim acting arrangement (6 months) has been secured, with the appointment of Briony Stiles (previously Civic Support Officer) as acting Team Leader Civic Support from 15 April 2024 until 15 October 2024. Following this, an internal hiring process will occur to appoint a permanent Team Leader into the role.

This staffing change again opens up a vacancy in the Civic Support Team (1.0FTE) which presents further challenges to an already stretched team, however, we hope to fill this vacancy by piggybacking off a Governance Officer hiring round commencing in April 2024.

Improvements

The Civic Support team are responsible for project delivery within the *Start Smart* program and began the significant program of work involved in the forms, templates and procedures review and development project. Staff are reviewing all previous meetings and forms documentation that relate to Councillors, ensuring that our documents are of best practice standard, while also benchmarking against other councils. This work will be finalised and prepared for ELT revision within the coming months to allow full sign-off in advance of the election.

Training

Civic Support staff have been undertaking minute taking training with LGNSW after the Team Leader Civic Support undertook this course and found it to be greatly beneficial. All Civic Support Officers will be undergoing this training imminently, and prior to the return of Councillors.

LGNSW's Code of Meeting Practice (CoMP) Training for Councillors and Staff was delivered in February 2024 to ELT members, consultative committee chair and deputy chair, and relevant GRL staff. This half-day training session forms part of the *Start Smart Staff Training Project* and was widely considered a successful session for staff to ensure they are up-to-date on the CoMP, ready for the return of Council and committee meetings with an elected governing body present. This course will be further rolled out as part of the *Start Smart* program.

Office of the Administrator

Administrator's Final Report

The Administrator's Final Report is an Administrator Minute that will be tabled at either the July or August 2024 Ordinary Council Meeting. It will provide a high-level picture of the

1.3 Update from Governance Risk and Legal (contd)

current period of Administration, from the perspective of the Administrator, highlighting key achievements of the organisation under the Administrator's leadership; reporting on the key challenges the organisation has faced; and, providing key observations and recommendations to the incoming elected governing body and to the State Government. The Office of the Administrator is supporting the Administrator in preparing his final report.

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Attachments

- | | | |
|---|--|-----------|
| 1 | Workers Compensation Claims Report - December 2023 | D16120692 |
| 2 | Insurance Report - March 2024 | D16120698 |

Workers Compensation Claims report – December 2023



Emerging Issues

- **Psychological injuries**

Psychological injury claims are inherently difficult to manage and investigate largely due to the nature of an issue being “he said, she said”. The worker’s perception is their reality and is largely difficult to deny. For Council to be in a position to properly investigate, and potentially dispute a claim, the Supervisor, Manager and P&C Business Partners need to be able to provide supporting evidence in respect of any meetings, discussions (particularly those around performance issues) and actions taken in response to any issues raised by staff.

This information is required to assist Council with obtaining quality legal advice based on all the facts and appropriately manage these claims.

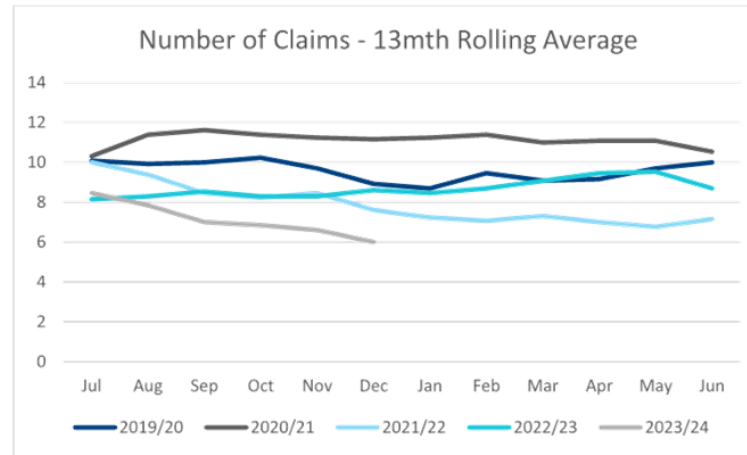
We are also relying more and more on the assistance of external accredited Rehabilitation Providers to assist with facilitating a return to work for psychological injuries.

Summary of 2023/24 Claims

Directorate	2022/23 Claims		Quarterly Data Q3 2024		YTD Data - 2023/24 Claims					Current Claims		
	No. of Claims	Cost of 2022/23 Claims	No. of Claims	No. Psychological Injuries	No. of Claims	Psychological Injuries (Number and %)	Hours Lost	Cost of 2023/24 Claims	Trend (Costs)	No. of Open Claims	Outstanding Claims Liability	
CEO's Office	0	\$ -	0	0	0	0	0%	0	\$ -	-	0	\$ -
Community and Recreation Services	37	\$ 184,449	6	1	19	2	11%	607	\$ 46,300	↑	23	\$ 911,279
Corporate Services	9	\$ 112,343	1	0	8	2	25%	2477	\$ 161,360	↑	14	\$ 471,853
Environment & Planning	5	\$ 49,222	1	1	5	1	0%	149	\$ 12,558	↓	5	\$ 194,547
Infrastructure Services	29	\$ 316,401	7	1	14	1	7%	171	\$ 22,459	↓	35	\$ 1,566,952
Water & Sewer	25	\$ 183,219	4	0	15	0	0%	1739	\$ 101,042	↓	21	\$ 1,184,038
Total	105	\$ 845,635	20	3	61	6		5143	\$ 343,719		98	\$4,328,669

- 2023/24 Claims are those injured from 1 July 2023 to 30 June 2024

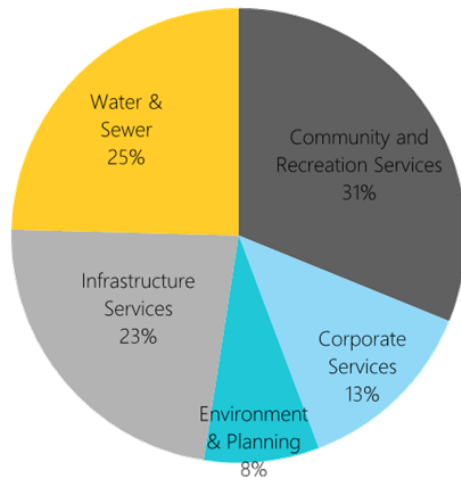
Number of Claims 2023/24



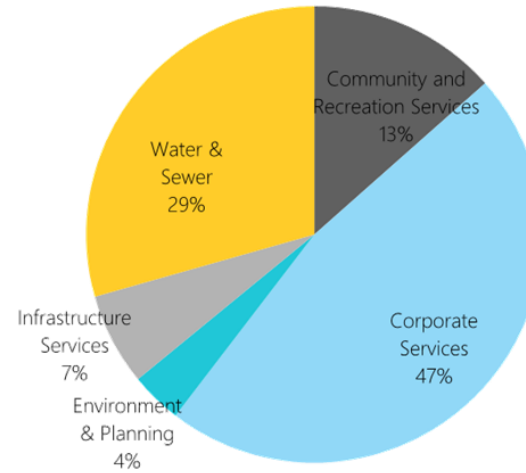
- Twenty claims were received in Q3 2024, including five claims in January, eleven claims in February and five claims in March.
- A history of yearly claim numbers is as follows:
 - 2023/24 - 61 (as at 19 March)
 - 2022/23 - 105
 - 2021/22 - 90
 - 2020/21 - 123
 - 2019/20 - 119

Claims in 2022/23 by Directorate

2022/23 No. of Claims
 % by Directorate

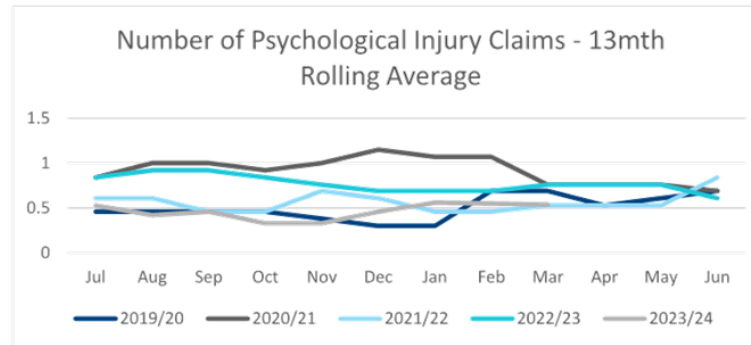


YTD Cost of Claims
 % by Directorate

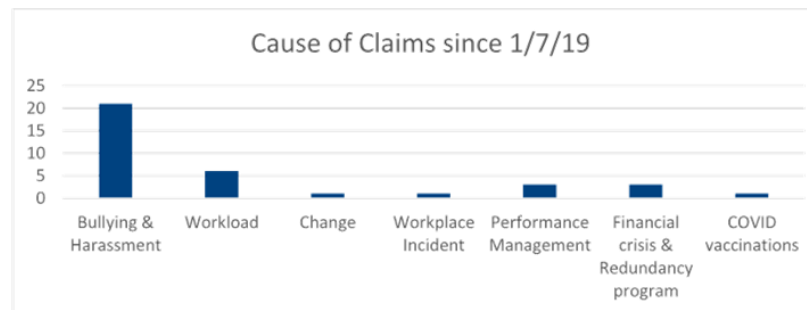


- Community and Recreation Services have received the most claims in 2023/24 (19).
- Corporate Services have the highest costing claim for 2023/24

Psychological Injuries

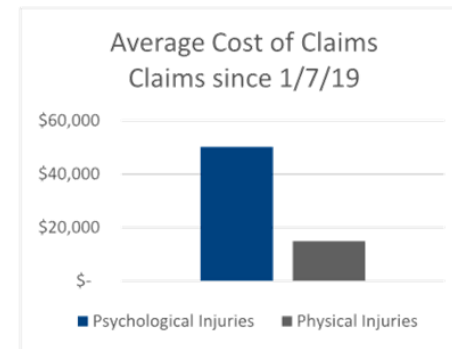
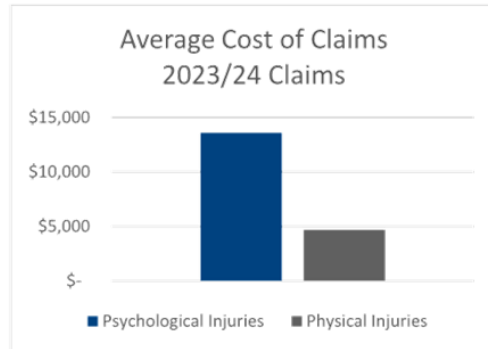


- Council has received six claims for psychological injury in 2023/24, We received seven claims in 2022/23, ten claims in 2021/22, eight claims in 2020/21.
- The 13month rolling average of psychological injury claims remains at 0.54.

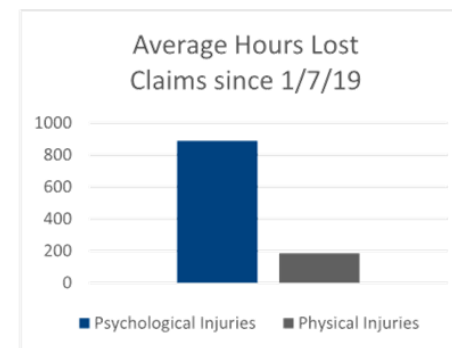


- Bullying and harassment in the workplace continues to be the most common cause of psychological injuries in the past four years.

Psychological Injuries (cont'd)



- Psychological injuries cost more than physical injuries in 2023/24. Since 2019/20, psychological injuries cost about three times that of physical injuries.

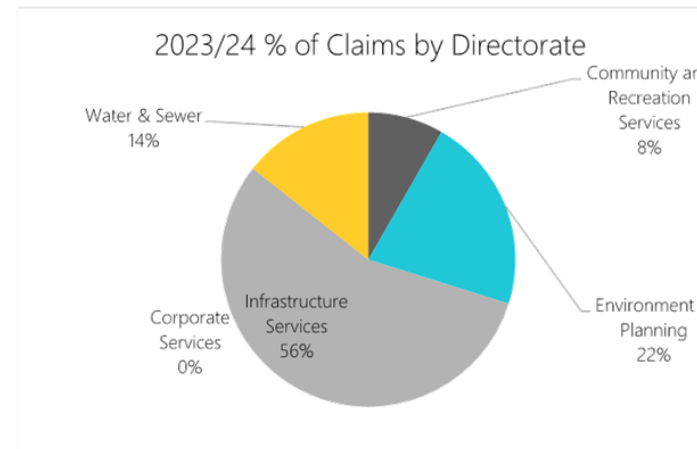
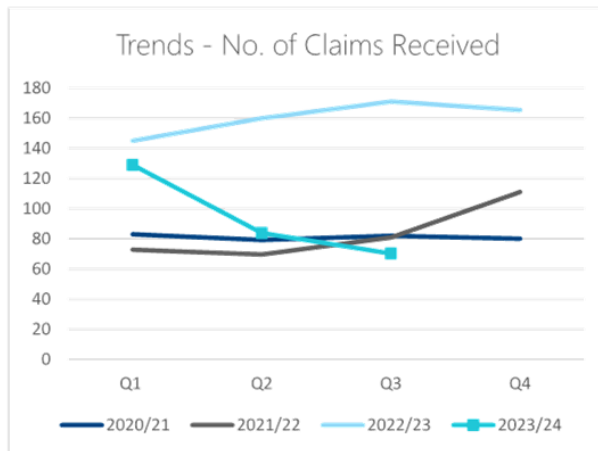


- Psychological injuries have resulted in more than three times the hours lost from physical injuries in 2023/24. Since 2019/20, psychological injuries average more than five times the hours lost of physical injuries.

Insurance report – March 2024



Public Liability – Claim Numbers

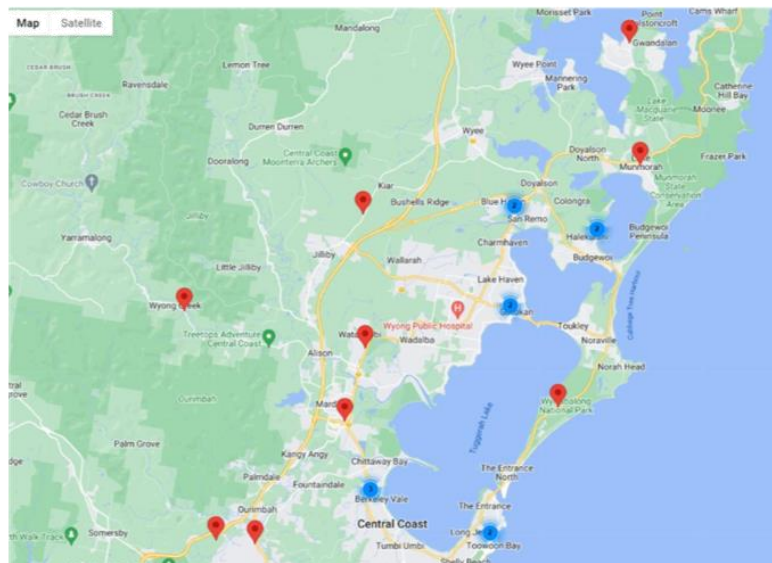


- The trend of claims received in Q3 (70.2), has decreased from Q2 when it was 83.8.
- For comparison, in 2022/23 we received 171 claims in Q3 and 165.4 claims in Q4
- Infrastructure Services have by far the largest proportion of claims. They have received 101 claims this financial year, with the majority of claims being related to potholes and road defects.

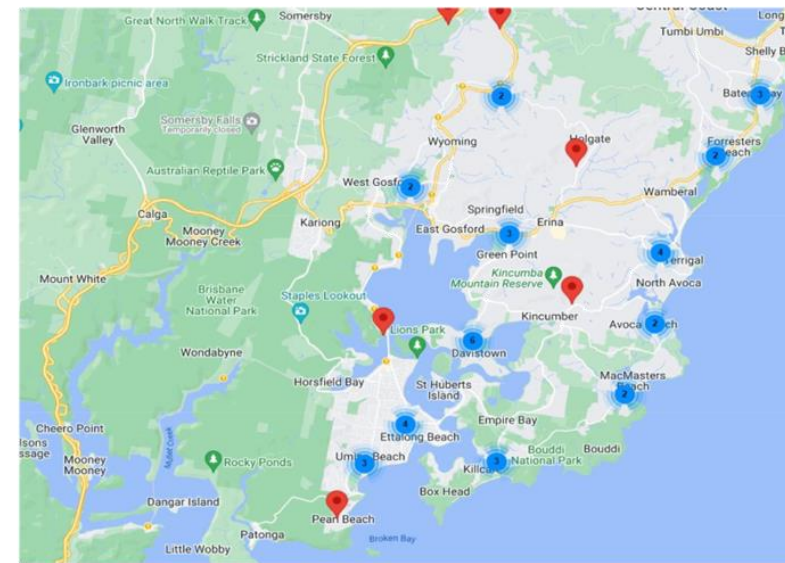
Public Liability – Location of Claims

Claims - Date of loss between 01/01/2024 – 18/03/2024

North

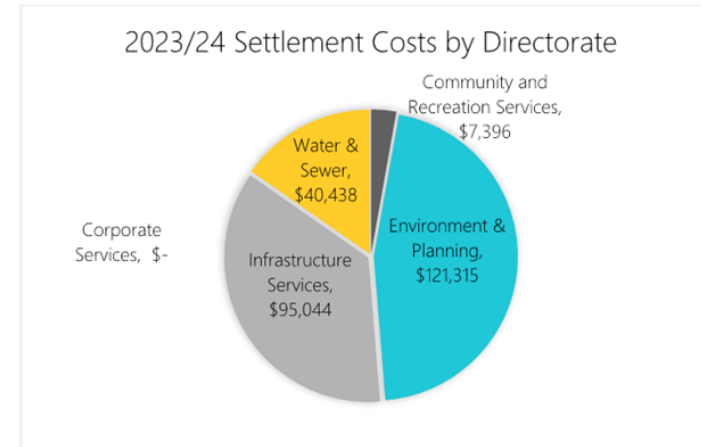
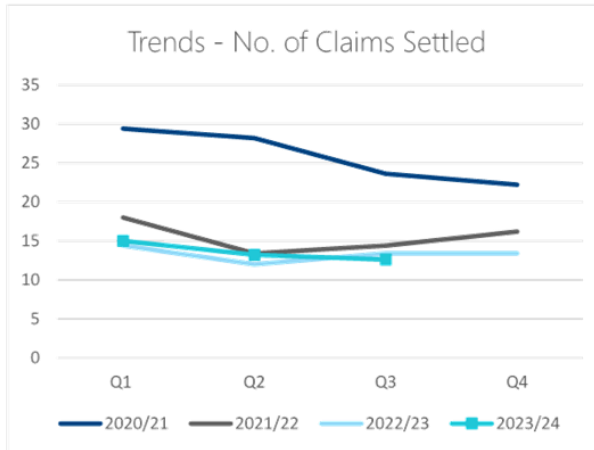


South



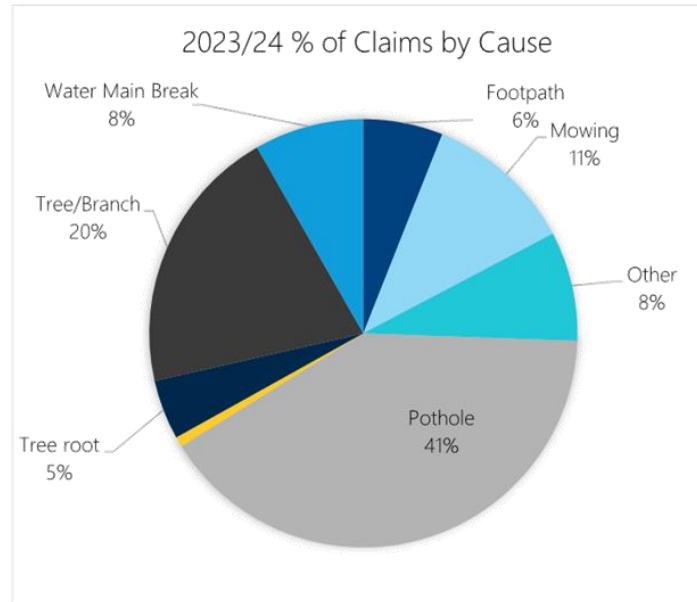
- A total of 22 Public Liability claims received in Q3 for the Northern end of the LGA. Of those claims, 6 have liability pending, 14 claims were denied, and 2 claims were settled. The majority of the north claims were due to Council mowing causing stones to flick and damage property.
- A total of 31 claims received in Q3 for the Southern end of the LGA. Of those claims, 7 have liability pending, 24 claims were denied. The majority of the south claims were pothole/road defects (15) and 10 claims for damage due to tree branches/roots.

Public Liability – Settlements



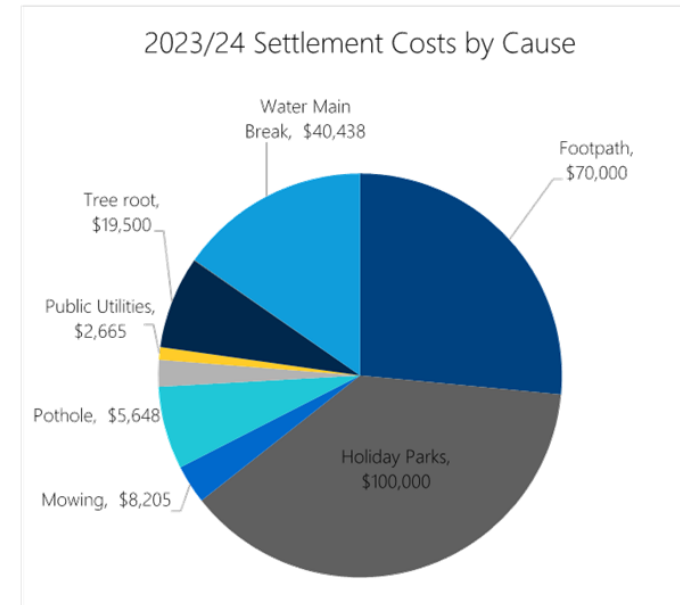
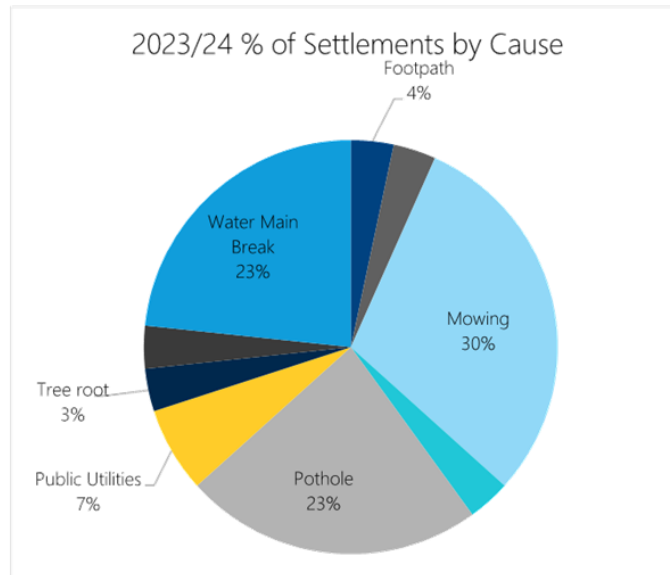
- Environment & Planning has the largest settlement costs due to settlement of a litigated claim for a personal injury sustained at Patonga Camping Ground in Q2.

Public Liability - Causes



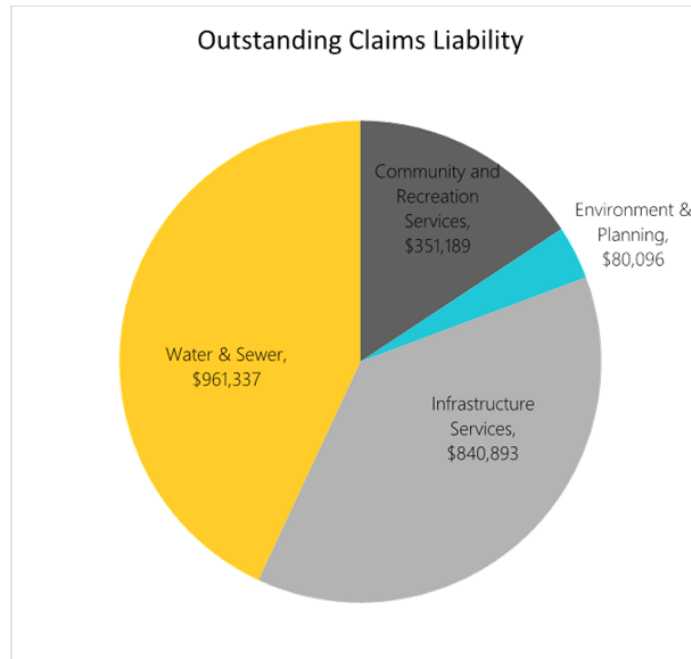
- Potholes remain the most common claim type received (41%) however 94% of pothole/road defect claims are denied.
- Tree Branch/ root claims are also a common claim type (20%) with an average of 69% of these claims being denied.

Public Liability – Causes (cont'd)



- Claims for mowing are the most common causes of claims that have been settled followed closely by pothole/road defects and water main break claims.
- A Holiday Park claim (\$100,000) has the highest percentage of settlement costs due to a settlement of \$350,000 (Council only paid \$100,000 excess).

Public Liability – Outstanding Claims Liability



- The figures in the above chart are claim estimates for Council only, which are up to the deductible (\$100,000) for each claim. This does not include additional costs that the insurer may be required to pay.
 - Infrastructure Services has the largest outstanding claim liability. This is due to litigated claims, one of which involves a vehicle accident at Fagans Road Lisarow on 20 February 2021. In Q3 two further sets of proceedings were served (son and de facto wife of Plaintiff). JLT will deal with the three sets of proceedings under one file and a single deductible on the basis they relate to the same occurrence (vehicle collision with a telegraph pole). The claim could cost over \$6,500,000; Council's excess is however only \$100,000.



Item No: 2.7
Title: Start Smart Program Update - Internal and External Communication Project Plans
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2024/00236 - D16184019
Author: Teresa Chadwick, Unit Manager Governance Risk and Legal
Manager: Marissa Racomelara, Director Corporate Services
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That the Committee:

- 1 *Note the Start Smart Program Internal and External Communications Plans.*
- 2 *Recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as, on balance, it would not be in the public interest to release this information to the public on the basis of ensuring the efficacy of investigation and auditing functions, some of which are raised in these reports.*

The information provided in this report is current as at 6/05/2024.

Summary

This report provides ARIC for review a report presented to ELT (**Attachment 1**) outlining proposed Internal and External Communication Project Plans that support the Start Smart Program (organisational readiness for the return of Councillors).

Report

The purpose of this report is to present ARIC for review the External Communication Plan and Internal Communication and Change Management Plan recently adopted by ELT.

The two plans are key components of the Start Smart Program:

- The External Communication Plan (**Attachment 2**) outlines proposed activities designed to deliver information to residents and ratepayers about the September 2024 election and constitutional referendum.
- The Internal Communication and Change Management Plan (**Attachment 3**) describes how the return of Councillors will be communicated to employees and the actions they need to take to 'Start Smart: be Councillor ready'.

**2.7 Start Smart Program Update - Internal and External Communication
Project Plans (cont'd)**

Attachments

- | | | |
|----------|---|-----------|
| 1 | Start Smart Program - Internal and External Communication Project Plans | D16177521 |
| 2 | Start Smart External Communication Plan - FINAL | D16180801 |
| 3 | Start Smart Internal Communication and Change Management Plan - FINAL | D16180800 |

Item No:	1.3
Title:	Start Smart Program - Internal and External Communication Project Plans
Directorate:	Corporate Services
ELT Meeting Date:	14 May 2024
Meeting:	ELT Strategic Planning Meeting



Reference:	F2024/00236 - D16177521
Author:	Madeleine Bell, Section Manager, Councillor and Democratic Services
Manager:	Teressa Chadwick, Unit Manager Governance Risk and Legal
Executive:	Marissa Racomelara, Director Corporate Services

Purpose:

To present the draft External Communication Plan and draft Internal Communication and Change Management Plan for consideration and endorsement. The two plans are key components of the Start Smart Program:

- The External Communication Plan (**Attachment 1**) outlines proposed activities designed to deliver information to residents and ratepayers about the September 2024 election and constitutional referendum.
- The Internal Communication and Change Management Plan (**Attachment 2**) describes how the return of Councillors will be communicated to employees and the actions they need to take to 'Start Smart: be Councillor ready'.

To provide ELT the opportunity to review, discuss and endorse the 'for' and 'against' points for the referendum provided in this report.

Recommendation

It is recommended that the Executive Leadership Team:

1. **Approve** the draft External Communication Plan and subsequent delivery.
2. **Approve** the draft Internal Communication and Change Management Plan and subsequent delivery.

Endorse the following external key message/s:

- Central Coast Council is moving out of administration and returning to a democratically elected governing system.
- Council's use of the NSW Electoral Commission (NSWEC) Local Government Election campaign messages starting with "Save the Date" (active now).

1.3 Start Smart Program - Internal and External Communication Project Plans (cont'd)

- Council elections will take place on 14 September 2024. On the same day, Central Coast Council will be holding a constitutional referendum where residents will be asked the question:
"Do you favour a reduction in the number of Central Coast Councillors from fifteen to nine? This will result in three Wards with each Ward electing three Councillors."
This is a constitutional referendum, meaning voting is compulsory. If the referendum is successful, final decisions about how the new wards are structured will be made by the new Council and the changes will come into place in the following term, starting in 2028. (Maps of the current five-ward structure and proposed potential three-ward structure will be included for illustrative purposes only).
- Referendum 'for' and 'against' points:

FOR:

- The creation of three wards that represent a cross-section of the Central Coast community (rural, urban and coastal) may mean Councillors take a 'whole community' approach to decision making as directed under the Local Government Act 1993.
- Generally, fewer Councillors can lead to greater cohesion and improved decision-making.
- Reducing the number of councillors can provide an ongoing cost saving in salaries, expenses and facilities.
- With nine Councillors, there will still be a total of 17 elected representatives for the Central Coast (local, state and federal).

AGAINST:

- Fewer decision-makers may mean residents feel they have less representation.
- Reducing the number of Councillors may mean fewer points of view and less diversity of opinion.
- Reducing the number of wards may mean that residents feel that current ward-specific issues are not fully addressed.
- Reducing the number of Councillors will lead to a reduction in the total number of elected representatives for the Central Coast from 23 to 17 (local, state and federal).

Endorse the following key internal 'Be Councillor Ready' messages:

- Council is moving out of administration and returning to a democratically elected governing body.
- Council elections and a constitutional referendum will be held on 14 September 2024.
- CHIP has a range of resources to help you get ready for the return of Councillors, including mandatory Councillor interaction training.
- Managers and leaders have access to a communications kit that assists them to deliver strategic messaging that drives organisational change.
- The outcome of the election and referendum may impact on your work.
- During caretaker period, major decisions cannot be made by the governing body, therefore appropriate planning is necessary.

1.3 Start Smart Program - Internal and External Communication Project Plans (cont'd)

Background:

The Local Government elections on 14 September 2024 will mark the return of Councillors to Central Coast Council and the Start Smart: Organisational Readiness for Return of Councillors program (**Start Smart Program**) recognises the importance of ensuring both community members and Council staff are informed, prepared and ready for the return of Councillors.

The Start Smart Program was established in February 2024 and presents a coordinated approach that is transparent, measurable, and includes a timeline and key deliverables. It is being co-delivered by the Start Smart Project Team, Directors, Unit Managers, Section Managers, Team Leaders and external facilitators. The aims of the program will be met through the delivery of six (6) sub-projects including the Councillor Return Staff Training Project, Councillor Induction Training Plan Project, External Communication Project, Internal Communication and Change Management Plan Project, Election and Referendum Project and Governance Policy and Procedures Review Project.

Report:

The External Communication Plan (**Attachment 1**) is critical to generating awareness of the upcoming election and referendum. For residents and ratepayers, being informed about the election will mean they are able to prepare for the return of Councillors to the Central Coast. Explaining the referendum question, particularly how a reduction in Councillors would lead to a corresponding change in wards, will mean people are better equipped to make an informed decision on voting day. The External Communications Plan also supports the NSW Electoral Commission's Local Government Elections communications activities.

The Internal Communication and Change Management Plan (**Attachment 2**) is important for helping Council staff understand what they need to know and do to get ready for the return of Councillors.

For many Council employees, the return of Councillors will mean business as usual, and the focus of internal communications will be ensuring they are informed and aware of the potential for intensified attention on Council activities in the lead up to the elections. For organisational leaders, people involved in preparing reports to Council, those managing media, or staff who manage policy and procedures that impact Councillors, it will mean ensuring they understand the changes they need to make to get ready, and where they can find resources to empower them to do this. Many Council employees are also residents and internal communications messages will also include information about the upcoming election and referendum. The Internal Communication and Change Management Plan also supports organisational training activities and policy and procedure reviews.

1.3 Start Smart Program - Internal and External Communication Project Plans (cont'd)

Scope:

The External Communication Plan will distribute key messages about the upcoming election and referendum through existing Council communications opportunities, including media relations, the rates notice newsletter, e-newsletters, local newspaper features, radio advertising, social media posts, updated website information and customer service slides.

The Internal Communication and Change Management Plan will provide employees with the tools and information they need primarily through the development of the 'Start Smart: Be Councillor Ready' self-serve platform on CHIP. Managers and team leaders will encourage staff to take the appropriate training and use the resources provided to ensure they are ready for the return of Councillors.

Change management initiatives have been widely conducted including presentations and education at directorate and unit update roadshows, key stakeholder workshops and engagement with Learning and Development. Ongoing change management initiatives include follow-up stakeholder sessions and communication packs to facilitate leader-led communication.

Relationship to Previous Decisions/Resolutions:

On 12 December 2023, ELT was presented with a draft Councillor and Staff Interaction Policy. At that meeting, ELT provided feedback advising that Councillors should be made aware of a whole suite of policy documents.

This feedback led the GRL Project Team to develop a comprehensive Start Smart Program Plan (attached) required to achieve organisation readiness and the successful return of Councillors to Central Coast Council. The Start Smart Program Plan was present to ELT and approved by ELT at its meeting of 20 February 2024.

Consultation:

Extensive and meaningful consultation on the draft internal and external communication plans has occurred with the Communication, Marketing and Customer Engagement Unit since February 2024, specifically:

- **Unit Manager, Sue Ledingham:** Met to consult and discuss the key themes and deliverables of the plan. Advised that plans need to be reviewed by ELT before formal copies can be shared with them for implementation.
- **Media Advisor, Sue Davies:** Met to confirm that the Start Smart Program messages aligned with corporate messaging, and to advise that once the Start Smart external communications plan were approved for delivery, to prepare for media interest.
- **Team Leader Communications, Morgan Churcher:** Numerous meetings to discuss how best to work with the Communications team, utilise external communication channels and set deadlines for key communications opportunities.

1.3 Start Smart Program - Internal and External Communication Project Plans (cont'd)

- **Section Manager Customer Service, Ellen Suarez:** Met to gain clarification around the Customer Service team's information needs for knowledge base updates as they pertain to Start Smart.
- **Digital Marketing Coordinator, Selena Hannagan:** Met to discuss corporate social media calendar and how the development of the Start Smart social media campaign would align.

Consultation has also been undertaken with key stakeholders including the CEO, Director Corporate Services, Unit Manager Governance, Risk and Legal, Unit Manager Information Management & Technology and Facilities Management and Operations Administration Building Refurb Project Team.

Planned Consultation (following endorsement)

The Start Smart Project Team will organise a stakeholder meeting with the Environmental Compliance and Systems Unit to ensure they are aware of the election rules that Council has a regulatory role in monitoring (i.e., election posters and materials).

Financial Impact:

The Start Smart Program budget was approved by ELT at its meeting of 20 February 2024. An estimated budget for external advertisements and boosted posts was approved within this budget to the value of \$15,000.

Communication Strategy:

The draft External Communication Plan and draft Internal Communication and Change Management Plan have been developed are accessible via the attachments of this report.

Risk Management:

A risk matrix has been included in the Start Smart Organisational Readiness for Return of Councillors Program Plan (attached), which was presented to and endorsed by ELT at its meeting of 20 February 2024.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G3: Provide leadership that is transparent and accountable, makes decisions in the best interest of the community, ensures Council is financially sustainable and adheres to a strong audit process.

1.3 Start Smart Program - Internal and External Communication Project Plans (cont'd)

Critical Dates or Timeframes:

There are two critical dates for both the internal and external communication plans:

- Week commencing **13 May 2024** – CEO presentation at Staff BBQs.
- To meet the print deadline for the *Coast Connect* full page advertisement and the rates notice newsletter (key external communication pieces), approval of the communication plans is due by **15 May 2024**.

A complete timeline is available in the endorsed Start Smart Organisational Readiness for Return of Councillors Program Plan under *Program Timeline*, which can be viewed [in Content Manager here](#).

Attachments

- | | | |
|---|---|-----------|
| 1 | Start Smart External Communication Plan - FINAL | D16180801 |
| 2 | Start Smart Internal Communication and Change Management Plan - FINAL | D16180800 |

Start Smart External Communication Project Plan 0.1 May 2024



DRAFT

Central Coast Council
Start Smart External Communication Project Plan

Governance, Risk and Legal Unit
May 2024



Wyong Administration Building: 2 Hely St / PO Box 20 Wyong NSW 2259
P 02 4306 7900 | W centralcoast.nsw.gov.au | ABN 73 149 644 003



Start Smart External Communication Project Plan Governance, Risk and Legal Project Team

May 2024

Version 0.1

Approved by:

Date of Approval:

© Central Coast Council

Wyong Administration Building:

2 Hely St / PO Box 20 Wyong NSW 2259

W centralcoast.nsw.gov.au

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NSW Electoral Commission Campaign	11

Overview

Aim

The purpose of this External Communications Plan is to outline how Council will communicate about the upcoming election, provide clarity around what is being proposed in the referendum, and describe where residents and ratepayers will be able to access relevant information.

The plan also incorporates Council's candidate information sessions, designed to provide potential candidates with information about how Central Coast Council operates and their role and responsibilities as Councillors.

The NSW Electoral Commission will be managing the Central Coast Council elections and will be conducting their own awareness and information campaign. This plan demonstrates how Council will support the Electoral Commission by sharing the various stages of this campaign on social media, in publications and on customer-facing screens.

Outcomes

Residents and ratepayers are aware of the upcoming Local Government elections on 14 September 2024.

The community received explanatory and balanced information about the upcoming constitutional referendum and are empowered to make an informed yes/no vote.

Scope and Deliverables

The External Communication Plan uses Council's most effective existing communications channels to reach residents and ratepayers, alerting them to the upcoming election and equipping them with balanced information about the referendum to make an informed decision.

Council's external messaging opportunities include:

- Media relations
- Election and Referendum website pages
- Rates notice printed newsletter
- Coast Connect printed newspaper page
- Coast Connect e-news
- Grapevine printed advertisement
- Customer service knowledge centre updates
- Customer service slides (libraries, leisure centre, customer service centre)
- Social media platforms
- Claude Outdoor illuminated signs
- Bus shelters
- Central Coast Stadium sign

The NSW Electoral Commission will create their own content and roll out their promotional plan across publications and platforms they deem suitable.

Deliverables

- NSW Electoral Commission's pre- and post-election community education campaign
- Referendum education campaign
- Pre-election candidate information sessions
- Website content reviews and updates
- Key stakeholder and operational impacts

Key messages

Council

This plan focusses on delivering the following key messages to residents and ratepayers.

- Councillors are returning to the Central Coast, and Local Government elections will be held on 14 September 2024.
- The NSW Electoral Commission will be managing the Central Coast Council elections, visit their website for more information.
- As well as voting in the Local Government elections on 14 September 2024, the Central Coast will be holding a referendum that poses the following question: *"Do you favour a reduction in the number of Central Coast councillors from fifteen to nine? This will result in three Wards with each Ward electing three councillors."*
- This is a constitutional referendum, meaning voting is compulsory and the outcome is binding.
- If the referendum is carried, decisions about wards will be made by the new Council and the changes will come into place in the following term, starting in 2028.

NSW Electoral Commission

The various stages of the NSW Electoral Commission election communications program, for both candidates and voters, have also been incorporated into this plan.

Candidates

- Prepare your nomination.
- Read the candidate handbook (available July).
- Follow counting and results.

Voters

- Save the date.
- Understand your voting options.
- Go out and vote.

External Communication Plan

When	Message	Audience	How	Date	Status
APRIL	<ul style="list-style-type: none"> Second Councillor information session (update website). 	Potential Councillors	Information session.	9/4/24	Completed
	<ul style="list-style-type: none"> FAQs from Councillor session added to the website. 	Residents and ratepayers	Website update	21/4/24	Completed
MAY Focus: launch of explaining the referendum	<ul style="list-style-type: none"> Explaining the referendum: What is the question? The case for and against and illustrative maps. 	Residents and ratepayers	<i>Pre-launch:</i> Website update Knowledge base update <i>Launch:</i> Media release Media briefing Social media post Coast Connect printed full page feature opposite Council page E-newsletter article Radio advertisement	10/5/24 28/5/24 29/5/24 29/5/24 30/5/24 30/5/24 30/5/24	
	<ul style="list-style-type: none"> NSW Electoral Commission 'Save the date' campaign. 	Voters	'Save the date' content created by NSWEC, shared on Council social	As scheduled	

			media, e-newsletters, publications, and customer service slides.		
JUNE Focus: Expanded distribution of referendum and election information Electoral Commission roll out	<ul style="list-style-type: none"> Explaining the referendum: What is the question? The case for and against and illustrative maps (cont'd) NSW Electoral Commission 'Save the Date' campaign 	Residents and ratepayers	Bush shelter advertising Illuminated signage Customer service slides and/or posters in admin building, libraries and leisure centres	1/6/24	
		Rural residents and ratepayers	Grapevine printed full page	19/6/24	
		Voters	'Save the date' content created by NSWEC, shared on Council social media, e-newsletters, publications, and customer service slides.	As scheduled	
JULY Focus: Electoral Commission roll out	<ul style="list-style-type: none"> Explaining the referendum: What is the question? The case for and against and illustrative maps. NSW Electoral Commission 'Check your enrolment' campaign (with CALD and easy read election guides) NSW Electoral Commission 'Prepare your nomination' campaign 	Residents and ratepayers	Rates notice printed newsletter full page election and referendum story	TBC	
		Voters	'Check your enrolment' content created by NSWEC, link shared on Council social media	As scheduled	
		Potential candidates	Content created by NSWEC, link to resources shared on Council social media and to Councillor information session database	TBC	
				TBC	

	<ul style="list-style-type: none"> NSW Electoral Commission Candidate handbook released. Third councillor information session. 	<p>Potential candidates</p> <p>Potential candidates</p>	<p>Promote at Councillor information session.</p> <p>Update website and FAQs.</p>		
<p>AUGUST</p> <p>Focus: Candidate information sharing</p>	<ul style="list-style-type: none"> NSW Electoral Commission 'Know your voting options' campaign (includes CALD information sessions tbc) Candidate election procedure information (signage, handouts, street stall compliance etc.). Final Administrator message. 	Residents and ratepayers	<p>Content created by NSWEC, link to resources shared on Council social media, in publications and customer service slides.</p> <p>Content from NSWEC and compliance team shared with Candidate database and on social media.</p> <p>Coast Connect news and e-news.</p>	<p>As scheduled</p> <p>TBC</p>	
<p>SEPTEMBER</p> <p>Focus on 'Go and Vote'</p>	<ul style="list-style-type: none"> NSW Electoral Commission 'Go and vote' campaign. Explaining the referendum: What is the question? The 	<p>Residents and ratepayers</p> <p>Voters</p>	<p>Content created by NSWEC, shared on Council social media, in publications and customer service slides.</p> <p>Website update Media release, social media post, website</p> <p>Key Communications piece reshared across Coast Connect print, e-news and social media.</p>	<p>As scheduled</p> <p>TBC</p> <p>TBC</p>	

	<p>case for and against and illustrative maps.</p> <p>Local Government Election Saturday 14 September.</p> <ul style="list-style-type: none"> • Messages provided by NSWEC. • Voting Locations. • Where to find candidate information. 	Voters	Content created by NSWEC, shared on Council social media and customer service slides.	2-14/9/24	
OCTOBER	NSW Electoral Commission: Counting and results process and timeline	Voters and candidates	Content created by NSWEC, shared on Council social media and website.	3/10/24	
Focus on introducing the new council	Election of Mayor and Deputy Mayor (professional photographs)	Residents and ratepayers	Media release, update About Council section on website	Following declaration	

Key Council external communications piece

The main opportunity for Start Smart external communications is the rates notice newsletter. The information below will appear in this newsletter, as well as other opportunities outlined in this plan, especially the Coast Connect full page newspaper feature.

ELECTION AND REFERENDUM: Content for rates notice, adverts, website, social media and e-news.

DRAFT ADVERTISEMENT FOR COAST CONNECT ONLY:



Council Election and Referendum 14 September 2024

Council Election

The 2024 Central Coast Council election and referendum is being run by the NSW Electoral Commission. All information about the upcoming election, as well as candidate information and voting options can be found on the Electoral Commission's website www.elections.nsw.gov.au (search for 2024 Local Government Elections).

Referendum

As well as voting in the election, a referendum to determine the future number of Central Coast councillors will be held on the same day. The community will be asked the following question: "Do you favour a reduction in the number of Central Coast councillors from fifteen to nine?" This will result in three Wards with each Ward electing three councillors."



The maps show the Central Coast's existing five wards and give an indication of how three wards could potentially look (the three-ward map is for illustrative purposes only and the new Council will determine the final outcome). This is a constitutional referendum, meaning voting is compulsory. If carried, the changes would take place in the next term of Council, starting 2028. Detailed information, including points for and against, and the background to the constitutional referendum, can be found on Council's website (search for Constitutional Referendum).

Council Office 2 Hely St Wyong | 8.30am - 5pm, Monday to Friday | P 02 4306 7900 | W centralcoast.nsw.gov.au
 CentralCoastCouncil @CCoastCouncil @centralcoastcouncil
 Don't miss out on Council news. Sign up for our weekly e-news at centralcoast.nsw.gov.au/enews

Points 'for' and 'against' the question being proposed in the Constitutional referendum (to appear on website).

FOR

- The creation of three wards that represent a cross-section of the Central Coast community (rural, urban and coastal) may mean Councillors take a 'whole community' approach to decision making as directed under the Local Government Act 1993.
- Generally, fewer Councillors can lead to greater cohesion and improved decision-making.
- Reducing the number of councillors can provide an ongoing cost saving in salaries, expenses and facilities.
- With nine Councillors, there will still be a total of 17 elected representatives for the Central Coast (local, state and federal).

AGAINST

- Fewer decision-makers may mean residents feel they have less representation.
- Reducing the number of Councillors may mean fewer points of view and less diversity of opinion.
- Reducing the number of wards may mean that residents feel that current ward-specific issues are not fully addressed.
- Reducing the number of Councillors will lead to a reduction in the total number of elected representatives for the Central Coast from 23 to 17 (local, state and federal).

NSW Electoral Commission Campaign

Communication resources provided by NSW Electoral Commission will be shared across Council's publications, customer service slides, website and social media. The message changes closer to Election Day – a campaign calendar and resources can be found at www.elections.nsw.gov.au.

[Communication resources hub - NSW Electoral Commission](#)

[2024-local-government-elections-resource-calendar.pdf \(nsw.gov.au\)](#)



Start Smart Internal Communication and Change Management Project Plan 0.1 May 2024



DRAFT

Central Coast Council
**Start Smart Internal Communication and
Change Management Project Plan**

Governance, Risk and Legal Unit
May 2024



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Start Smart Internal Communication and Change Management Project Plan

Governance, Risk and Legal Project Team

May 2024

Version 0.1

Approved by:

Date of Approval:

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Wyong Administration Building:

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Overview

Aim

The purpose of the Internal Communication and Change Management Project Plan is to outline how Council staff may be impacted by these changes, and the actions employees need to take to 'Start Smart: be Councillor ready'.

Outcomes

- Employees understand that Central Coast Council is moving out of administration and returning to a democratically elected governing system.
- Employees have access to a staff platform (via CHIP) that assists them with a range of resources to get ready for the return of Councillors, including training on how to interact appropriately with Councillors.
- Managers and leaders have access to a communications kit that assists them to deliver strategic messaging that drives organisational change.
- Key internal stakeholders (identified in the endorsed Start Smart Program Plan) have been closely engaged about the Start Smart Program and had opportunities to provide insight and advice on their areas of expertise.
- Employees feel that they have been kept informed in the lead up to elections.

Scope and Deliverables

The Internal Communications and Change Management Plan will roll-out regular 'Start Smart: Be Councillor Ready' messages to all staff through Council's existing channels including:

- CHIP portal
- Posters at Council work locations (Wyong Administration Building, depots, libraries and other Council worksites).
- CEO messages and videos.
- Staff barbeques (May, in particular), leadership forums, Directorate updates and Unit updates.
- Information in Council's weekly *Key Messages* document.

The plan incorporates change management planning and delivery, and integration with organisational leadership training roll-out.

Key Messages

- Central Coast Council is moving out of administration and Councillors will return as the governing body.
- Start Smart: Be Councillor Ready
- Find what you need to be Councillor ready on the Start Smart self-service CHIP page.
- CEO strategic messages (see page 10).
- Complete the Councillor Interaction with Staff training.
- Many staff are also residents. What is the constitutional referendum all about?
- What to do during caretaker mode (e.g., 'think strategically about reports to Council', 'don't enter into large tenders', 'understand the new Council meeting schedule').
- Meet the new Central Coast Councillors.

Internal Communications Plan

When	Message	Audience	Action/How	Status
MARCH	Presentation/meetings with stakeholder group 2.	Legal, IT, Comms, P&C, Customer Service, Learning & Development, Facilities, EAs & PAs.	Start Smart Project Team to meet individually with each identified key stakeholder to present the Start Smart Program; to engage the stakeholder group with the program and provide opportunities for advice and input from stakeholders on their areas of expertise. Follow-up meetings are scheduled with each stakeholder group for two months following the first round of key stakeholder engagement.	Completed. In progress.
	Directorate update and Unit update roadshows.	All Staff	Start Smart Project Team to present at Directorate and Unit updates to provide all staff with an overview of the program and how it will affect them.	Completed.
	Leadership updates presentations.	Organisation leaders.	Presentation to Council leaders with an overview of the program and how it will affect them and their staff.	Completed.

APRIL	Launch a Start Smart look and message (' Start Smart: Be Councillor Ready ') poster to be displayed in lunchrooms and admin building kitchens.	All Staff	Develop a Start Smart icon and poster.	Icon completed.
	Find what you need to be Councillor ready on our new-look self-service CHIP page.	All Staff	Refresh CHIP page to become a self-serve portal.	Front end completed, content to be added.
	Encourage people to use the Start Smart resources on CHIP.	All Staff	Mention in monthly CEO video message.	Completed.
	Here's what we've been doing to help you Start Smart.	Organisational leaders	Unit Manager to present summary of activities and new look Start Smart: Be Councillor Ready self-serve page on CHIP at Leadership Forum 24.	Completed.
	Information for customer enquiries.	Customer Service team	Knowledgebase updates from April to September.	Completed.
MAY	<p>Staff barbecues: Important opportunity for the CEO to talk informally about how the organisation is preparing for change.</p> <p>14 May - Long Jetty Depot 15 May - Wyong Admin 16 May - Erina Depot 21 May - Charmhaven Depot 23 May - Woy Woy Depot</p>	All staff	Prepare talking points for staff barbecues – tailored for indoor and outdoor staff.	Completed and sent to Comms for inclusion.

	<p>Monthly CEO video messages: record at one of the barbecues</p> <p>Monthly Key Message document for Unit Manager meetings: barbecue messages.</p>	<p>All Staff</p> <p>Unit Managers and Directors to communicate with teams.</p>	<p>Video message on CHIP.</p> <p>Prepare messages for inclusion.</p>	
JUNE	<p>Monthly CEO video messages</p> <p>Monthly Key Message document for Unit Manager meetings: Be Councillor Ready – training opportunities.</p>	<p>All Staff</p> <p>Unit Managers Directors to communicate with teams</p>	<p>Video message on CHIP.</p> <p>Prepare messages for inclusion.</p>	
JULY	<p>Monthly CEO video message suggestion: Many staff are also residents. What is the constitutional referendum all about? If it is successful, what will it mean for you as an employee of Council?</p> <p>Monthly Key Message document for Unit Manager and leader meetings: referendum information.</p> <p>Complete Councillor Interaction with Staff training (in collaboration with Learning and Development team).</p>	<p>All Staff</p> <p>Unit Managers Directors</p> <p>All Staff</p>	<p>Video message on CHIP.</p> <p>Prepare messages for inclusion.</p> <p>CHIP video training Timeline to be developed.</p>	
AUGUST	<p>Monthly CEO video message suggestion: We are in caretaker mode. What does this mean for your team.</p>	<p>All Staff</p>	<p>Video message on CHIP.</p>	

	Monthly Key Message document for Unit Manager meetings: caretaker mode messages.	Unit Managers Directors to communicate with teams.	Prepare messages for inclusion.	
SEPTEMBER	Monthly CEO video message: It's election month. Here's what we've done to be ready to welcome our new Councillors.	All Staff	Video message on CHIP.	
Post-election	Monthly Key Message document for Unit Manager meetings: election information. Poster in kitchen and lunchrooms: Meet your new Mayor Councillors	Unit Managers Directors to communicate with teams. All staff	Messages sent to Comms team for inclusion. Prepare poster following Councillor image availability.	
OCTOBER	Monthly CEO video message: Introducing our new Mayor and Councillors. Monthly Key Message document for Unit Manager meetings.	All Staff Unit Managers Directors to communicate with teams.	Video message on CHIP. Messages sent to Comms team for inclusion.	

Key internal communications piece

The main opportunity for Start Smart internal communications is the May staff barbecues. The CEO has identified the messages below as key talking points for this event. These messages will be reinforced through the other internal communications opportunities in this plan.

CEO staff barbecue message points: Start Smart: *Be Councillor Ready* Program

Upcoming election and referendum

Local Government Elections take place this September, and Councillors will be part of our future again. We need to be ready, making sure the way we work helps them to do the best job they can.

We're also making physical changes to prepare for Councillors. The function room in our Wyong building has been closed, and we'll be transforming this area into a workspace for Councillors. My office will also be located here, as will the office of the Mayor. While there will be some shared areas, generally the Councillor space will be for Councillors only and the staff space will be for staff only.

Councillors have two roles. They are representatives of their community – but they're also a member of our governing body. I believe the previous council let themselves down because they focussed more on representing their community and not on their governing role. I'm hopeful this time, we will get a strong team of Councillors who provide clear direction and commit to their responsibilities.

At the same time as the election, we'll be holding a referendum, and voting in the referendum is compulsory. The question being asked of our community is: *"Do you favour a reduction in the number of Central Coast councillors from fifteen to nine? This will result in three Wards with each Ward electing three councillors."* If the referendum is successful, final decisions about ward changes will be made by the new Council and will come into place in the following term, starting in 2028.

Election lead-up noise

As the September elections approach, I have no doubt there'll be a lot of public debate and even dissent about some of our activities, or the work we are doing. It might seem that everyone you meet has an opinion, including the media and perhaps even the candidates running for Council.

Please remind yourself that this happens in any local government area. In the lead up to elections, we are an easy target. I want you to avoid reacting to criticisms of Council, particularly on social media. Don't enter the debate or identify yourself as a council officer. We don't need to justify ourselves.

And the reality is that we're moving to a governing body where some ideas will be contested in the chamber and rightly or wrongly, people will make statements that get them noticed. So don't take what you hear personally. Stay focussed on doing the best job you can for the community we serve.

Councillor readiness resources

For many of us, the return of Councillors will mean business as usual. For others, it will mean making sure our policies, procedures and report writing are 'Councillor-ready'. Have a look at the Start Smart resources on CHIP and find out what you need to do to get your workplaces, and work practices, in order as we welcome Councillors back to the Central Coast.

Caretaker period

In August we'll be entering caretaker period. This is an important part of the election cycle. In practical terms it means that decisions made by our administrator will stop, in fact some of his work will end as early as July. Caretaker mode has rules that can limit our activities - including entering into big contracts, making budget changes or considering reports. If you have reports to be considered at a Council meeting, please note the deadlines for this.

Change Management Plan

Change	Objectives	Activities	Outcomes	Status
Appropriate Councillor and Staff Interaction.	To ensure employees understand how to interact with Councillors.	<p>Include Councillor and staff interaction training video for all staff on CHIP.</p> <p>Encourage organisational leaders to discuss this at team meetings.</p>	Majority of staff have completed the training.	
Awareness of upcoming election and referendum.	<p>To inform staff who are also residents of upcoming elections and referendum, including an explanation of the referendum question.</p> <p>Staff understand the impact potential changes may have on their work.</p>	<p>Update Council's website with illustrative maps and expanded points for and against and point to the website from the CHIP Start Smart self-serve page.</p> <p>Encourage organisational leaders to discuss at team meetings.</p>	Multiple opportunities for staff to find out about upcoming election and referendum.	
Understanding of the need to update internal policies and procedures that impact Councillors.	To ensure all policies and procedures that impact Councillors are up to date.	<p>Extensive roll out of policy and procedures update program by GRL.</p> <p>Encourage organisational leaders to embed the changes in team activities.</p>	All policies and procedures impacting Councillors are updated and staff involved implement the changes.	In progress – ongoing education to the business through governance procedures and policy review work.

Business improvement.	Ensuring ways of working are streamlined, consistent, good practice and well-known.	Early engagement with Directorates and Units to educate on the upcoming change.	Unit Managers embed new practices into their work activities.	In progress – ongoing education to the business through Unit/Directorate meetings.
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Item No: 2.8
Title: IT Update
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16189935
Author: Jamie Beal, Unit Manager Information and Technology
Manager: Marissa Racomelara, Director Corporate Services
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

The the Committee:

- 1 *Note the update on the management of technological risks and cyber security.*
- 2 *Recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as they contain information on matter affecting the security of Council, Council officials, and Council property.*

The information provided in this report is current as at 8/05/2024.

Summary

An update will be provided on the management of technological risk and cyber security.

Background

As a standing agenda item, an IT update on the management of technological risk and cyber security is provided to ARIC every six months.

Risk Management

Technological risks are managed in the Enterprise Risk Register by Information and Technology. Risks are periodically reviewed and were last reviewed in May 2024. Whilst several risk mitigations were implemented across all seven risks since December 2023, the risk scores have not changed. Risk management plans are in place to prioritise these actions and further improve risk management. Please refer to table 1 below.

Risks	Risk ID	May 23 Rating	Improvements in 23/24
Cyber Security	1211	M9	<ul style="list-style-type: none"> Cyber Strategy in development M365 security improvements
Talent Management	1218	M13	<ul style="list-style-type: none"> Graduate program investigation underway Minor workforce change to increase project capacity
Data & Information	1216	M13	<ul style="list-style-type: none"> Data Governance Committee established Information and Records Review complete
Technology Investment	1212	L5	<ul style="list-style-type: none"> Digital Strategy developed Technology Roadmap in development
IT Controls & Compliance	1213	L6	<ul style="list-style-type: none"> No issues identified in ITGC Audit 22/23 Decommissioned legacy Authority system in December
Contractual & Legal	1217	L6	<ul style="list-style-type: none"> 3rd party cyber and records risks are considered in all new software agreements
IT System Availability	1219	L6	<ul style="list-style-type: none"> 24x7 Managed Endpoint Detection & Response

Table 1: Information & Technology Risks

Cyber Security

M9	<p>Current Risk Rating</p> <p>Current Control Measures</p> <ul style="list-style-type: none"> Information systems asset register (Crown Jewels) IT General Controls effectiveness Endpoint Detection & Response Managed Detection & Response ACSC / Cyber NSW advisories Critical patching of vulnerabilities Vulnerability management Integrated technical change management Cyber security awareness program DR/BCP testing Information Security Management System Security Event and Incident Management Periodic assurance activities I&T policies 	L6	<p>Future Risk Rating</p> <p>Future Controls Measures</p> <ul style="list-style-type: none"> Cyber security strategy (in progress) Information Security Management System (advanced) Privileged Access Management Identity Lifecycle Management IT Governance Framework adoption Disaster Recovery Policy M365 security improvements (in progress)
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Table 2: Cyber Security (Risk 1211)

A Cyber Security Strategy is being developed to review and improve council’s cyber security practices and to strengthen our resilience against and increasingly volatile cyber environment. The strategy will also review the current state and future state operating model, tools, and resource capabilities.

A Microsoft 365 security assessment has been conducted in September 2023 which identified 29 areas of improvement, with 22 of those completed. The remainder can be categorised as

'requires additional investment' and/or 'business user impacting'. These items are planned to be addressed next financial year as part of operating projects.

The Notifiable Data Breaches Report: July to December 2023 highlights that 44% of all data breaches resulted from cyber security incidents. 28% of these were related to phishing and compromised credentials.

**44% of all data breaches resulted from cyber security incidents
(211 notifications)**

Cyber incident breakdown

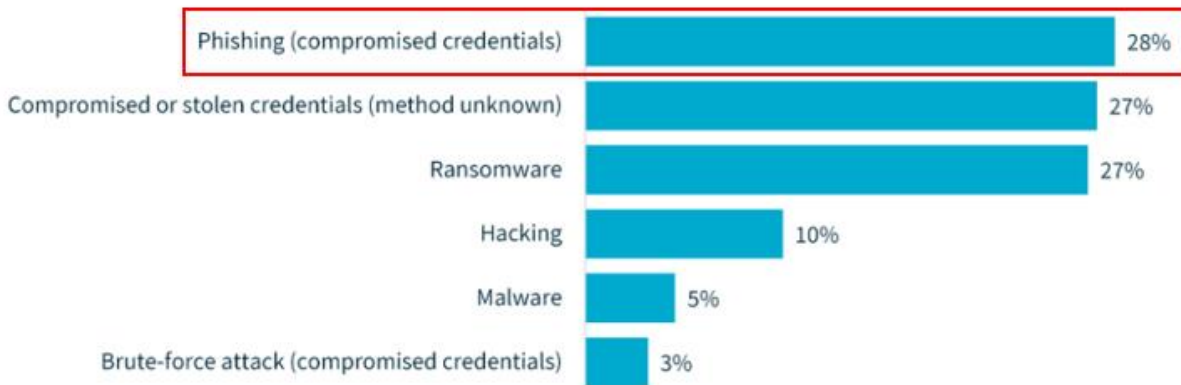


Chart 3: Notifiable Data Breaches Report: July to December 2023 highlights

Council's Cyber Awareness Program 23/24 is focused on altering positively on Central Coast Council employee behavioural paradigms to deliver an organisational culture that is more risk-aware, and where secure practice is increasingly embedded instinctively into day-to-day operations. Objectives of the program are:

- Enable employees to Identify Information Security Risks
- Positively alter employee behaviour against Cyber risks
- Deliver Ongoing Tailored Security Awareness Training
- Measure adherence and effectiveness of Security Awareness Training
- Measure performance & alignment to Cyber Security NSW Policy
- Implement Cyber Security Awareness Campaign

The trend in cybersecurity breaches related to human error is increasing and accounted for 30% of data breaches reported through the Notifiable Data Breach Scheme between July and December 2023.

Mandatory Cyber Awareness Training was deployed to all staff in July 2023. Unlike previous cyber awareness training where the focus was on computer and mobile customers, all council staff were required to complete the training. As of 8th May 2025, 82% of staff have completed the training. This is a good result considering it includes indoor and outdoor staff. Below is a breakdown of the training status:

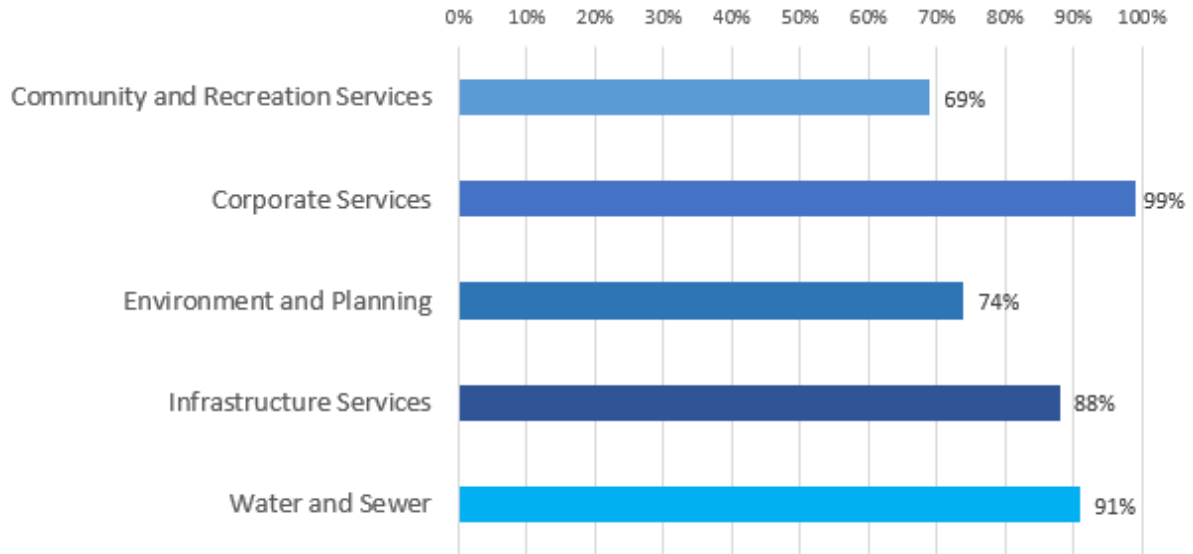


Chart 1: Cyber Awareness Training Status

Future training will be split between indoor and outdoor workers. Indoor staff will be required to complete mandatory online cyber awareness training annually. A Learning & Development Expo is being planned for outdoor workers, which will include cyber awareness.

In addition to cyber awareness training, the program includes the following activities:

- Phishing simulations
- Toolbox talks for outdoor staff
- Topical communications and warnings
- Digital signage
- Cyber desktop exercises
- Security assurance – external penetration testing and audits

Talent Management

M13	<p>Current Risk Rating</p> <p>Current Control Measures</p> <ul style="list-style-type: none"> ▪ EAP Assistance ▪ Project resourcing controls ▪ Professional Development Plans/ Appraisals ▪ IT Steering Committee ▪ I&T Resourcing Plan ▪ Market reviews for critical roles ▪ Development opportunities i.e. EOs, secondments ▪ Rewards and recognition 	L13	<p>Future Risk Rating</p> <p>Future Controls Measures</p> <ul style="list-style-type: none"> ▪ Ongoing assessment of workforce plan ▪ Reduce vacancy rate to 10% ▪ Improved Employee Value Proposition
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Table 3: Talent Management (Risk 1218)

The I&T leadership team periodically reviews resourcing to ensure that our skills and capabilities are aligned to our strategic plans. A business case is currently in progress to repurpose several roles in the IT Projects & Solutions team to increase project delivery capacity.

Data & Information

<p>M13 Current Risk Rating</p> <p>Current Control Measures</p> <ul style="list-style-type: none"> ▪ Policies/ standards ▪ Access control ▪ Regulatory reporting ▪ Records governance framework ▪ Workflow approvals ▪ Records Mgmt Assessment Tool (RMAT) ▪ Information asset register (Crown Jewels) ▪ Internal audit reviews ▪ Data Governance Committee ▪ Data lake - centralised data repository 	<p>L5 Future Risk Rating</p> <p>Future Controls Measures</p> <ul style="list-style-type: none"> ▪ Information and Records Improvement Program (in progress) ▪ Data governance framework (in progress) ▪ Data classification and handling policy ▪ Data management controls ▪ Assurance activities to demonstrate effective controls
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Table 4: Data & Information (Risk 1216)

The Data Governance Committee (DGC) has been established. The DGC defined that “Data enablement empowers our people and organisation to utilise the full extent of our data assets. It involves creating an environment where data is readily accessible, well governed, and effectively used to inform decisions.” The DGC has aligned principles to Data NSW, they are:

1. **Business enabling, aligned to business needs and customer outcomes:**
 Data is designed and managed so that it directly supports organisational, business and customer requirements. Data is integral to the Councils operations and effectiveness. Where relevant, spatially enabled for improved service planning and delivery, and business insights.

2. **Secure, valued and managed as an asset:**
 Data is recognised as a core component of Councils services and operations, and supported and maintained as a secure, long-term business asset wherever required.

3. **Trustworthy, used and reused with confidence:**
 Data is accurate, authentic and trusted, allowing its ongoing use and reuse by Council and the community.

4. **Managed across the full lifecycle, protected from unauthorised use and inappropriate deletion:**

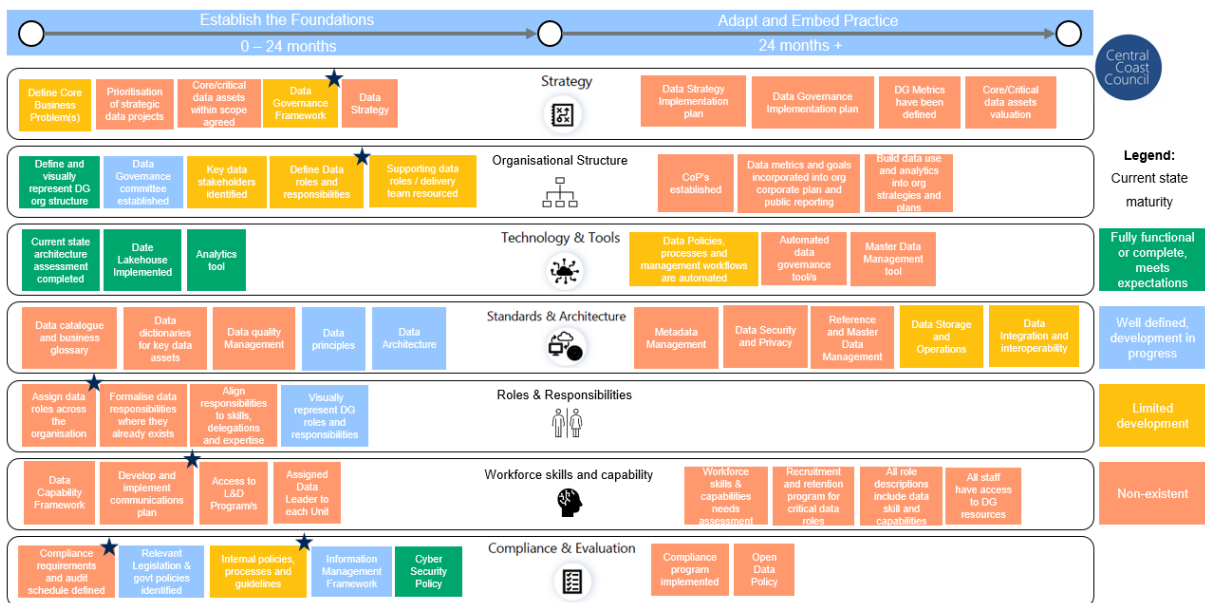
Information is appropriately managed from procurement or service design, through creation and to final disposition. This management includes the protection of personal, health and sensitive information, and prevention of deletion until enabled by legal destruction authorisation.

5. Available and open to the community and government:

Information is publicly accessible and available in accordance with proactive release and open data principles, or shared within and between organisations to improve services, planning and innovation.

A Data Governance Roadmap has been developed which enables the prioritisation of initiatives to improve data governance practices by establishing the foundations such as:

- Data Governance Framework
- Define data roles and responsibilities
- Assign data roles across the organisation
- Develop and implement a communication plan
- Define the compliance requirements and audit schedule
- Develop policies, processes and guidelines for effective data governance



Data Governance Roadmap

Diagram 1: Data Governance Roadmap

The Data Lake has been implemented, which aligns to Microsoft’s best practice security model. The Data Lake enables data from any data source to be ingested and visualised through

Microsoft PowerBI. The security infrastructure has been implemented so that row level security is possible across all datasets. This enables secure access of data to all employees.

An information and Records review has been finalised, findings and recommendations from which will be presented to ELT for approval and implementation of a corporate-wide multi-year improvement program of works. Findings have been aligned with the State Records Maturity Assessment Tool (RMAT) categories: People and governance; business and systems; and information management.

Technology Investment

<div style="background-color: #008000; color: white; padding: 2px 5px; display: inline-block; margin-bottom: 5px;">L5</div> <p>Current Risk Rating</p> <p>Current Control Measures</p> <ul style="list-style-type: none"> ▪ Procurement policies and procedure ▪ Delegations ▪ Delivery Program & Operational Plan ▪ Budgeting controls ▪ Project controls ▪ Enterprise Architecture ▪ Capital Investment/budget Committee ▪ IT Steering Committee ▪ Digital Strategy ▪ Knowledge and Education within I&T ▪ Solution Development lifecycle ▪ Business Capability Mapping ▪ Procurement guidelines regarding technology purchases ▪ Oracle expense management ▪ SNOW approvals for IT purchases 	<div style="background-color: #008000; color: white; padding: 2px 5px; display: inline-block; margin-bottom: 5px;">L5</div> <p>Future Risk Rating</p> <p>Future Controls Measures</p> <ul style="list-style-type: none"> ▪ Re-enforced delegations to prevent shadow IT purchases <li style="border: 1px solid #008000; padding: 2px;">▪ Technology roadmap (in progress)
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Table 5: Technology Investment (Risk 1212)

The Digital Strategy has been developed which includes the Vision, Guiding Principles and Strategic Objectives. The proposed high-level roadmap has been developed after significant consultation with staff and the community. Four streams of work are proposed including Foundations, Core Systems, Core Technology, and Business Enablers. A Core System value assessment is being planned to determine the cost benefit of optimising existing systems versus replacing them with new systems.

Draft Digital Roadmap – pending prioritisation

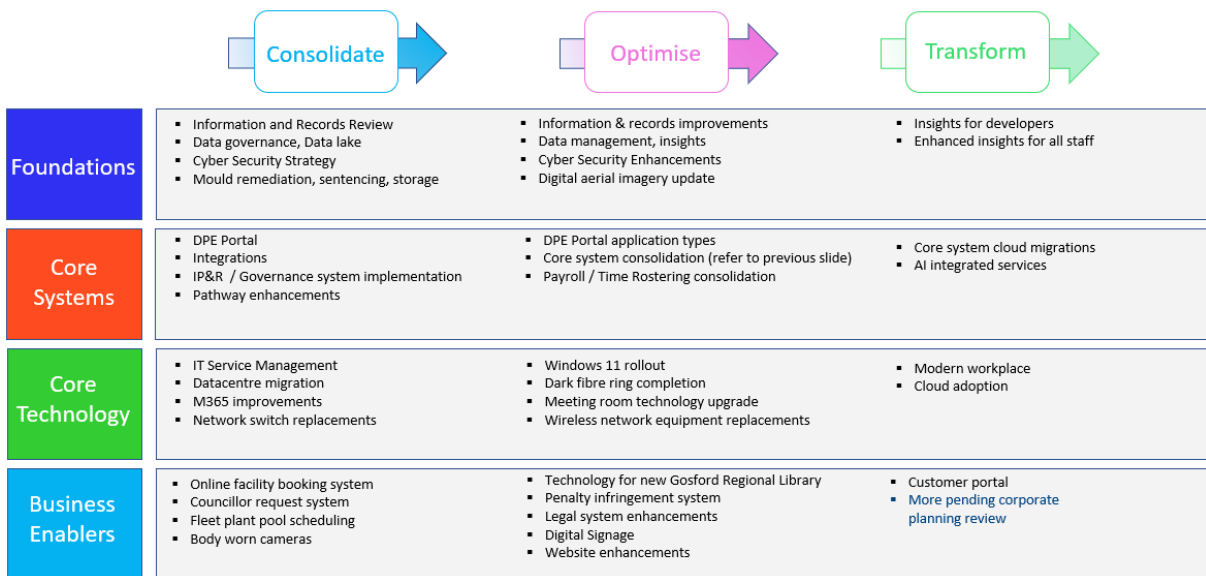


Diagram 2: Draft Digital Roadmap

The draft 24/25 Operational Budget shows the investment in technology across most risk areas.

Project	Investment	Risk Area	Work Stream
Business Intelligence and Insights	\$530,000	Data & Information	Foundations
System Integration Improvements	\$200,000	Data & Information	Core Systems
Cyber Security Enhancements	\$200,000	Cyber Security	Foundations
Mould Remediation, Digitisation and Storage of Hardcopy Records	\$400,000	Data & Information	Foundations
M365 Backup & Recovery	\$100,000	Cyber Security	Core Technology
Payroll & Time Rostering	\$1,296,253	Technology Investment	Core Systems
Core System Enhancements	\$100,000	Technology Investment	Core Systems
GIS upgrade and utilities network	\$100,000	Data & Information	Foundations
Information & Records Improvements	\$100,000	Data & Information	Foundations
Digital Aerial Services (Capex)	\$200,000	Data & Information	Foundations
IT Infrastructure Refresh (Capex)	\$225,000	IT System Availability	Core Systems
Total Investment 24/25	\$3,451,253		

IT Controls & Regulatory Compliance

<p>L6 Current Risk Rating</p> <p>Current Control Measures</p> <ul style="list-style-type: none"> ▪ Onboarding/Offboarding procedures ▪ Periodic access reviews ▪ Privileged account management ▪ System batch controls register and annual review ▪ IT Policies & procedures ▪ Super user access monitoring & alerting ▪ Technical change management ▪ Decommission of legacy Authority System ▪ Implementation of SIEM tool for log aggregation and enhanced monitoring 	<p>L6 Future Risk Rating</p> <p>Future Controls Measures</p> <ul style="list-style-type: none"> ▪ Identify data migration risks for I&T Roadmap (in progress)
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Table 6: IT Controls & Regulatory Compliance (Risk 1213)

After a successful IT General Controls (ITGC) audit in 22/23, with no issues identified, the I&T team have prepared for the 23/24 ITGC audit. In preparation for the Payroll and Time Rostering project implementation in 24/25, the project team has identified data migration risks associated with the project. This risk has been significantly mitigated by the decision to only migrate essential data from legacy systems.

Contractual & Legal

<p>L6 Current Risk Rating</p> <p>Current Control Measures</p> <ul style="list-style-type: none"> ▪ Contract renewal scope review to achieve cost optimisation ▪ Online procurement training / compliance completed by relevant IT staff ▪ Procurement policy and procedures ▪ ERP workflow approval hierarchy ▪ Implementation of Portt Contract Management ▪ Vendor security and records compliance for new vendors 	<p>L3 Future Risk Rating</p> <p>Future Controls Measures</p> <ul style="list-style-type: none"> ▪ Periodic vendor security compliance assessment ▪ Periodic contractual performance and compliance review
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Table 7: Contractual & Legal (Risk 1217)

All new 3rd party vendors that provide software (on-premise and cloud) are required to complete the Cloud and Security Questionnaire. The questionnaire is aligned to Cyber NSW best practice and ensures that cyber security compliance and practices align to Council's

2.8 IT Update (cont'd)

enterprise architecture and cyber security protocols and standards. A Records Questionnaire is also required to be completed which is based on NSW State Records best practice and alignment to Council's Records Policy.

Attachments

Nil.



Item No: 2.9
Title: People and Culture Report
Department: People and Culture

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16196848
Author: Darrylen Law, Unit Manager People and Culture
Manager: Darrylen Law, Unit Manager People and Culture
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That the Committee:

- 1 *Note the People and Culture report.*
- 2 *Recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as they contain information that is confidential and unsuitable to be published.*

The information provided in this report is current as at 20/05/2024.

Summary

The purpose of this report is to provide the Audit, Risk and Improvement Committee with information regarding strategic People and Culture activities at Council. For example, leadership development, staff training priorities, performance management processes and other matters contained in the AIRC strategic work plan as amended from time to time.

This report will be provided to the Committee at a minimum every six (6) months.

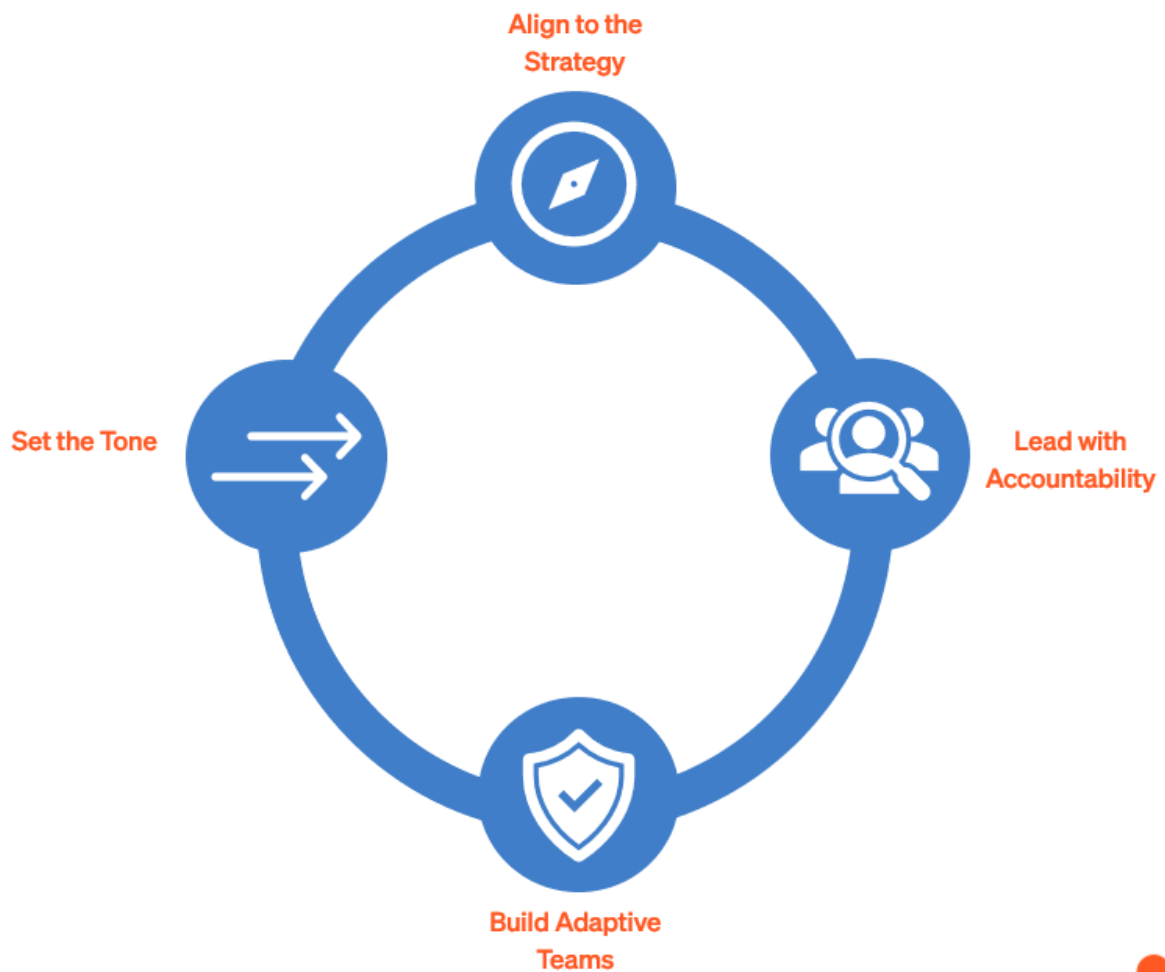
This particular report focuses on Council's recently adopted Leadership Framework.

Background

Council's Workforce Management Strategy, as part of the Central Coast Council Resourcing Strategy, includes an action to implement a leadership development and capability framework for Council. The reasoning for this action is to develop leaders who are accountable for themselves and their people, who can communicate organisational goals, priorities and visions and recognise achievements in others.

Current Status

Council is coming through a phase of great change and challenge, the momentum of which leads to the return of Councillors in September 2024. In preparation for the future, Council is pursuing a set of principles which will guide and motivate leaders to work together for a better organisational culture and a greater relationship with the community. After review of our current workforce culture and leadership impact, four principles have been identified as those which will make the greatest difference in achieving engagement, growth and success. Regaining community confidence and galvanising a workforce behind the same vision, will be enabled through the introduction of these Leadership Principles.



How the Principles work

The principles exist to provide Directors, Unit Managers, Section Managers and Team Leaders with clarity about how to lead successfully within the Council to support the delivery of our shared vision, purpose and strategy.

The leadership principles reflect where the organisation needs to be, providing an anchor for performance expectations and capability development across key leadership levels. Within the context of every day, leaders use these principles to guide their efforts, test and challenge their decisions and bring others on the journey of Council's future.

Why these principles

The four principles which have been created were identified from a review of the workplace and leadership culture, and what the best research tells us we need to do differently. They have been identified independently and co-designed with Council senior leadership to ensure it makes sense, reflects who we are and articulates 'what good looks like' for leadership at Council.

Leadership Principles for Central Coast Council



Align to the Strategy

Leaders bring the big picture into focus, look ahead and share in decision making.

"We know what is important and why, we provide context to ensure we are moving in the same direction"

Align to the strategy means:

- Create understanding of our shared strategy.
- Collaborate to set ambitious goals and remain focussed on these priorities.
- Seek to understand in the face of changing information and priorities.

Enabling values:



Lead with Accountability

Leaders hold themselves accountable to deliver on commitments and provide necessary structure

"We know the buck stops with us. We own the plan and provide focus to make it happen"

Lead with Accountability means:

- Provide clear communication of roles, responsibilities, deliverables.
- Take action and responsibility when issues or challenges arise.
- Allocate workload and prioritisation with employee capability and wellbeing in mind.

Enabling values:



Build adaptive teams

Leaders create the environment for learning and empower others to execute.

"We continuously connect with our people, removing roadblocks, providing direction and fostering growth"

Build adaptive teams means:

- Build psychological safety through curiosity, empathy and inclusion
- Practice delegation, feedback and encouragement.
- Invest in the capability of our people.

Enabling values:



Set the tone

Leaders embody the ways of working which achieve success and engagement, motivating others to follow suit.

"We walk the talk and call out anyone or anything which goes against our ethos to work hard and do good"

Set the tone means:

- Speak directly to colleagues, never behind their backs.
- Listen actively to one another, making space for every voice.
- Be open to challenge and challenge others constructively.

Enabling values:



Where to from here

The Executive Leadership Team and the Unit Managers are currently simultaneously undertaking facilitated leadership workshops and individual coaching sessions with a view to coach and embed the leadership framework and capabilities across the organisation and develop common language in which our leaders operate.

Attachments

Nil.



Item No: 2.10
Title: Work, Health and Safety Report
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16196822
Author: Paul Mewing, Work Health Safety Lead Specialist
Manager: Darrylen Law, Unit Manager People and Culture
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That the Committee:

- 1 Note the report on Work Health and Safety.*
- 2 Recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as they contain information that is confidential and unsuitable to be published.*

The information provided in this report is current as at 31 March 2024.

Summary

Council's LTIFR (lost time injury frequency rate) is currently 15.37, which is an increase from 13.66 for last quarter, but represents a 35% decrease from the previous year, where the LTIFR was 23.67 for the same period. The Safe Work Australia 21/21 'Local Government Administration' reported industry benchmark is 13.2, demonstrating that for this quarter Council's currently LTIFR is higher than the benchmark.

The nature and severity of injuries appear not to be increasing but workers continue to be more likely to take time off and for a longer duration.

WHS Lost Time Injuries/Hours Lost

There has been a total of 35 lost time injuries for this financial year to date (an additional 14 during this quarter). A total of 1038 occurrences were reported for this financial year to date (an additional 382 for this reporting quarter).

The lost time injury frequency rate (LTIFR) for this financial year is 15.37 compared to 23.67 for the same period last year. The Safe Work Australia 21/21 'Local Government Administration' reported industry benchmark is 13.2, demonstrating that for this quarter Council's currently LTIFR is higher than the benchmark.

Table 1 below represents the LTIFR for the last 7 years, including the year to date statistics and the nature of the injuries within the quarter and Table 2 below represents the LTIFR and the number of LTI's per month over a 13 month period.

2.10 Work, Health and Safety Report (cont'd)

The employee reported a sore back after screeding concrete.

Employee experiencing discomfort in their right elbow and pain up and down their arm.

Employee slipped and twisted their right knee.

Employee felt a pull in their groin while stepping over guard rail.

Employee suffered head and neck pain after going over the handles of a jet ski.

Crowbar slipped and hit employee in the forehead causing a gash above right eyebrow.

Employee tripped on branches and twisted left knee.

Employee suffered minor concussion after reversing into a power pole.

Employee's knee hyper extended when a child crashed into their knee.

Employee's eye became irritated, they then noticed something was stuck in their eyeball.

The employee reported ligament and tendon soreness in fingers and knee, after lifting multiple drainage pit lids.

Psychological.

Psychological.

Psychological.

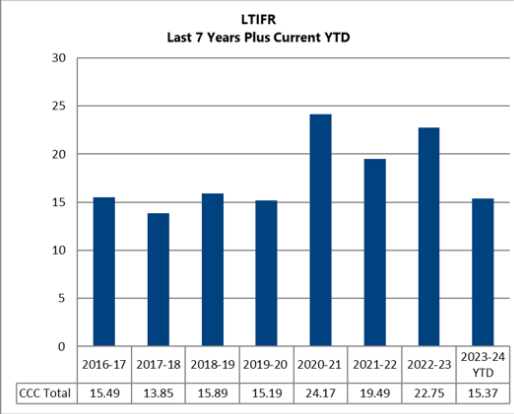


Table 1 – Nature of injury and LTIFR last 7 years

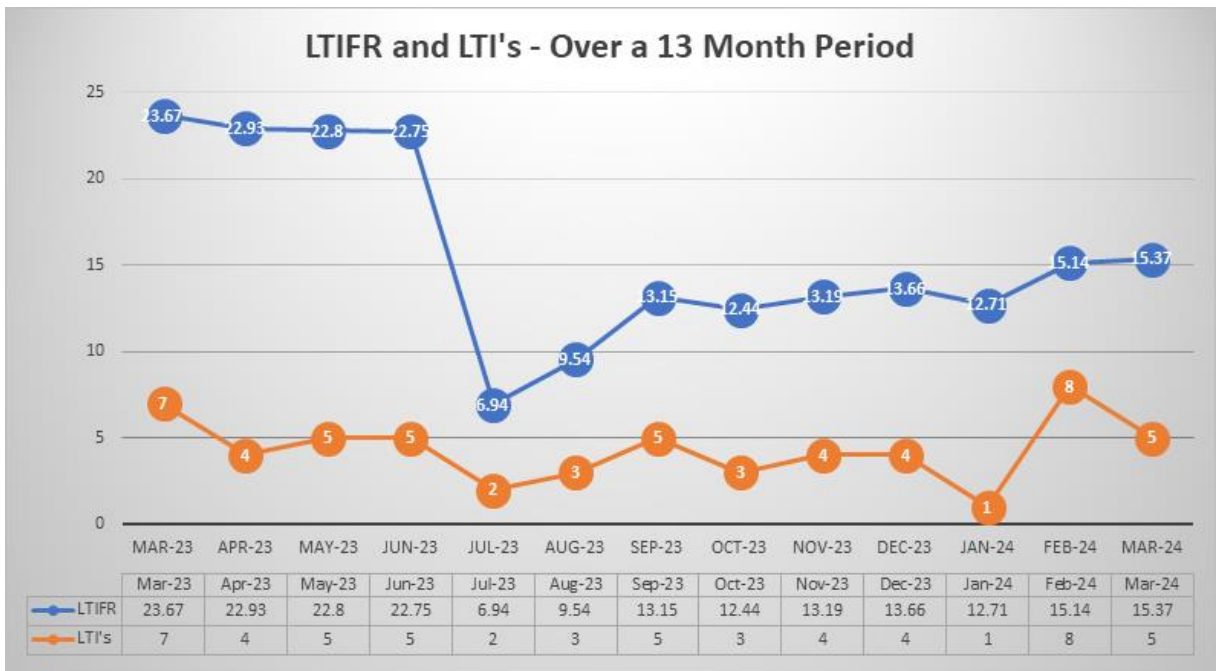


Table 2 – LTIFR and LTI's – Over a 13 month period

Hours lost

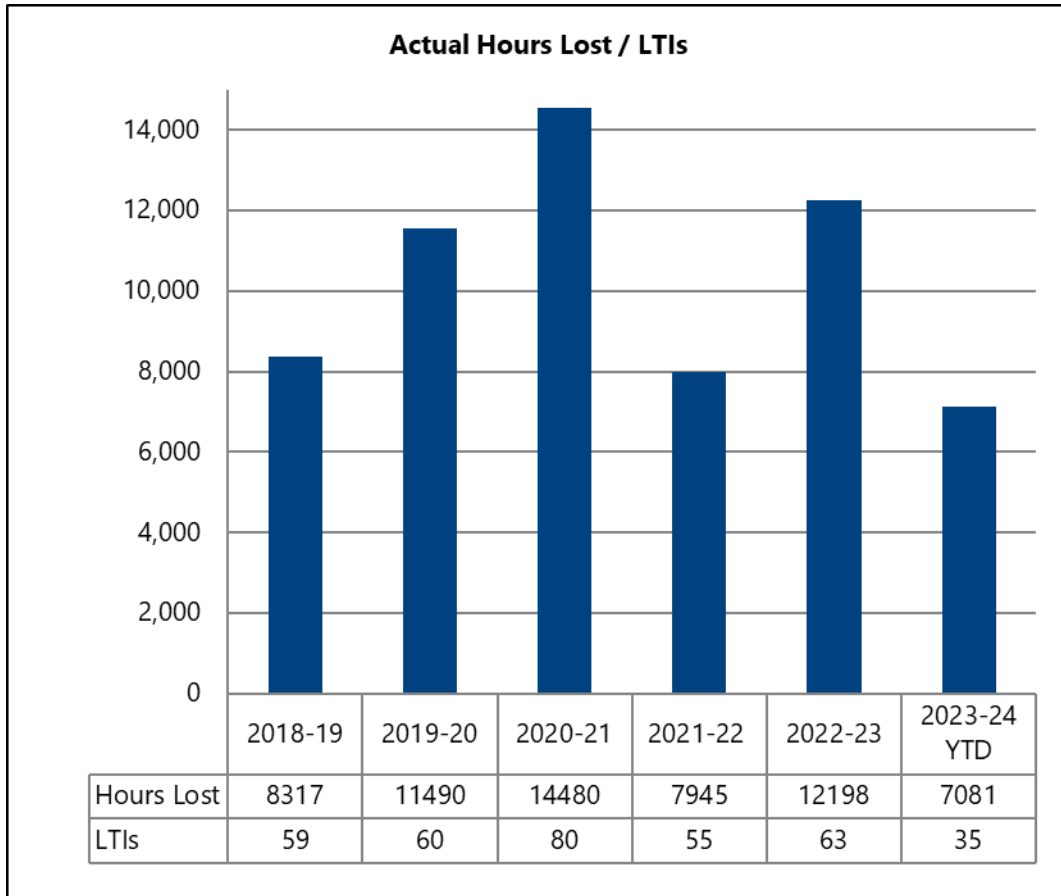


Table 3 – Hours lost year to date and hours lost in previous financial years.

There have been 35 lost time injuries this financial year with a total of 7081 hours lost to injury, compared the same period last year of 8196 hours lost.

Council's average hours lost per injury currently stands at 202, reflecting a notable increase of 21% from the previous year. This equates to an average of over 5 weeks off work before the worker returns to suitable duties.

Although there are fewer LTI's, the increase in average hours lost can be attributed to 2 longer term psychological claims.

Occurrence Reporting Key Performance Indicator

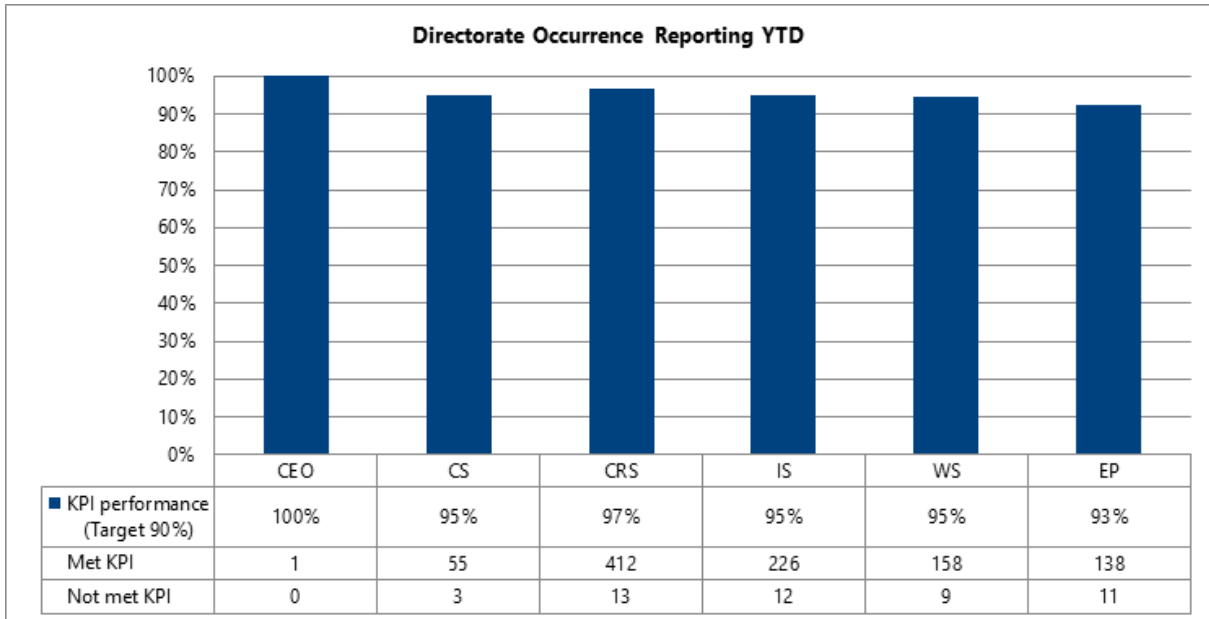


Table 4 – Directorate Occurrence

- 90% of all occurrences are to be reported to the Occurrence Hotline or through the Safety Reporting App immediately, or if not possible as soon as practical but within 24 hours.
- An E learning package has been rolled out to educate managers on occurrences / investigations.

Active SafeWork Notices

There is one current SafeWork Improvement Notice issued as part of a Major Hazard Facility Inspection by a SafeWork Inspector at Wyong South Treatment Plant.

Reference	Description	Status	Comply by date
7-470099	" The emergency plan that has been prepared for the workplace located at Ibis Road, Tuggerah NSW 2259 is inadequate as it does not provide for an effective response to an emergency and evacuation procedures."	Issued 26-02-2024. Required documentation has been updated and necessary notifications to emergency services and SafeWork NSW has been completed. Awaiting site confirmation on 21/5/24 by Safety Partner to progress to formal closure.	27/05/2024

Attachments

Nil



Item No: 2.11
Title: Insurance Health Check
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16199746
Author: Alysha Croussos, Section Manager Governance
Manager: Teresa Chadwick, Unit Manager Governance Risk and Legal
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

- 1 *That the Committee note the Insurance Health Check report previously provided to Council's Executive Leadership Team.*

The information provided in this report is current as at 15/05/2024.

Summary

This report presents to ARIC the PFS Insurance Health Check Report that was presented to Council's Executive Leadership Team (**ELT**) on 26 March 2024.

This report was presented to Council's ELT on 26 March 2024 to note the findings of a recent review of Council's insurance arrangements with recommendations for action. The ELT noted the findings of the PFS *Insurance Health Check* report (**Attachment 2**) and endorsed the proposed actions.

Attachments

- | | | |
|---|---|-----------|
| 1 | PFS Insurance Health Check - ELT Report | D16093737 |
| 2 | PFS Insurance Health Check - Central Coast Council - FINAL - 1 March 2024 | D16103124 |

Item No: 1.2
Title: PFS Insurance Health Check Report
Directorate: Corporate Services
ELT Meeting Date: 26 March 2024
Meeting: ELT Weekly Meeting



Reference: F2020/02182 - D16093737
Author: Alysha Croussos, Section Manager Governance
Manager: Teresa Chadwick, Unit Manager Governance Risk and Legal
Executive: Marissa Racomelara, Director Corporate Services

Purpose:

For ELT to note the *Insurance Health Check* report prepared by PFS Consulting (**PFS**) reviewing Council's insurance arrangements with recommendations for consideration.

Recommendation

It is recommended that the Executive Leadership Team:

1. **Note** the findings of the PFS *Insurance Health Check* report (**Attachment 1**) and endorse the proposed actions

Endorse the following key message/s:

- Council will renew its annual insurance with Council's current insurer Statewide (through broker JLT) on 30 June 2024 and assess the merits of running a tender for insurance at the next annual renewal based on the findings of the *Insurance Health Check*.

Background:

Council is currently insured with JLT and have been for some time. The overall cost of the insurance portfolio is about \$6.6M annually – this is the biggest line item in the GRL budget and one of the biggest non-capital expenses in Council.

Whilst having this level and amount of cover provides a certain degree of comfort, as part of Council's ongoing continuous improvement, it is prudent to regularly review insurance cover to ensure value for money and adequate cover for insurable items.

Proposal:

1.2 PFS Insurance Health Check Report (contd)

In November 2023, Council engaged PFS to undertake a review of Council's insurance arrangements. The detailed scope of the review, as outlined in the report, included:

- Identifying coverage anomalies and explain their relevance, criticality and potential rectification measures.
- Reviewing the premium competitiveness in the current program.
- Reviewing the appropriateness of premium spend.
- Evaluating whether the insurance programme that Council currently has in place adequately addresses the Maximum Foreseeable Loss for each policy.
- Reviewing and adjusting deductible and limit options.
- Analysis of the insurances and risks for community and Section 355 Committees.
- Offering an opinion on the service provider offering, including remuneration and service agreement.

Both workers' compensation and CTP insurance were excluded from the scope of the review as they are compulsory, with fixed benefit structures, and sit outside the Governance function of Council.

As part of the final report delivered on 1 March 2023, PFS made 26 key findings. The most significant key findings are outlined below:

Key finding	Description	Action	Estimated date for Completion
Exposure measures	Council's exposure measures of revenue and asset value have increased steadily over the past four years and are likely to continue to increase. On the other hand, the number of motor vehicles has been decreasing over the same period. With the recent increase in inflation, and Council's objective to be a growing and competitive region, exposure measures are likely to increase going forward. The actual premium payable is a result of the	Incoming Team Leader Insurance to review processes and provide feedback and/or room for improvement.	1 March 2025

1.2 PFS Insurance Health Check Report (contd)

Key finding	Description	Action	Estimated date for Completion
	interaction between the exposure changes and rate changes. After several years of increasing rates, there are signs that rate increases are now slowing. All other things being equal, the premium expense for the property and liability insurance classes will experience upward pressure at the upcoming renewal.		
Public Liability / Professional Indemnity	Council has had volatile PL/PI claims experience; however, the 2023-24 premium is reasonable given the long-term claims experience of Council.	Noted.	N/A
Property	Overall, Council has had very good claims experience for the last 5 years. A major component of the premiums for property insurance is to cover catastrophes such as flood, bushfire, hail and storms, for which there have been no claims in the last 5 years. We are not suggesting a reduction in the limit of cover for property, but we believe Council would benefit from having a deeper understanding of its exposure to catastrophe risk and the amount of its property premium that covers catastrophe. The non-catastrophe claims experience has been relatively benign, and even based on the last 10 years claims experience, it is	Incoming Team Leader Insurance to review current levels of cover and provide feedback and/or room for improvement.	1 March 2025

1.2 PFS Insurance Health Check Report (contd)

Key finding	Description	Action	Estimated date for Completion
	questionable whether the 2023-24 property premium is good value for the cover it provides.		
Motor	Council had volatile motor claims experience over the last 5 years. Overall, the 2023-24 premium is reasonable given the long-term claims experience of Council.	Noted.	N/A
Premium vs. Exposure	Council's 2023-24 premiums vs exposure measures are slightly lower than other councils we have reviewed in recent years, however Council generally has higher deductibles which would explain some of this premium discount relative to its peers.	Noted.	N/A
Service levels and disputes	Council reported no recent disputes of major issues with claims services and management.	Noted.	N/A
Contract works cover	Council should seek clarity from its insurance brokers about the cover provided under its existing policies for contract works material damage and liability risks. Council should also ensure it has the processes in place to notify its cover-providers in advance to make sure that contract works are covered. If appropriate, Council should explore a separate insurance policy to cover these risks extended to include external contractors as named	Incoming Team Leader Insurance to review processes to ensure appropriate coverage and/or room for improvement.	1 March 2025

1.2 PFS Insurance Health Check Report (contd)

Key finding	Description	Action	Estimated date for Completion
	insureds. This may make procurement of contractors and contract administration more straightforward.		
Cyber crime	Cyber wordings continue to evolve. Given Council's recent cyber event, PFS recommends that Council uses that as a case study to see how the cyber wording would respond and see if any significant potential source of loss is not covered.	Unit Manager Information and Technology to review levels of coverage required and provide feedback.	1 March 2025

Conclusion:

Given the tight timeframes for this year's annual renewal and the timing of the final report being issued by PFS, it was determined that this year's annual renewal would continue with JLT as Council's insurer. It is intended to use the findings from this Health Check to inform next year's annual renewal.

It is also intended to improve the insurance renewal process going forward as it has been an impost on Unit Manager's time. Process improvement opportunities for next year have already been recognized following comprehensive feedback received from Unit Managers and this has been identified as valuable information to share with Council's insurer.

The findings have identified some quick wins regarding process improvement that are currently being implemented within Council's Insurance Team. For example:

Key Finding 1 - Council would benefit from improving their process for capturing claims data, reconciling it with JLT data, and monitoring claim trends. Good practice is for councils to record and monitor the total claim amounts paid to claimants, and associated expenses, not just the amount of the excess paid by Council. Simple regular reports would identify claim trends which could be used in a feedback loop to improve Council's risk management.

The Insurance Team have already commenced the process of reconciling Council's claim data with JLT's data to monitor claim trends.

Regarding whether Council should tender for the next insurance renewal, it would be worthwhile testing the market and this will be looked at in more detail following completion of the current renewal and the onboarding of Council's new Insurance and Risk Team Leader.

1.2 PFS Insurance Health Check Report (contd)

This will give the new starter sufficient time to become familiar with Council's insurance landscape. Once this review has been completed, a report will be presented to ELT for their consideration.

Consultation:

PFS Consulting
 JLT Risk Solution Pty Ltd
 Director Corporate Services
 Unit Manager Enterprise Risk Project
 Insurance and Risk Team
 Unit Manager Governance Risk and Legal

Financial Impact

Is supplementary funding required?	No
Has Finance agreed the costings and savings/offsets? Cost Centre	N/A

Financial Considerations

At its meeting held 19 October 2020, Council resolved the following:

1108/20 That any motions put before Council for the remainder of this term of Council that have financial implications require the Chief Executive Officer to provide a report on how those additional costs will be met.

The following statement is provided in response to this resolution of Council.

The Insurance Health Check undertaken by PFS Consulting came to a total of \$24,750.00 plus GST. This funding was sourced from the GRL Budget.

Other Options Considered

Can stakeholders other than the Council address the problem?	No
What are the quantified benefits of the proposal?	Understanding Council insurance cover requirements.
What are the quantified costs on businesses and the community?	\$24,750.00 plus GST
What alternatives were considered?	N/A

1.2 PFS Insurance Health Check Report (contd)

Communication Strategy (if required)

Risk Management

As already noted above, whilst the current cover provides a certain degree of comfort, as part of Council's ongoing continuous improvement, it is prudent to regularly review insurance cover to ensure value for money and adequate cover for insurable items.

Link to Community Strategic Plan

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G3: Provide leadership that is transparent and accountable, makes decisions in the best interest of the community, ensures Council is financially sustainable and adheres to a strong audit process.

Attachments

- | | | |
|---|---|-----------|
| 1 | Report from PFS Consulting - Central Coast Council Insurance Health Check | D16103124 |
|---|---|-----------|

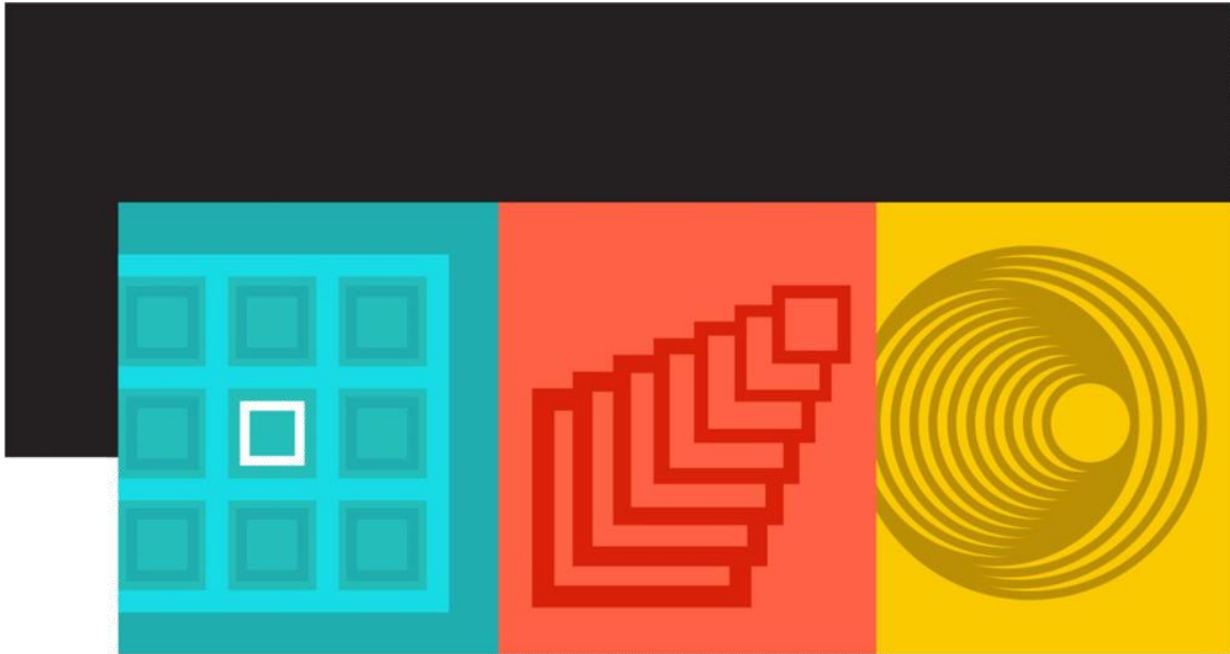
PFSCONSULTING.COM.AU

1 March 2024



Insurance Health Check

Central Coast Council



Foresight

Develop strategies and plan for the future using the foresight of our strong financial modelling and proven actuarial expertise.

Insight

Unlock insights in your data to provide a deep understanding of your clients and business with our powerful combination of market knowledge and analysis.

Oversight

Have the confidence to execute your strategy effectively with oversight gained through integrated best practice governance, risk and compliance frameworks.

Reliances and Limitations

This report has been prepared by PFS Consulting (PFS) for distribution to Central Coast Council (CCC).

This report contains commercially sensitive information and is not to be distributed to, nor used by any other party for any purpose, nor should any other party seek to rely on the opinions, advice or information contained within this Report. PFS recommend that such parties seek their own independent advice.

PFS disclaims all liability to any party other than CCC in respect of, or in consequence of, anything done or omitted to be done, in relation, whether whole or partial, to any information contained in this report. Any party other than CCC who chooses to rely in any way on the contents of this report does so at their own risk.

CCC are encouraged to cross-validate any of the findings or recommendations of this report against their policy wording, seek legal advice where appropriate and to discuss insurance issues with their insurance broker.



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1 Summary

1.1 Background

Effective from November 2023, PFS Consulting (PFS) was engaged by Central Coast Council (CCC) to undertake a review of its insurance arrangements with a more detailed description of our scope of work described in section 2. Accordingly, this review has been undertaken by PFS in conjunction with the Unit Manager – Governance Risk and Legal from CCC.

PFS has a high degree of familiarity with the insurance arrangements of NSW local government entities, having worked closely with over 20 such entities since 2015. This work has included a range of health-checks of insurance arrangements. Notwithstanding our familiarity with these arrangements, PFS remains independent of Council insurance brokers and the major mutual protection providers. We aim to provide independent and expert advice in the best interests of the Councils who engage us.

1.2 Key Findings

Key findings are highlighted throughout the report as they arise from the analysis undertaken, as well as being summarised in Table 1 alongside the section to which they relate.

Table 1: Key Findings

	KEY FINDING	SECTION
1	Council would benefit from improving their process for capturing claims data, reconciling it with JLT data, and monitoring claim trends. Good practice is for councils to record and monitor the total claim amounts paid to claimants, and associated expenses, not just the amount of the excess paid by Council. Simple regular reports would identify claim trends which could be used in a feedback loop to improve Council's risk management.	3.2
2	The rating variables used by Statewide Mutual in pricing are simplified compared to those PFS would anticipate the commercial insurance industry would apply but comparable to other mutual schemes in the local government sector.	4.2
3	Key Finding – Exposure measures Council's exposure measures of revenue and asset value have increased steadily over the past four years and are likely to continue to increase. On the other hand, the number of motor vehicles has been decreasing over the same period. With the recent increase in inflation, and Council's objective to	4.3



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be a growing and competitive region, exposure measures are likely to increase going forward.

The actual premium payable is a result of the interaction between the exposure changes and rate changes. After a number of years of increasing rates, there are signs that rate increases are now slowing. All other things being equal, the premium expense for the property and liability insurance classes will experience upward pressure at the upcoming renewal.

4	The legal requirements for insurance cover under the Local Government Act for PL and PI as well as and state-based legislation for CTP and Workers' Compensation have been met.	5.1
5	Council is not obligated to purchase cover from Statewide Mutual and alternative options are available for Local Governments from other DMFs and the insurance market.	5.1
6	The insurance cover held by Council beyond the legal requirements is consistent with other similar-sized councils reviewed by PFS Consulting over the last 5 years.	5.1
7	Council's PL limit (\$600m) is in excess of that required by Transport NSW and John Holland Rail (\$250m) in order to tender to provide rail corridor services. While reasonably-priced higher limits of cover will always provide greater protection, and CCC do have significant potential liability exposures (e.g. bushfire, rail corridor and planning risks), PFS believe, based on a review of the exposures and activities of Council, that a limit of \$300m could also be considered adequate by CCC.	5.1
8	The bulk of the Council's insurance cover is purchased via "all risks" policies that provide cover irrespective of the operational risk exposure. The primary gaps in cover are the explicit exclusions of the policy and the Council has chosen to "fill" some of these gaps with ancillary policies that are provided by commercial insurers. Exclusions on key policies are described in Appendix 3.	5.2
9	There are a number of classes with very low premiums (artworks, carriers liability, marine hull, personal accident, uninsured stallholders each have premiums of under \$10,000 per annum) with low limits of cover. These insurances may not be required and CCC are likely to benefit from self-insuring these exposures.	5.2
10	Key Finding – PL / PI CCC has had volatile PL/PI claims experience, however the 2023-24 premium is reasonable given the long-term claims experience of Council.	6.2
11	Key Finding – Property Overall, the Council has had very good claims experience for the last 5 years. A major component of the premiums for property insurance is to cover catastrophes such as flood, bushfire, hail and storms, for which there have been no claims in the last 5 years. We are not suggesting a reduction in the	6.2



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limit of cover for property but we believe Council would benefit from having a deeper understanding of its exposure to catastrophe risk and the amount of its property premium that covers catastrophe.

The non-catastrophe claims experience has been relatively benign, and even based on the last 10 years claims experience, it is questionable whether the 2023-24 property premium is good value for the cover it provides.

12	Key Finding – Motor CCC had volatile motor claims experience over the last 5 years. Overall, the 2023-24 premium is reasonable given the long-term claims experience of Council.	6.2
13	Key Finding – Premium vs Exposure CCC’s 2023-24 premiums vs exposure measures are slightly lower than other councils we have reviewed in recent years, however CCC generally has higher deductibles which would explain some of this premium discount relative to its peers.	6.2
14	Key Finding – Service levels and disputes CCC reported no recent disputes of major issues with claims services and management.	6.4
15	A number of gaps exist in the Property cover due to the extensive list of property exclusions. Some of these are covered by Property gap covers which themselves have gaps due to further exclusions. We understand that the only gap which has led to a denial of claim in recent history relates to mould.	7.2
16	A significant number of gaps exist in the Public Liability / Professional Indemnity cover due to the extensive list of PL / PI exclusions. Some of these gaps are covered by Liability gap covers which themselves have gaps due to further exclusions. We understand that there haven’t been any PL / PI claims denied in recent history due to exclusions.	7.2
17	Cyber wordings continue to evolve. Given Council’s recent cyber event, PFS recommends that Council uses that as a case study to see how the cyber wording would respond, and see if any significant potential source of loss is not covered.	7.2
18	Council should seek clarity from its insurance brokers about the cover provided under its existing policies for contract works material damage and liability risks. Council should also ensure it has the processes in place to notify its cover-providers in advance to make sure that contract works are covered. If appropriate, Council should explore a separate insurance policy to cover these risks extended to include external contractors as named insureds. This	7.2



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	may make procurement of contractors and contract administration more straightforward.	
19	Council Volunteers under s355 committees are covered under Councils broad form Public Liability policy as the LGA deems the Management Committee is responsible. They are not covered under workers' compensation, where volunteer insurance would be required.	7.2
20	CCC is currently subject to a property sub-limit in respect of flood damage of \$50m which is more than losses suffered by similar councils in recent years and is sufficient to cover a flood loss of 18% of the declared property values across the most-exposed aggregation of Gosford, East Gosford, West Gosford, North Gosford and Point Clare. Other sub-limits are standard across a wide range of councils and are appropriate for this policy and may be dealt with through additional policies (e.g. contract works) if required.	8.1
21	PFS understand that no Council PL or PI loss in NSW has exceeded \$300m.	8.1
22	Environmental liability limits for pollution that is not sudden (as described in the policy) are much lower than those for other forms of liability, while the likely severity of any environmental event is not.	8.1
23	Remaining policies contained standard or appropriate limits except for cyber where the limit should be increased from \$2m to \$5m if possible.	8.1
24	The Public Liability / Professional Indemnity deductible for CCC of \$100,000 is at the high end of deductibles for similar Councils. It is an appropriate deductible for the size of CCC assets and budget. Current policy deductibles for Property and Motor are reasonable and also at the high end of deductibles compared with similar Councils.	8.1
25	Council should quantify insurance risk appetite to determine appropriate retentions and analyse the claims data collected for this review to develop estimates of self-insurance cost.	8.3
26	PFS believe that there is relatively limited potential for significant insurance cost savings given that current premiums are at the low end of our benchmarks for key classes and based on recent claims experience, seem to represent good value for the coverage provided for all key classes except property. Tendering for insurance protection and broking services would provide clarity on this, as well as highlighting alternative service levels and cover/pricing options and structures.	8.4

PFS has undertaken this review independently and it has been subject to internal peer review. PFS is a relatively small independent and transparent actuarial and risk consultancy, operating through a single AFSL-holding corporate structure (rather than a partnership) with no conflicts in undertaking this work. Our staff are subject to actuarial professional standards.



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2 Introduction

2.1 Project Scope

Council sought assistance in the collation of insurance protection-related data, as well as a review of in-force policy and renewal information, including coverage and insured interest declarations for property and motor protections. PFS has further assessed and benchmarked CCC premiums, limits and deductibles for suitability given the size and exposure profile of Council.

Workers' compensation and CTP insurance were both excluded from the scope of this review as they are compulsory, with fixed benefit structures, and sit outside the Governance function of CCC.

The specific requirements were to:

- Identify coverage anomalies and explain their relevance, criticality and potential rectification measures.
- Review the premium competitiveness in the current program.
- Review the appropriateness of premium spend.
- Evaluate whether the insurance programme that Council currently has in place adequately addresses the Maximum Foreseeable Loss for each policy.
- Review and adjust deductible and limit options.
- Analyse the insurances and risks for community and Section 355 Committees.
- Offer an opinion on the service provider offering, including remuneration and service agreement.

PFS undertook weekly meetings with Council through the period from November 2023 to February 2024. We have previously (in 2021) met with representatives of brokers and mutual protection providers, to enhance or validate our understanding of their operations, understand recent changes and to seek further information where available. While beyond the strict scope of our engagement we also assisted CCC to resolve a number of data issues described further in section 3.2.

A review or assessment of Council's risk management or ERM framework, and the extent to which it forms a sound basis for the identification and quantification of risk, was beyond the scope of this review.



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2.2 Legal Framework

NSW regional councils have significant exposures across a range of insurable risks due to the array of services and facilities they offer as well as the close links they have to their communities.

2.2.1 The Local Government Act (LGA or The Act) 1993 (NSW)

The Act broadly describes a series of guiding principles for councils which include:

(1) Exercise of functions

- a) Councils should provide strong and effective representation, leadership, planning and decision-making.
- b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- g) Councils should work with others to secure appropriate services for local community needs.
- h) Councils should act fairly, ethically and without bias in the interests of the local community.
- i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

(2) Decision-making

The following principles apply to decision-making by councils (subject to any other applicable law)—

- a) Councils should recognise diverse local community needs and interests.
- b) Councils should consider social justice principles.



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- c) Councils should consider the long term and cumulative effects of actions on future generations.
- d) Councils should consider the principles of ecologically sustainable development.
- e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

(3) Community participation

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

2.2.2 Insurance Requirements

Section 382 of the Act requires that:

1. A Council must make arrangements for its adequate insurance against public liability and professional liability.
2. The regulations may make provision with respect to:
 - arrangements for insurance;
 - minimum amounts of insurance;
 - risk management;
 - claims management;
 - the keeping of records concerning insurance; and
 - other matters concerning insurance.

Councils in New South Wales are currently provided with some relief from legal liability in relation to selected activities, such as building work and subdivision by private certifiers, dealing with flood-prone land.

In addition to the requirements of the LGA, CTP insurance is compulsory for motor vehicle registration under the NSW Motor Accidents Compensation Act (1999) and Workers' Compensation insurance is compulsory for employers (other than self-insurers) under the NSW Workers' Compensation Act (1987).

Further, both Statewide Mutual and Civic Risk Mutual in the course of various market engagement meetings have indicated that *councils which perform work in rail corridors are required to have a minimum of \$250 million of Public Liability cover by both Transport NSW and John Holland Rail*. PFS understand this to be a procurement and contractual requirement, rather than a legislative requirement.



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2.2.3 Functions and Risk Exposures of Councils

Councils are given statutory functions in over 90 pieces of legislation and these functions include:

- landowner, occupier or provider of facilities and services;
- provider of information and advice;
- planning authority;
- approval or consent authority;
- building controller and regulator;
- roads authority; and
- special statutory liability and rights.

More specifically, as Councils undertake a broad range of activities, and staff members have very diverse roles and obligations, they are exposed to a large number of different risks that are difficult to measure and to therefore quantify. The inherent diversity of activities and obligations means that where gaps in cover exist, they are more likely to be exposed.

This mix of different exposures is fundamentally different to most corporate organisations which generally undertake specialised functions in specific industries. Furthermore, corporations have the ability to avoid exposure in a way which Councils often cannot. This makes the development of risk metrics and benchmarks more difficult in the local government sector.



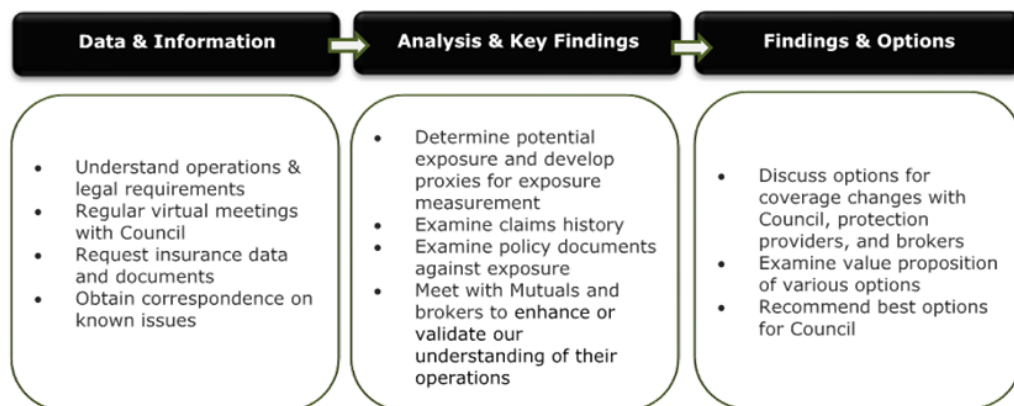


3 Methodology and Data

3.1 Methodology

The methodology adopted for this review is illustrated in Figure 1.

Figure 1: Summary of Methodology



In reviewing the insurance requirements of Council, PFS followed risk management principles. The approach is aimed at understanding and analysing the operations before undertaking a review of the exposure information, claims experience, policy wordings and known issues.

3.2 Data

In reviewing and identifying issues associated with the insurance coverage of Council, PFS requested data and received the items described in Appendix 1 from Council, including exposure, premium and claims data, as well as a summary of its cover in force from 1 July 2023.

PFS utilised a range of publicly available information including annual reports of risk carriers, and long-term financial plans of Council as well as APRA data and other information relating to the insurance industry.

The data provided was reviewed at a high level and checked for consistency and reasonableness. It was not validated beyond these high-level reasonableness checks. Where required, staff members of Council were available to clarify points relating to the data provided.



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PFS and CCC have discussed the data issue of reconciling claims data from JLT with that stored on CCC systems (primarily Figtree). Our summary is as follows:

- Wyong Shire and Gosford City councils merged in May 2016 to form Central Coast Council. Claims data were managed on separate systems by Wyong Shire and Gosford City councils up until some time in 2018 when they moved onto the same system (of a spreadsheet then Sharepoint) before moving onto Figtree in Dec 2021. JLT managed claims for both former councils and therefore has a full history of older claim data which is somewhat incomplete on CCC systems.
- JLT may not have claims under the excess as those claims are managed in-house in CCC
- Same claims with different information recorded due to
 - notification date from JLT is the claim being notified to JLT and is not necessarily the same as the date claimant notified to CCC
 - settlement amount in CCC files is the amount paid to the claimant only which does not include the other costs (e.g. legal expenses)
 - claims payments that go above Council's excess are paid directly by JLT so CCC does not usually see those costs. The CCC claims data (at least the Figtree data – maybe not the old system data) records only the excess paid by CCC rather than the whole amount paid to the claimant
- CCC: different systems used prior to council merge and migration to Figtree system could result in claim duplications therefore we cannot simply combine the claims data from Figtree and the old system. Figtree is more reliable for duplicate claims
- The file we received from CCC on 6 December 2023 labelled "Figtree PL report – claims.xlsx" includes only 10 claims, all of which Craig has confirmed to be recorded as Property claims in Figtree. We will regard the correct name for this file to be "Figtree Property report – claims".
- The file we received from CCC on 6 December 2023 labelled "Figtree Property ISR report – claims.xlsx" includes 337 claims, 2 of which (F2015/01276 and PL4214) Craig has confirmed to be recorded as PL claims in Figtree. We will regard the correct name for this file to be "Figtree PL report – claims"
- The analysis in our report will be based on the JLT data because it includes the whole cost of claims including legal expenses, and is more comprehensive in the classes provided and a complete and consistent view of historical claims. The CCC data was helpful in providing a level of validation of some of the JLT claims data.



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Key Finding

Council would benefit from improving their process for capturing claims data, reconciling it with JLT data, and monitoring claim trends. Good practice is for councils to record and monitor the total claim amounts paid to claimants, and associated expenses, not just the amount of the excess paid by Council. Simple regular reports would identify claim trends which could be used in a feedback loop to improve Council's risk management.

3.3 Missing Data and Information

PFS received all requested data in a timely manner and did not find material inconsistencies between data sets that were unable to be resolved apart from as described above.

To compare claims data across years, adjustment was made for the relevant exposure level at the time of the claim.



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4 Council Exposure

4.1 Functions and activities of Council

While section 0 of this report outlines the general legal framework within which NSW councils operate, and an overview of the general functions of councils, more detailed component descriptions of the functions and activities of Council are included within the publicly available operational plan¹. These include specific elements of Council's service areas:

Community Facing Services

- Arts and Entertainment
- Building Certification
- Cemeteries
- Childcare
- Community Connections
- Community Facilities
- Corporate and Community Relations
- Corporate and Community Strategy
- Development Assessment
- Development Control and Land Use Compliance
- Economic Growth
- Engineering Services
- Environmental Regulation, Protection and Reporting
- Environmental Resilience and Recovery
- Libraries
- Natural Assets
- Public Health and Safety
- Sports, Leisure and Fitness
- Stormwater Drainage
- Strategic Urban Planning
- Transport Network
- Waste Services
- Water and Sewer

¹ <https://www.centralcoast.nsw.gov.au/about-council/council/forms-and-publications/delivery-program-and-operational-plan>

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Inwards Facing Services

- Asset Management Planning
- Business Support
- Corporate Facilities
- Corporate Governance
- Corporate Strategy
- Finance
- Human Resource Management
- Information and Technology
- Procurement

PFS has also undertaken to gain insight into specific and unique operations of Council including exposures, activities and events that give rise to concern over insurance coverage.

Overall, it is clear that councils in general have a broad risk profile and are often unable to avoid exposures in a way that a commercial operator may be able to do by changing their operations.

4.1.1 Operations of Council

Further background on the size and potential exposure of Council is described in One Central Coast - *Community Strategic Plan: 2018-2028*² which describes the long-term strategic objectives of Council.

One objective is to be a growing and competitive region, which likely to result in steady increases in income, expenditure and assets in future which will provide upward pressure on premiums, subject to movements in premium rates.

4.2 Measures to Estimate Exposure

While the true insurable exposure of councils is very broad, the magnitude and changes in insurable exposure are estimated through the use of reliable proxy measures of the true exposure.

Insured entities are required to disclose matters that a *reasonable person would consider relevant to the assessment of risk*. In the case of discretionary risk protection, appropriate disclosure is also reinforced by the ability for the Council to apply its discretion to all claims-related decisions. While CCC should attempt to understand exposures as well as reasonably possible in order to ensure protection is suitable, disclosure requirements are modified by these duties on an insured.

² <https://www.centralcoast.nsw.gov.au/about-council/council/forms-and-publications/community-strategic-plan>

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Proxy measures aim to give an indication of the quantum of risk as well as changes to the level of risk that the Council is exposed to, however do not reflect changes in the underlying mix of risks nor to subjective or difficult to measure factors such as improvements in risk management.

The exposure measures used by Statewide Mutual (bold), and typical measures applied by commercial providers in contribution rating are described in Table 2.

Table 2: Exposure measures

POLICY	EXPOSURE MEASURE(S) USED
Artworks	Value of artwork in both permanent and temporary exhibitions
Carriers Liability	Revenue/turnover or vehicles
Casual Hirers Liability	Revenue and limits of indemnity
Contract Works	Turnover, location, scope of work, duration, defects, maintenance period and/or contract value
Councillor’s and Officer’s Liability	Revenue, number of employees and limits of indemnity
Crime including Cyber	Revenue, number of employees and limits of indemnity
Environmental	Various e.g. sites/risks or turnover
Marine Hull Commercial	Values
Motor Vehicle	Units (of vehicles)
Personal Accident	Number of employees
Property	Total asset values (TAV), location
Public Liability / Professional Indemnity	Revenue, number of employees by industry

The measures used by Statewide Mutual in pricing are simplified compared to those PFS would anticipate the commercial insurance industry would apply.

In particular, PFS expect that industry classifications, geography, and use would be applied for public liability and property to a larger extent than indicated by Statewide Mutual.



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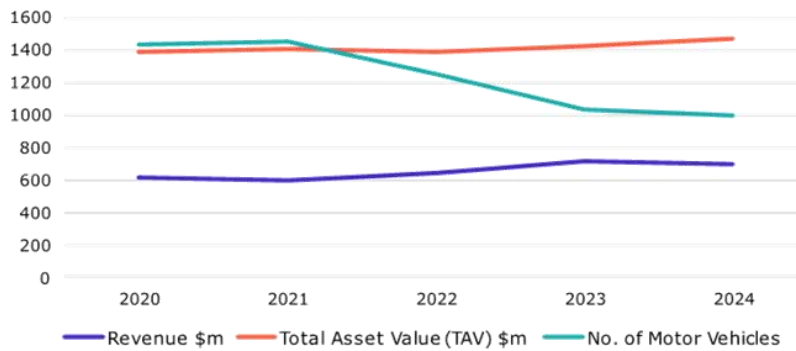


Key Finding
The rating variables used by Statewide Mutual in pricing are simplified compared to those PFS would anticipate the commercial insurance industry would apply but comparable to other mutual schemes in the local government sector.

4.3 Exposure Values Provided

PFS has been provided with the following declared exposure values relating to the protection renewal and contribution rating.

Chart 1: Insurable exposure measures (in respect of policy year ended 30 June)



Key Finding
Council’s exposure measures of revenue and asset value have increased steadily over the past four years and are likely to continue to increase. On the other hand, the number of motor vehicles has been decreasing over the same period. With the recent increase in inflation, and Council’s objective to be a growing and competitive region, exposure measures are likely to increase going forward.

The actual premium payable is a result of the interaction between the exposure changes and rate changes. After a number of years of increasing rates, there are signs that rate increases are now slowing. All other things being equal, the premium expense for the property and liability insurance classes will experience upward pressure at the upcoming renewal.



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5 Insurance Arrangements and Structure

5.1 Council Insurance Policies

PFS has been provided with the following premium details regarding the Council's 2023-24 policies. Of Council's total base premiums in respect of 2023-24, 89% relates to Property, Motor and PL/PI policies.

Table 3: Council's Current Insurance Policies

Insurance policy	Provider	Premium (\$ incl. Fees & GST)
Artworks	XL Insurance Company SE	5,478
Carriers Liability	QBE Insurance (Australia) Ltd	3,305
Casual Hirers Liability	Statewide Mutual	30,602
Community Public & Products Liability	QBE Insurance (Australia) Ltd	1,638
Uninsured Stallholders, Performers, Buskers, Artists, Tutors/Instructors of Leisure Courses		
Councillors & Officers	Statewide Mutual	176,572
1.1 C&O Liability		
1.2 Council Reimbursement		
1.3 Employment Practices		
1.4 Statutory Liability		
1.5 Supplementary Legal Expenses		
1.6 Council Defamation Libel & Slander		
Crime	Statewide Mutual	83,390
- Commercial Crime Protection		
- Cyber Protection		
Environmental Impairment Liability	Statewide Mutual	72,404
Liability	Statewide Mutual	1,324,076
A 1 Public and Products		
A 2 Professional Indemnity		
B Environment Liability		
Marine Hull Commercial	QBE Insurance (Australia) Ltd	7,587
Motor Vehicle	Statewide Mutual	382,930
Personal Accident	Statewide Mutual	5,313

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Property	Statewide Mutual	1,534,081
1 Property		
2 Business Interruption		
Workers' Compensation Excess of Loss	Liberty Special Markets	196,000
TOTAL		3,823,376#

the 2022-23 annual report showed a total cost of insurance of 4,663,000 with the difference to Table 3 above expected to be due to CTP premiums which are outside the scope of this review. Council is self-insured for Workers' Compensation so doesn't pay a premium apart from for Excess of Loss cover.

The majority of the protection is provided through Statewide Mutual, a special purpose mutual organisation. Council has confirmed that motor CTP liability insurance is separately purchased through the vehicle registration process and premium amounts are not included in the above table. Professional Indemnity, C&O, Crime (including Cyber) and elements of the Environmental liability protection are provided on a claims-made (rather than losses occurring) basis.

PFS understand that Council is not obligated to purchase cover from Statewide Mutual and that there have been instances where other councils have opted in and opted out of participation.

Key Finding
The legal requirements for insurance cover under the Local Government Act for PL and PI as well as and state-based legislation for CTP and Workers' Compensation have been met.

Key Finding
Council is not obligated to purchase cover from Statewide Mutual and alternative options are available for Local Governments from other DMFs and the insurance market.

Key Finding
The insurance cover held by Council beyond the legal requirements is consistent with other similar-sized councils reviewed by PFS Consulting over the last 5 years except for the notable absence of standalone cover for Contract Works for construction risks.



Key Finding

Council’s PL limit (\$600m) is in excess of that required by Transport NSW and John Holland Rail (\$250m) in order to tender to provide rail corridor services. While reasonably-priced higher limits of cover will always provide greater protection, and CCC do have significant potential liability exposures (e.g. bushfire, rail corridor and planning risks), PFS believe, based on a review of the exposures and activities of Council, that a limit of \$300m could also be considered adequate by CCC.

5.2 Insurance Structure

PFS were provided with the 2023-24 Scheme Protection wordings for the Property and Liability schemes of Statewide Mutual, which provide primary (a first layer) protection to CCC.

Commercial and Industrial insurance generally provides “all risks” cover subject to explicit exclusions ensuring claims against the policy will be paid unless specifically excluded.

5.2.1 Property Coverage

Property cover provided by Statewide Mutual and commercial insurers provides “all risks” cover in respect of the perils covered. However, an asset schedule must be specifically declared for the property cover and the associated gap covers, including: motor; property artworks; marine hull, crime and aviation hull.

The crime including cyber policy provides slightly wider coverage, where the peril covered is specific (defined crime) while the form of the loss can arise more broadly.

5.2.2 Liability Coverage

Liability coverage provides “all risks” cover, subject to explicit exclusions, ensuring claims against the policy will be paid unless specifically excluded.

Primary insurance policies cover first and third-party damage and liability as follows:

Table 4: Coverage summary

PRIMARY COVER	COVERS
Statewide Mutual Property Protection	First party property damage
Statewide Mutual Public Liability Protection	Third party property damage and bodily injury
Workers’ Compensation Policy (not reviewed)	First party bodily injury
Other Protections	Operational risks



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Due to exclusions and limitations in these primary protections, further “gap covers” arise to fill gaps created; the table overleaf sets how the Council’s ancillary policies fill in the gaps of the broad-form policies.

The table is structured with the risk and a description of the risk to council, the primary policy in place to protect this risk and then a description of the policy in place to protect gaps in the primary policy along with a reference to the relevant section (exclusion) of the primary policy.

The table below is based on a review of policy wordings from 2021. It was not possible to receive the CCC policy wordings until 1 February, with corrections sent on 27 February, and we received them on the proviso that we destroy them on completion of our work. We believe that policy wordings have not changed significantly apart from in areas like cyber cover, and therefore the analysis below is likely to be representative of the cover held by CCC in 2023-24.

Table 5: Insurance structure

RISK	DESCRIPTION	PRIMARY INSURANCE COVER	GAP COVER	GAP COVERED (SECTION. REFERENCE OF PRIMARY POLICY DESCRIBING THE GAP)
Damage to Council Property	(First party property)	Property Insurance (Statewide Mutual)	Motor Vehicle	Motor vehicle exclusion Property exclusion 7
			Crime including Cyber	Electronic Data Processing exclusion Internal theft exclusion Property Excluded <i>Note: Other insurance clause, general condition f. means crime gets benefit of any other policy</i> <i>Note: Employee theft in collusion with owner excluded</i>
			Property – Art work	Decision not to declare fine art to property policy (Property Extension 10)
			Marine Hull Commercial	Aerial vehicles exclusion (exclusion 12 includes watercraft)
Bodily injury to Council	(First party bodily injury)	Workers’ Compensation	Personal Accident (PA) / Corporate travel	Injuries outside scope of workers’ compensation cover



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Staff	(Employer's liability excluded from PL)	(not reviewed)	Journey Injury	Included within PA cover
			Workers' Compensation Excess of Loss	Provided as a separate policy
Damage to property of others or bodily injury to others	(Third party property & third party bodily injury)	Public liability (Statewide Mutual)	Environmental Impairment Liability	Now included as a separate section Schedule of Covered Properties in Summary of Cover
			Councillors & Officers Liability	Protection of individuals against liability to Council or third parties
			Professional Indemnity	Professional Indemnity exclusion from PL (exclusion 15) Included separately through definition of liability coverage
			Motor CTP	Vehicle exclusion (exclusion 9)
			Marine Hull Commercial	Aircraft and Watercraft exclusion (exclusion 8) Passenger liability – Commercial use exclusion (see section 8)
			Casual and Regular Private Hirers' Liability	
			Drone Liability	Available to cover liability from drones
			Community Public & Products Liability	Only covers uninsured stallholders participating in one off events, up to 150
Operational risks	-	-	Contingency	Available for events for which cancellation would have a significant financial impact on Council
			A-frame liability	Available to cover users of advertising a frames on Council property (viz Footpaths)

There are a range of additional policies of insurance available as noted in renewal reports by JLT. Central Coast Council holds a wide range of annual festivals for which event cancellation (Contingency) cover could be purchased.



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On review of these classes the majority relate to gap covers for exposures likely to be small for Council or to operational risks likely to be small for Council.

Key Finding

The bulk of the Council's insurance cover is purchased via "all risks" policies that provide cover irrespective of the operational risk exposure. The primary gaps in cover are the explicit exclusions of the policy and the Council has chosen to "fill" some of these gaps with ancillary policies that are provided by commercial insurers.

Exclusions on key policies are described in Appendix 3.

Key Finding

There are a number of classes with very low premiums (artworks, carriers liability, marine hull, personal accident, uninsured stallholders each have premiums of under \$10,000 per annum) with low limits of cover. These insurances may not be required and CCC are likely to benefit from self-insuring these exposures.

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6 Analysis of Insurance Experience

6.1 Rationale

PFS has undertaken an analysis of the exposure, premium and claims data provided. A review of the data is useful for the following reasons:

- **Performance Measurement** – noting how aggregate claims and claim volatility compare to premiums paid provides an insight into the relative historical value of purchasing insurance. For particularly volatile classes, caution needs to be taken in providing excessive reliance on data from a small number of years and consideration needs to be taken of non-claims costs, such as the cost of capital and the cost of administering benefits.
- **Effectiveness of Risk Management** – trends in claims data and careful reading of policy wordings may flag the effectiveness of internal policies with respect to risk management.
- **Highlight Insurance Gaps** – disputes or issues in claim settlement may highlight gaps in insurance coverage.
- **Preparation for 3rd parties** – claims data can be expected to be a starting point in any third-party analysis of the cost of transferring risk. Accordingly, a full explanation of historical claims data is an important step in presenting risk to third parties in the best possible way.
- **Assess appropriateness of insurance cover** – the distribution of claims sizes and analysis of exposures can be used to assess the appropriateness of policy structures including limits and deductibles/excesses.

6.2 Performance Benchmarking

The analysis aims to provide Council with an indication of the value provided by the insurance policy or risk protection product held by Council. To do this we have compared:

- The exposure-adjusted annual claims amounts against the 2023-24 premium / contribution by policy and further compared this to our benchmarks.
- The 2023-24 premium / contribution vs the exposure measure and then as compared across a range of similar benchmarks.

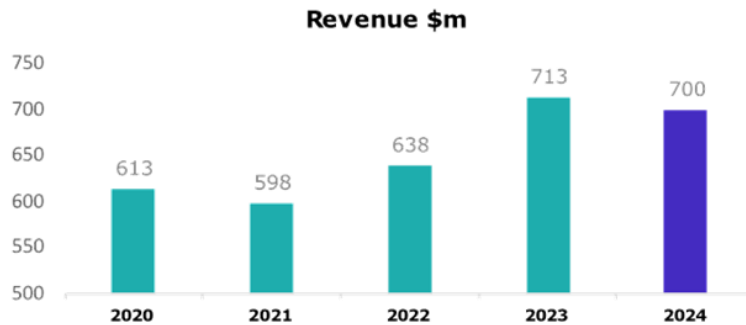


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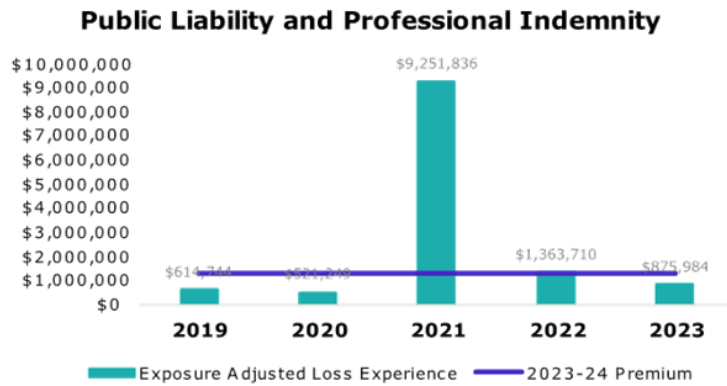
6.2.1 Public Liability and Professional Indemnity Experience

Chart 2: Revenue by financial year ended 30 June (\$m)



The revenue collected by Council has increased from around \$600 million to \$700 million in the past two years.

Chart 3: Exposure-adjusted loss experience vs premium – PL/PI



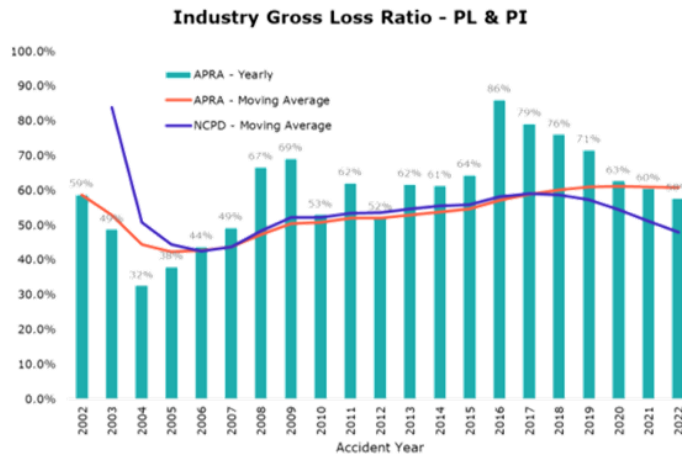
The Public Liability and Professional Indemnity claims experience has been volatile with a spike in 2021 which significantly exceeded the 2023-24 premium. The amounts shown in Chart 3 do not allow for either IBNER (the tendency for reported claims to increase in amount over time), nor IBNR (the possibility for PL claims to have occurred but not reported yet to Council). In aggregate these may add between 20% to 50% in respect of the 2023 accident year and smaller amounts to prior years.



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Chart 4: Industry (PL/PI) loss ratio by calendar year ended 31 December



Over the cycle a loss ratio in the order of 55-65% would be reasonable for this class. Based on the APRA data, the industry loss ratio for this class has been fluctuating around the 65% mark for the last 10-15 years. Council’s average exposure-adjusted loss ratio over the past 5 years is 160%, which is much higher than the industry.

Key Finding – PL / PI
CCC has had volatile PL/PI claims experience, however the 2023-24 premium is reasonable given the long-term claims experience of Council.

6.2.2 Property

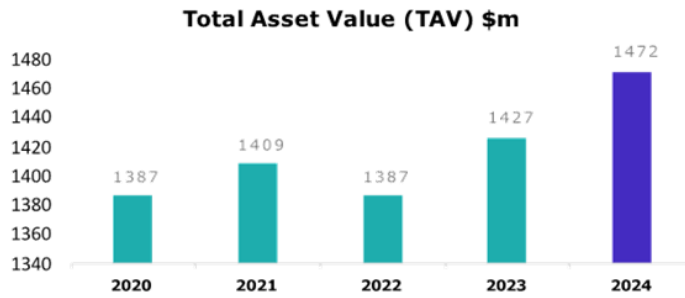
PFS has compared Council’s Property insurance experience with APRA industry data for Fire and ISR. Over the 7-year period to 31 December 2022, the industry loss ratio has averaged around 68.6%. Over the last 5 years the Council’s average Loss Ratio was less than 10%, however over a longer period of 10 years it averaged closer to 25%.



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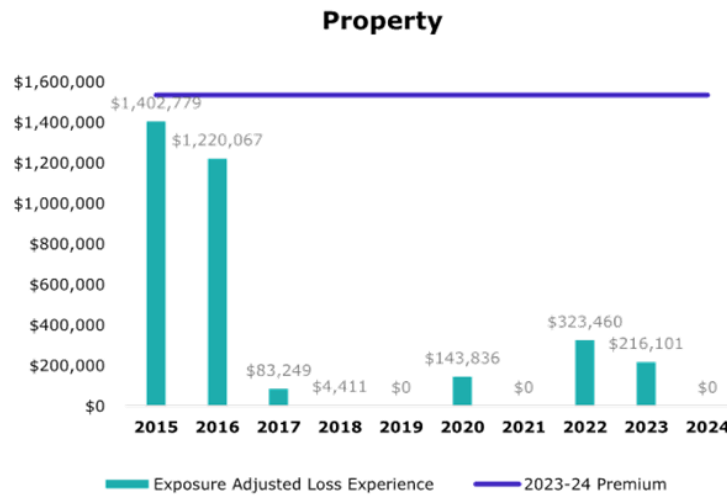


Chart 7: Total Asset Value by financial year ended 30 June (\$m)



The Total Asset Value has steadily increased in recent years.

Chart 8: Exposure-adjusted loss experience vs premium - Property



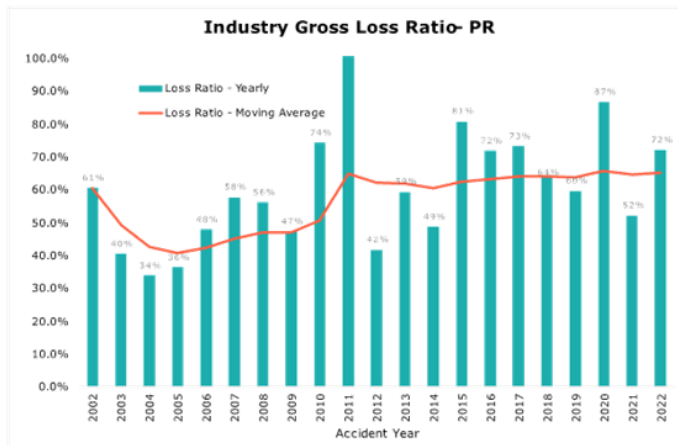
The property claims experience has been favourable for the last 7 years with claims being well below the premium rate, although there were significant building fire claims in the 2 years prior to that.



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Chart 9: Industry (PR) loss ratio by calendar year ended 31 December



The industry loss ratio for Property has had huge fluctuations over the last 21 years, with a loss ratio of greater than 100% in 2011 and a loss ratio close to 90% in 2020. The average industry loss ratio over the last 21 years is 63.2%. Council’s average exposure-adjusted loss ratio over the past 10 years is about 25%.

Key Finding – Property

Overall, the Council has had very good claims experience for the last 5 years.

A major component of the premiums for property insurance is to cover catastrophes such as flood, bushfire, hail and storms, for which there have been no claims in the last 5 years. We are not suggesting a reduction in the limit of cover for property but we believe Council would benefit from having a deeper understanding of its exposure to catastrophe risk and the amount of its property premium that covers catastrophe.

The non-catastrophe claims experience has been relatively benign, and even based on the last 10 years claims experience, **it is questionable whether the 2023-24 property premium is good value for the cover it provides.**

6.2.3 Motor

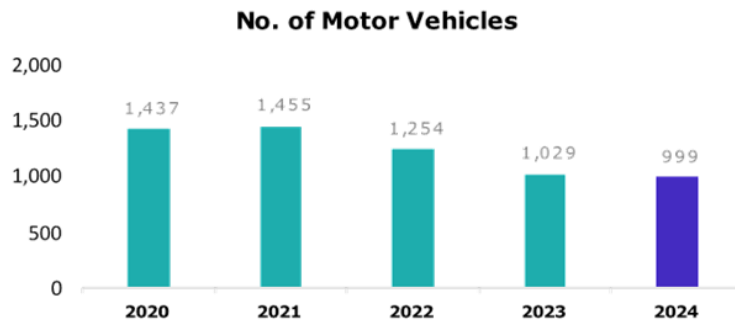
PFS understand that the way motor is treated by Statewide Mutual means that commercial rates are likely being achieved in this class.



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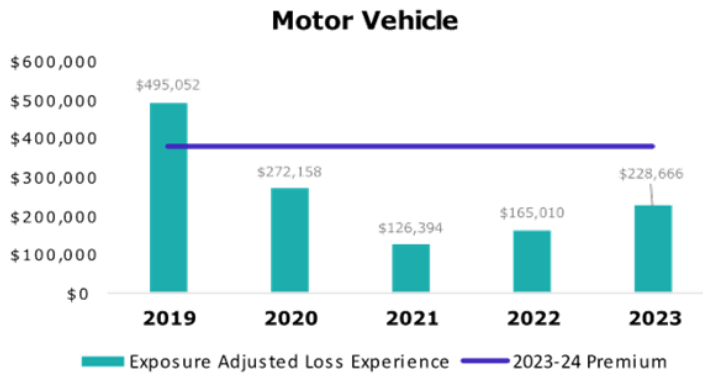


Chart 10: No. of motor vehicles by financial year ended 30 June



The number of motor vehicles has steadily decreased over the last 4 years. There was a significant reduction in insured vehicles following the redundancies in 2020/21. Then a further reduction in the number of trailers that Council insured during the 2022/23 renewal. A number of trailers were removed due to the fact that they were of lower value and almost always attached to a vehicle.

Chart 11: Exposure-adjusted loss experience vs premium – Motor



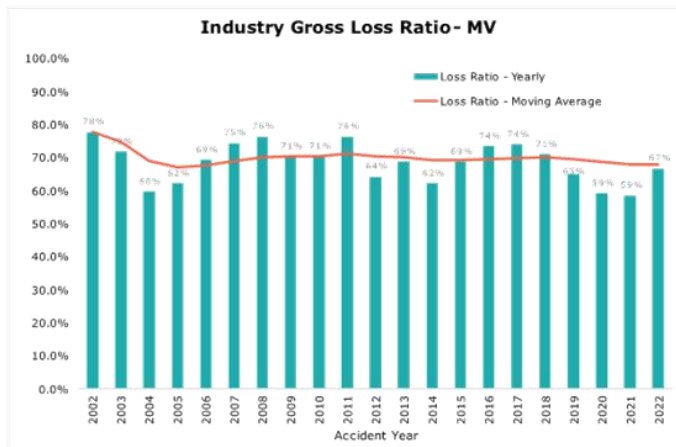
The motor claims experience has been volatile and been below the premium rate except the 2019 financial year which included a hailstorm.



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Chart 12: Industry (MV) loss ratio by calendar year ended 31 December



The industry loss ratio for this class has been relatively stable over the last 15-20 years as it generally fluctuates around the 70% mark. The lower loss ratio in 2020 and 2021 can be attributed to the movement restrictions introduced by the Government in slowing the spread of the COVID-19. Council’s average exposure-adjusted loss ratio over the past 5 years is 58.5% which is slightly lower than the industry for that period.

Key Finding – Motor

CCC had volatile motor claims experience over the last 5 years.

Overall, the 2023-24 premium is reasonable given the long-term claims experience of Council.

6.2.4 Premiums vs Exposure Measure

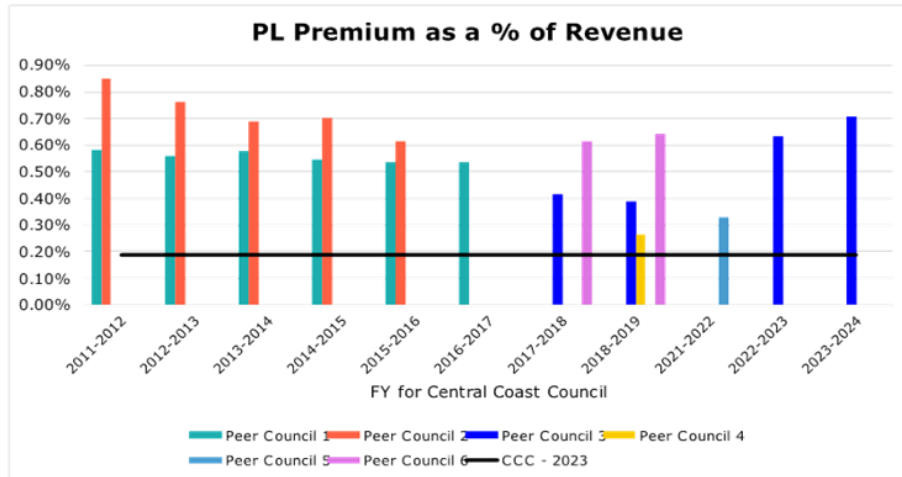
PFS has compared CCC’s 2023-24 premium / contribution vs exposure measure against other councils from recent years.



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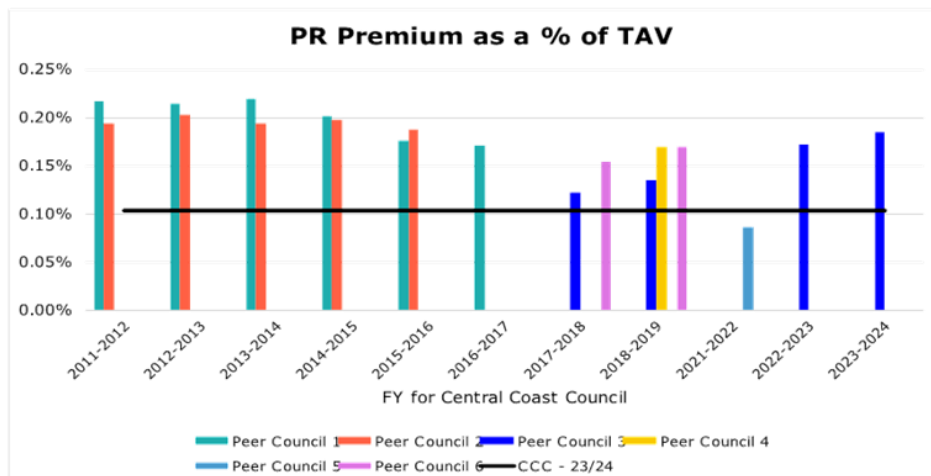


Chart 13: Public Liability and Professional Indemnity Premiums vs Exposure Measure



The 2023-24 premiums paid for Public Liability and Professional Indemnity cover as a percentage of Council’s declared revenue is lower than other councils in all years since 2011, and significantly lower in most cases. This could in part be due to CCC having a higher deductible, but, along with the relatively high PL/PI claims experience in Chart 3 is an indicator of the PL/PI premium being good value for the cover it provides.

Chart 14: Property Premiums vs Exposure Measure



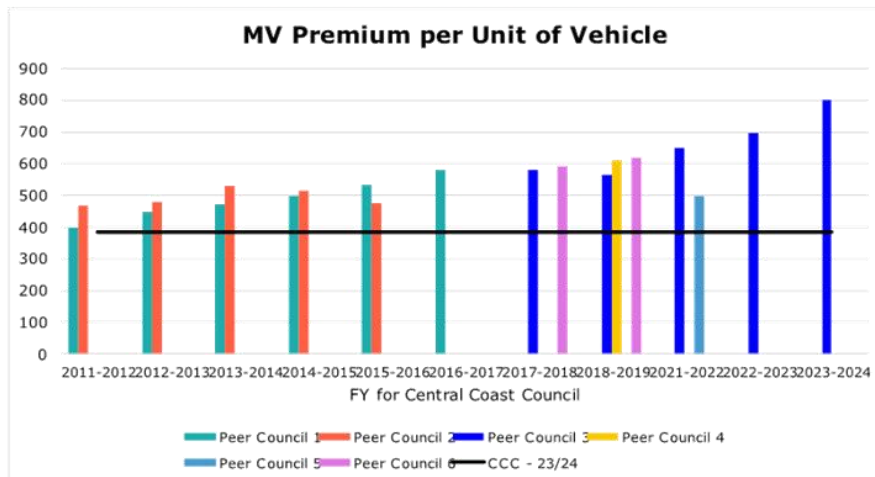
Property Premiums as a percentage of total asset value declared is lower compared to most peer councils since 2011.



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Chart 15: Motor Premiums vs Exposure Measure



Motor Premiums per Unit of Vehicle insured is lower than all Peer Councils since 2011.

It is worth noting that the market premium for motor insurance has increased since 2018.

Key Finding – Premium vs Exposure

CCC’s 2023-24 premiums vs exposure measures are slightly lower than other councils we have reviewed in recent years, however CCC generally has higher deductibles which would explain some of this premium discount relative to its peers.

6.3 Claim Issues and Disputes

PFS has been informed by CCC that there have been no claims rejected in the past 5 years.

6.4 Claims Services and Management

No specific issues reported by CCC.

Key Finding – Service levels and disputes

CCC reported no recent disputes of major issues with claims services and management.



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7 Review of Policy Coverage

7.1 Potential for Coverage Gaps

As background, there are a number of ways in which losses may fall outside the coverage of insurance policies including, but not limited to those listed below:

- a. specific exclusions apply;
- b. the loss is not to the named insured;
- c. the class of business is not covered;
- d. the claim is outside the territorial scope;
- e. the claim was not reported appropriately;
- f. claims may be denied due to deliberate non-disclosure or misrepresentation;
- g. the insurable interest is not covered;
- h. the event or part of event is not covered;
- i. full indemnity may be restricted by the Schedule of Cover; and / or
- j. the "proximate cause" of loss is outside the policy period – this is important where the proximate cause is difficult to define – e.g. asbestosis, passive smoking and RSI.

In addition, the claim amount may be significantly less than the actual loss if:

- a. the loss exceeds the limit of cover;
- b. the excess is relatively large or is small but there is a risk that a large number of claims could result in a large total excess; or
- c. there has been gross underinsurance.

Most of the items listed above could occur with respect to Council's entire insurance portfolio.

7.1.1 Overview of Potential Solutions to Gaps

When policy gaps are discovered, solutions follow the principles outlined in Appendix 2 relating to the Actuarial Principles of Risk Management and in particular those relating to risk control, financing and transfer. These can include amendments to existing policies through:

- extension of cover within an existing policy wording through endorsement; and



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- special acceptance of risks falling outside a policy by the insurer.

Alternative solutions, where changes to an existing policy are not possible, are to take out a new policy (Gap cover) or through intentional (or unintentional) self-insurance.

7.2 Policy Exclusions

Commercial and Industrial insurance generally provides "all risks" cover subject to explicit exclusions ensuring claims against the policy will be paid unless specifically excluded.

As a result, the analysis of the policy hierarchy and exclusions forms a key part of the analysis of insurance issues as they define:

- the need for additional (gap) covers;
- how gap covers overlap with the gaps they are purchased to fill; and
- gaps in the cover remaining.

These exclusions have therefore formed a primary focus of gap analysis in ensuring the scope for risks not covered is well understood. It is important to note that:

- All insurance policies contain exclusions and the extent of these is part of the annual insurance contract negotiation.
- Statewide Mutual (and any other discretionary mutual pool) have the ability to make judgements on whether to enforce the exclusions.
- There are a number of common exclusions which generally should be anticipated;
- PFS has a strong understanding of exclusions contained across policies held by a number of councils over a several years.
- The policy wording should be checked and the broker or mutual manager (as applicable) contacted for a view on the interpretation of any exclusion; and
- Senior levels of Council should be aware of exclusions and self-insured retentions so that the exposure to excluded risks can be minimised.

A summary of exclusions in the primary property and PL/PI policies is contained in Appendix 3. Each of these exclusions creates a potential gap in coverage and the extensive nature of Council responsibilities makes some of the exclusions found in the Public Liability policy particularly significant.



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Key Finding

A number of gaps exist in the Property cover due to the extensive list of property exclusions.

Some of these are covered by Property gap covers which themselves have gaps due to further exclusions.

We understand that the only gap which has led to a denial of claim in recent history relates to mould.

Key Finding

A significant number of gaps exist in the Public Liability / Professional Indemnity cover due to the extensive list of PL / PI exclusions.

Some of these gaps are covered by Liability gap covers which themselves have gaps due to further exclusions.

We understand that there haven't been any PL / PI claims denied in recent history due to exclusions.

Key Finding

Cyber wordings continue to evolve. Given Council's recent cyber event, PFS recommends that Council uses that as a case study to see how the cyber wording would respond, and see if any significant potential source of loss is not covered.

7.2.1 Coverage for construction (contract works) projects

It is not clear the extent to which Council is covered for contract works. For example the property wording says "also covers the interest of contractors and subcontractors in covered property during construction, while at or within 300 metres of described location, to the extent that the Member has agreed, prior to loss, to keep such interest covered for physical loss or damage to such a property. Such interest of contractors and subcontractors is limited to the property for which they have been hired to perform work and will not extend to any Business Interruption coverage".

For significant contract works, many councils purchase both material damage and liability cover, extended to name external contractors as a named insured.



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There is a possibility of contract works or construction liability potentially being excluded from the cover provided to Council. Extending this cover to contracts also has the potential to make procurement of services and administration of contractors more straightforward as Council has control and clarity into insurance cover in place, although it may add cost to Council.

Key Finding

Council should seek clarity from its insurance brokers about the cover provided under its existing policies for contract works material damage and liability risks. Council should also ensure it has the processes in place to notify its cover-providers in advance to make sure that contract works are covered.

If appropriate, Council should explore a separate insurance policy to cover these risks extended to include external contractors as named insureds. This may make procurement of contractors and contract administration more straightforward.

7.2.2 Section 355 committees

PFS understand from prior market engagement with JLT and Statewide Mutual that Council Volunteers under s355 committees are covered under Council's broad form Public Liability policy as the LGA deems the Management Committee is responsible. They are not covered under workers' compensation, where volunteer insurance would be required³.

Key Finding

Council Volunteers under s355 committees are covered under Council's broad form Public Liability policy as the LGA deems the Management Committee is responsible. They are not covered under workers' compensation, where volunteer insurance would be required.

³ <http://www.workcover.nsw.gov.au/insurance/workers-compensation-insurance-for-your-business/do-i-need-insurance>



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8 Analysis of Other Issues

8.1 Appropriateness of Limits and Deductibles

Inappropriate claims limits or deductibles may lead to either over- or under-insurance and PFS have undertaken an extensive review of policy features across all policies held by CCC.

It is important to note that 'appropriateness' when assessing limits and deductibles is dependent on the risk tolerance of an organisation as well as the cost-benefit of different alternatives.

The policy limit did not materially restrict amounts payable to Council for any major property or liability claims which were declared correctly and covered by the policy.

8.1.1 Over-insurance

The most common reasons for over-insurance are as follows:

- overlapping policies covering the same risk;
- purchase of unnecessary cover where premium does not accurately reflect the risk;
- excesses or deductibles are too low, usually as a result of compartmentalised risk tolerances; and
- limits of cover are set too high.

In different areas, PFS found potential for these issues in reviewing the exposures, risk profile and policies held by CCC.

8.1.2 Under-insurance

Under-insurance can occur for a range of reasons including gaps in coverage documented in section 7.1, actions voiding coverage, as well as due to inappropriate claim limits and deductibles documented further below.

8.1.3 Appropriateness of Policy Limits

Property

Claims under the property policy are limited to the declared asset values (\$1,472.1m plus allowable new property) further sub-limited in respect of a range of heads of damage as outlined in the policy documentation and Summary of Cover. Statewide Mutual has a



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scheme policy limit on the aggregate amount payable across all councils from any one event or in the annual aggregate of \$1.2 billion.

CCC are currently subject to a property sub-limit in respect of flood damage of \$50m which is below losses suffered by similar councils in recent years.

The consequences of under-insurance are detailed further in Appendix 2.

Key Finding

CCC is currently subject to a property sub-limit in respect of flood damage of \$50m which is more than losses suffered by similar councils in recent years and is sufficient to cover a flood loss of 18% of the declared property values across the most-exposed aggregation of Gosford, East Gosford, West Gosford, North Gosford and Point Clare.

Other sub-limits are standard across a wide range of councils and are appropriate for this policy and may be dealt with through additional policies (e.g. contract works) if required.

Public Liability / Professional Indemnity – Part A

All Statewide Mutual member councils are subject to the same limits for this class, being:

- \$600 million any one occurrence for Public Liability;
- \$600 million any one occurrence and in aggregate for Products Liability; and
- \$600 million any one claim and in aggregate for Professional Indemnity on a 'claims made' basis, including Council Certifiers statutory PI liability.

These limits are consistent with Statewide Mutual member councils across NSW. A significant number of non-members of Statewide Mutual have determined that a lower limit (\$300m or less) is appropriate for their purposes. This is consistent with the legal and procurement requirements detailed in section 0.

Consideration of appropriate limits of liability insurance should focus on the extent to which the activities of each particular Council may expose them to very large claims events. This is not the same for each council and broadly may include:

- Liability for failure to maintain infrastructure such as airports, bridges, dams, power lines, or roads, leading to significant loss of life, bodily injury and / or property damage. This could occur as a result of:
 - Liability for natural peril catastrophe losses such as bushfires, flood or storm damage including for both property and bodily injury.



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- o Liability for a 'man-made' catastrophe event such as a train derailment involving significant loss of life, bodily injury and / or property damage.

A significant professional liability, such as for an unsuitable planning approval, requiring remediation for a large number of impacted properties.

The process by which the Council could determine appropriate limits of liability would involve:

- Identification of potential catastrophic events that could result in high liability claims.
- Establishment of loss assumptions for each item of a claim. This involves associating a cost to each item of a claim, such as death, injuries, and legal costs.
- Estimate claims that could arise in a catastrophic event. Through comparison of a similar past event, an appropriate estimate of the damage can be made. The total liability claims can be evaluated using the assumptions of the cost of each item of a claim. It should be noted that within each event, other entities could be found liable, and the Council would only be partially responsible.

PFS understand that where similar analysis has been undertaken on a nationwide basis, it has focused on bushfire as the key natural peril risk in respect of PL limits, and planning failures as a key professional indemnity risk. For either event to exceed a loss of \$300m would likely require a minimum of several hundred houses to be total losses.

Key Finding

PFS understands that no Council PL or PI loss in NSW has exceeded \$300m.

Environmental Liability – Part B

Except in cases where pollution is sudden and accidental and occurs at a specific identifiable time and date in its entirety, environmental liability is covered on a 'claims made' basis and subject to a limit of \$2m each pollution condition as well as \$2m in aggregate any one period of protection and also subject to an aggregate Scheme Limit of \$25m across all participation scheme members.

Council purchase separate Environmental Impairment Liability coverage for specific sites through Statewide Mutual for 'sudden and accidental' events with higher limits of cover than is available under the PI/PL part B.



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Key Finding

Environmental liability limits for pollution that is not sudden (as described in the policy) are much lower than those for other forms of liability, while the likely severity of any environmental event is not.

Other Policies

Many of the remaining policies contained standard or appropriate limits, the areas of note were:

- Hirer's Liability where CCC has \$20m limit and similar councils to CCC have limits ranging from \$10 million to \$20 million;
- Councillors' and Officers' Liability where CCC has a limit of \$10m and similar councils to CCC have limits ranging from \$2m to \$10m; and
- Crime where CCC has a \$4m limit for Crime and a \$2m limit for Cyber coverage which is comparable to what similar councils have had historically, however, market coverage levels have also increased substantially in recent years and the cyber limit should be increased to \$5m if possible.

Key Finding

Remaining policies contained standard or appropriate limits except for cyber where the limit should be increased from \$2m to \$5m if possible.

8.1.4 Appropriateness of Deductibles**Property**

There is a standard deductible of \$100,000 for Earth movement, a deductible for \$250,000 for Flood per occurrence and a deductible of \$250,000 for Surface Water which is the same for all member councils.

Deductibles for all other causes range from \$2,000 to \$10,000.

Public Liability / Professional Indemnity

The Public Liability / Professional Indemnity deductible for CCC of \$100,000 is at the high end of deductibles for similar Councils and is appropriate for the size of CCC assets and budget.



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Other Policies

Deductibles across other policies are standard or proportionate to the risk with Motor at \$5,000 per vehicle.

Key Finding

The Public Liability / Professional Indemnity deductible for CCC of \$100,000 is at the high end of deductibles for similar Councils and is appropriate for the size of CCC assets and budget. Current policy deductibles for Property and Motor are reasonable and also at the high end of deductibles compared with similar Councils.

8.2 Replacement value vs Book value

PFS understand that the insured value for some Council assets is their book (rather than replacement value). PFS would consider this a form of under-insurance, some of the consequences of which are described in Appendix 2.

8.3 Considerations for greater self-insurance

Where self-insurance is considered (e.g. small risks or of under deductible claims), or where gaps in the insurance cover have been identified, Council may choose to self-insure these exposures. In these instances, Council will need to assess whether to pre-fund or post-fund these contingent obligations. In either case, the cost of self-insuring risks should be incorporated into any budgeting processes of the council.

A further description of these options is provided below.

- pre-fund – occurs where the estimated cost of the risk is put aside in advance so that when a self-insured event occurs, part of the cost (or perhaps the entire cost) has already been allowed for and a reserve can be drawn down to pay for the cost.
- post-fund – occurs where the cost of an event is recouped following occurrence of the event itself.

PFS has historically found little documentation in the risk management and budgeting processes of councils relating to the assessment of appropriate levels of self-insurance or a method for budgeting for the cost of self-insurance.

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Key Finding

Council should quantify insurance risk appetite to determine appropriate retentions and analyse the claims data collected for this review to develop estimates of self-insurance cost.

8.4 Recommendations

PFS believe that there is relatively limited potential for significant insurance cost savings given that current premiums are at the low end of our benchmarks for key classes and based on recent claims experience, seem to represent good value for the coverage provided for all key classes except property. Tendering for insurance protection and broking services would provide clarity on this, as well as highlighting alternative service levels and cover/pricing options and structures.

The process of testing the market would be relatively low cost as a large part of the work required has been done, relating to data and coverage requirements.

The benefits of tendering could include:

- Signalling of intent to review arrangements;
- Potential cost savings;
- Potential for greater information;
- Potential for better services;
- Different forms of council engagement.

Key Finding

PFS believe that there is relatively limited potential for significant insurance cost savings given that current premiums are at the low end of our benchmarks for key classes and based on recent claims experience, seem to represent good value for the coverage provided for all key classes except property. Tendering for insurance protection and broking services would provide clarity on this, as well as highlighting alternative service levels and cover/pricing options and structures.



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Appendix 1. Data Requested and Received

DESCRIPTION	PROVIDER	DATE
Asset schedules	Unit Manager, Governance Risk and Legal (CCC)	6 December 2023
2023/24 Premiums	Unit Manager, Governance Risk and Legal (CCC)	6 December 2023
Claims data	Unit Manager, Governance Risk and Legal (CCC)	6 December 2023 and 14 December 2023
Claims data	Senior Account Manager NSW, JLT Public Sector (JLT)	20 December 2023
Summary of Cover for 2023-24	Unit Manager, Governance Risk and Legal (CCC)	6 December 2023
Policy Wordings and Policy Schedules	Team Leader, Insurance (CCC)	1 February 2024 and 27 February 2024



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Appendix 2. Potential Consequences of Underinsurance

The provisions of section 44 of the Insurance Contracts Act relating to underinsurance state that:

- 1) An insurer may not rely on an average provision included in a contract of general insurance unless, before the contract was entered into, the insurer clearly informed the insured in writing of the nature and effect of the provision including whether the provision is based on indemnity or on replacement value of the property that is the subject-matter of the contract.
- 2) Where the sum insured in respect of property that is the subject-matter of a contract of general insurance that provides insurance cover in respect of loss of or damage to a building used primarily and principally as a residence for the insured, for persons with whom the insured has a family or personal relationship, or for both the insured and such persons, or loss of or damage to the contents of such a building, or both, is not less than 80% of the value of the property, the liability of the insurer in respect of loss of or damage to the property is not reduced by reason only of the operation of an average provision included in the contract.
- 3) Where:
 - a. the sum insured in respect of property that is the subject-matter of such a contract is less than 80% of the value of the property; and
 - b. but for this subsection, an average provision included in the contract would have the effect of reducing the liability of the insurer in respect of loss of or damage to the property to an amount that is less than the amount ascertained in accordance with the formula

$$\frac{AS}{P}$$

where:

"A" is the number of dollars equal to the amount of the loss or damage.

"S" is the amount of the sum insured under the contract in respect of the property; and

"P" is 80% of the number of dollars equal to the value of the property.



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the average provision has the effect of reducing the liability of the insurer to the amount so ascertained.

4) In this section:

"value", in relation to property, means:

- i. if the relevant contract provides for indemnifying the insured in respect of loss of or damage to the property $\frac{1}{4}$ the indemnity value of the property; or
- ii. if the relevant contract provides for reinstatement or replacement of the property $\frac{1}{4}$ the reinstatement or replacement value of the property;

at the time when the relevant contract was entered into.





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Appendix 3. Summary of Key Exclusions for Primary Policies

The exclusions below, a description of the gap in coverage created and the gap covers used to fill the appropriate gap are described separately for the public liability / professional indemnity and property policies. The analysis below is based on a review of policy wordings from 2021. It was not possible to receive the CCC policy wordings until 1 February, and we received them on the proviso that we destroy them on completion of our work. We believe that policy wordings have not changed significantly apart from in areas like cyber cover, and therefore the analysis below is likely to be representative of the cover held by CCC in 2023-24.

Public Liability				Property				
Exclusion number	Description	GAP covered by	GAP / Over-insurance remaining	Exclusion number	Description	GAP covered by	GAP / Over-insurance remaining	Sublimit
1	Employer's liability	Workers' Compensation insurance	Now refers directly to compensation not covered by Workers' Compensation	1P	Flood	Annual Aggregate Sub-limit and restricted by policy period		
2	Property	Property insurance			Terrorism	Terrorism extension under section 28		
2a		Excluded from Property exclusion 2b – 2h			Earth movement	Annual Aggregate Sub-limit and restricted by policy period		
2b		Premises leased or rented to the insured			Geographical scope Aus / NZ	Earth Movement, Flood,		
2c		Other property leased or rented where damage is from listed perils			Un-named locations	Earth Movement, Flood, GAP	Non-standard exclusion?	





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Public Liability				Property			
2d		Vehicles not owned by in the physical or legal control within a carpark owned or operated by the member			Errors and Omissions	GAP – see below	Non-standard exclusion?
2e		Documents provided that notice of loss is given within 30 days			Contaminated Debris removal	GAP In Debris removal clause	
2f		Employees property			Property removed from prescribed locations	For 120 days if removed to prevent damage	GAP - If not removed to prevent damage
2g		Polling stations which are in use for elections			Costs to remove property	Reasonable and necessary costs if incurred to protect property	GAP – If risk is due to terrorism
2h		Property impounded		E1P	Extensions of Coverage	Fire-fighting materials and expenses lost, expended or destroyed – not clear that this needs to be due to a fire	
3	Asbestos	GAP	Standard blanket exclusion, aggregation unmanageable	E2P		Professional fees payable to determine the amount of loss payable	excluding attorneys, loss consultants or Council employees
4	Product defect	Covered under separate section		E3P		Temporary repairs	
5	Product recall	Covered under separate section		E4P		Trees, Shrubs, Plants and Lawns	GAP – if not included on asset schedule GAP – if damage caused by non-named peril





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Public Liability				Property			
6	Faulty workmanship	GAP	Excluded due to moral hazard	E5P		Pavements and roadways	GAP – if not included on asset schedule GAP – if damage caused by non-named peril
7	Loss of Use	GAP	Excluded due to moral hazard	E6P		Land and water clean-up if caused by physical damage	GAP – if damage not reported within 180days
8	Aircraft and Watercraft	Covered under separate policy		E7P		Materials, equipment, machinery and supplies designated for use at locations other than those listed on asset register	
9	Vehicles	Covered under separate policy				Newly acquired property	GAP – 120 days after acquisition GAP – while in transit
10	Libel and Slander	GAP – Excluded due to moral hazard				Unnamed locations	GAP – property in transit GAP – property outside Aus / NZ
11	Radioactivity	GAP – Standard blanket exclusion, aggregation unmanageable				Fine arts	GAP – damage from non-named peril GAP – damage from restoration or repair
12	War	GAP – Standard blanket exclusion, aggregation unmanageable				Accounts receivable	
13	Pollution	Covered under separate section				Valuable papers and records	





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Public Liability			Property				
14	Toxic mould	GAP – Standard blanket exclusion, aggregation unmanageable				EDP Media and data	
15	Professional Indemnity	Covered under separate section				Demolition & increased cost of construction	GAP – costs related to contamination
16	Building work	Sub-limited to \$2m GAP – Use of explosives excluded				Errors and omissions: a. In the description of a property, or b. Through failure to include a location	GAP – if Statewide Mutual would not have provided coverage had the E&O not been made. GAP – E&O in declaration of values or description of the type of coverage or property
17	Tree root damage	Subject to write-back				Transit of personal property	GAP – property shipped by mail, unscheduled air transport or sea.
18	Dishonest and fraudulent claims	Excluded due to moral hazard				Terrorism	GAP – NBCR GAP – action taken to prevent or defend against terrorism or suspected terrorism
19	Claims not notified during the period of protection	Contractual exclusion				Fungus, mould or mildew as a result of PD	
20	Fines and penalties	Excluded due to moral hazard				Deferred payment of asset sale	
21	Contractual liability	Excluded due to moral hazard				Off-premises service interruption - PD	





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Public Liability			Property			
22	Date recognition	GAP – Standard blanket exclusion, aggregation unmanageable			Arson or theft reward leading to conviction	Lesser of sublimit and 10% of direct physical loss
23	Terrorism	GAP – Standard blanket exclusion, aggregation unmanageable			Money and securities	GAP – damage not caused by fire, explosion or sprinkler leakage
Extensions to Public Liability					Locks and keys	
E1	Tree root extension (claims made basis)	Encroachment of tree roots for which insured is legally liable are covered			Tenants legal liability expenses	GAP – terrorism, flood or earth movement GAP – E&O GAP – liability assumed GAP – settlement not agreed prior by Statewide Sublimit is AOE over all locations
E2	Libel and Slander (claims made)	Covered only for PI			Soft costs as a direct result of PD	(soft costs are expenses over normal for locations undergoing renovation)
E3	Medical Facilities (claims made)	Covers liability from first aid to employees but GAP - excluding prescription of medication or surgical procedures			Terrorism	
E4	Loss of Documents	PI write-back if give notice to			Transit	





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Public Liability			Property				
		Statewide Mutual within 30 days					
E5	Fraud and Dishonesty	PI write-back where employee (or Mayor, Councillor) is fraudulent			Sub-limits of liability		
E6	Delegated Authority	PI write-back where acting on behalf of another government department					
E7	Breach of Warranty	PI write-back if committed in good faith					
E8	Trade Practices Act	PI covered where in breach of Trade Practices Act					
E9	Write-back of Airport PL	Potential over-insurance due to overlapping coverage with Major Airport Owners and Operators Liability			Business Interruption – Ordinary payroll		
E10	Consultants	Allows Council to rely on professional opinions					
E11	Erroneous issue of certificates	Covered and specific to Local Government					
E12	Continuous cover	GAP – In the event of fraudulent non-disclosure, cover may be withdrawn or reduced					





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Public Liability			Property				
E13	Unmanned Aerial vehicles						
Conditions as deemed relevant to GAP analysis from Public Liability				Property excluded	Land and water		
C2	Notices	Potential GAP – may not be covered if fail to notify Statewide Mutual of claims or a change in exposure			Bridges, vehicle tunnels, reservoirs, canals and dams		
C3	Deeming provision	Potential GAP – if fail to notify of a circumstance which may give rise to a claim			Docks, piers and wharves not structural to a building		
C4	Settlement of a claim	Potential GAP – May not be covered if prejudice claims settlement			Furs, jewellery, watches, precious stones, precious metals		
	Relinquish control (new)	Potential GAP – Statewide Mutual can cease to manage claim if settles full amount claimable			Currency, money, notes, securities, bills, tickets, tokens and evidences of debt		
	Recovery of costs (new)	Clarifies application of costs			EDP media and data, valuable papers and records, fine art		
C5	Reasonable care	Potential GAP – may not be covered			Motor vehicles		





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Public Liability			Property				
		if fail to act with reasonable care					
	Insurance statement				Satellites, aircraft and watercraft		
	Others as standard with limited potential adverse impact on Council				Personal property under agreement of sale		
Additional exclusions in Environmental Liability section					Personal property in custody		
	Flood				Underground mines, caverns and mining property within		
	etc				Property in transit		
Additional Clauses	Cyber endorsement			Perils excluded	Nuclear or radioactive contamination		
	Etc. Separate document				War		
					Loss of market		
					Misappropriation		
					Unexplained disappearance / voluntary parting of title induced by false pretence		





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Public Liability				Property			
					Power outages		
					Earth movement except as provided in Section C		
					Flood except as provided in section C		
					Seepage or influx of water		
					Indirect or remote loss		
					Failure or malfunction of EIFS		
					Fungus, mould or mildew except as provided in section D		
					Accounting Errors or Omissions except as in section D.11		
					EDP media and data except as in section D.13		
					Boilers, turbines and steam engines		
					Burglary and Theft		
					Wear and tear, Operational risks		

This table represents a summary of exclusions – for the complete wording refer to the policy coverage wording.



Service Offerings

- Financial Modelling
- Risk Management
- Actuarial
- Corporate Finance
- Governance
- Compliance
- Executive Remuneration
- Insurance Program Reviews



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Item No: 2.12
Title: Integrated Planning and Reporting Activities for 2024-25
Department: Environment and Planning

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2024/00100 - D16222289
Author: Sharon McLaren, Section Manager Corporate Planning and Reporting
Manager: Shannon Turkington, Unit Manager Strategic Planning
Executive: Luke Sulkowski, Director Environment and Planning (Acting)

Recommendation

That the Committee:

- 1 *Note the report on Integrated Planning and Reporting Activities for 2024-25.*
- 2 *Make a recommendation that this report and/or the supporting papers to this report be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter.*

The information provided in this report is current as at 24/05/2024.

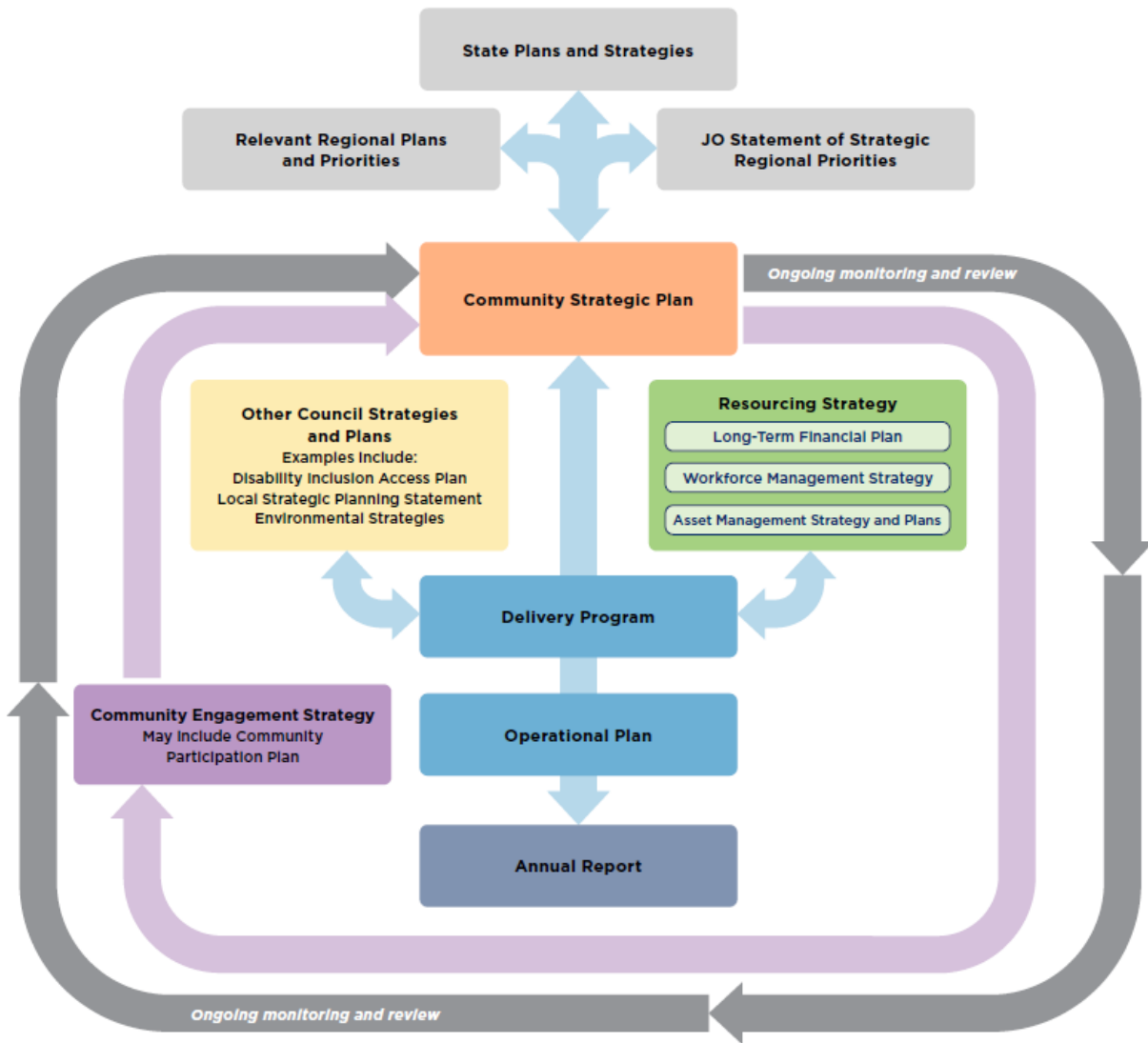
Summary

The purpose of this report is to provide an update on the Integrated Planning and Reporting (IP&R) activities planned for the next 12 months and the status of each.

Background

As per the *Local Government Act 1993*, all councils in NSW are required to undertake their planning and reporting activities in accordance with the Integrated Planning and Reporting (IP&R) Framework. The IP&R Framework is cyclical and aligns with the Council term, with specific activity required in the financial year of a Local Government election. For NSW councils the next Local Government election is 14 September 2024.

The IP&R Framework and each of the elements is shown below.



Report

IP&R Element	Activity
<p>Community Strategic Plan (CSP)</p> <p>The CSP identifies the main priorities and aspirations of the community and is a minimum of 10 years. It is reviewed every four years following the local government elections.</p>	<p>Community engagement has been occurring during 2023-24, with a community survey and various workshops and discussions with community members and groups undertaken. A report on the results of the engagement is being prepared and will be published in July 2024. This will inform the community and potential Councillors. Revisions or development of a new CSP will be undertaken in consultation with the new elected body, with the CSP required to be exhibited for 28 days and adopted by 30 June 2025.</p>

IP&R Element	Activity
Delivery Program (DP)	
<p>The DP is a 4-year plan detailing the newly elected Council's commitment to the community in achieving the community's strategic goals from the CSP. It outlines the priorities and major projects that will be the focus of Council during its term.</p>	<p>The new DP will cover the 2025-26, 2026-27, 2027-28 and 2028-29 financial years, with internal planning underway in readiness for the new Councillors. It is required to be exhibited and adopted by 30 June 2025.</p>
Operational Plan (OP)	
<p>The OP is a 1-year plan derived from the DP. It details specific actions to be undertaken and detailed budgets for the forthcoming financial year. Year 1 of the DP is consistent with the OP. It is again linked to the objectives of the CSP</p>	<p>The Draft OP 2024-25 has been prepared and was endorsed by Council for public exhibition. Public exhibition is from Monday 29 April to Monday 27 May, with consideration of submissions and adoption of the final plan to go to the 25 June Council Meeting.</p> <p>The new OP will be prepared alongside the development of the new DP and will cover the first year of the DP (i.e. 2025-26). It is required to be exhibited and adopted by 30 June 2025.</p>
Resourcing Strategy (RS)	
<p>The three components of the Resourcing Strategy are the:</p> <ul style="list-style-type: none"> • Long Term Financial Plan (LTFP): A 10-year plan that details Council's financial projections and is based on key assumptions. • Asset Management Strategy (AMS): A 10-year strategy that details Council's asset portfolio and proposed actions necessary to manage the portfolio, including the maintenance and disposal of existing assets and construction of new assets. • Workforce Management Strategy (WMS): A 4-year strategy that details the workforce challenges and the actions that will be undertaken to ensure continued service delivery. 	<p>The LTFP is reviewed and updated annually, with the 2024-25 to 2033-34 plan to be presented to Council in June 2024 for adoption. This will be used to inform the development of the new DP and OP. And while it is not a specific requirement of the IP&R Framework, the development of a Digital Strategy is considered good practice given technology is a key factor in how Council delivers its services and how the community interact with Council. This will be developed alongside the other RS components with internal planning for all components underway. The RS will be exhibited alongside the new DP and OP and adopted by 30 June 2025.</p>
Monitoring and Reporting	
<p>Reporting under the IP&R Framework includes:</p> <ul style="list-style-type: none"> • Progress Reporting (PR): A progress report against the commitments in 	<ul style="list-style-type: none"> • PR: Quarterly progress reporting against the OP 2023-24 has continued, with the Q3 Business report being presented to Council on 28 May. Quarterly reporting

IP&R Element	Activity
<p>the DP and OP is required. And while the IP&R Guidelines prescribes that this is to be done at least every 6 months, Central Coast Council does this on a quarterly based, aligning to the quarterly budget review statement, which is considered better practice.</p> <ul style="list-style-type: none"> • Annual Report (AR): The AR is a report on the achievements in implementing the DP and OP for the past financial year and includes other statutory reporting requirements as described in the <i>Local Government Act 1993</i> and <i>Local Government (General) Regulations 2021</i>. • End of Term (EOT): In the year of a Local Government election an End of Term (EOT) Report is required to be prepared. The EOT is an outgoing report on Council's achievements in implementing the CSP over the term and progress against the indicators established in the CSP. The report is to assist the incoming Councillors in what has or hasn't been achieved, helping to understand the CSP review and priorities for their term. 	<p>against the OP 2024-25 and budget will continue to be included as part of the Budget Review Statements and reported to Council in November (Q1), February (Q2) and May (Q3).</p> <ul style="list-style-type: none"> • AR: The AR for the 2023-24 financial year will be prepared and is required to be presented to Council by 30 November 2024. • EOT: Although Council has been under Administration, the EOT Report will still be prepared and will cover the financial years of 2020-21, 2021-22, 2022-23 and 2023-24. It is required to be presented to the new Council at its second meeting in October 2024.

Attachments

Nil.



Item No: 2.13
Title: Agreed Management Actions Tracker
Department: Corporate Services

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2021/00030 - D16226457
Author: Amy Rankin, Audit and Risk Coordinator
Manager: Teresa Chadwick, Unit Manager Governance Risk and Legal
Executive: Marissa Racomelara, Director Corporate Services

Recommendation

That the Committee:

- 1 *Note the report on Agreed Management Actions Tracker.*
- 2 *Recommend that this report and the supporting papers to this report not be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter as, on balance, it would not be in the public interest to release this information to the public on the basis of ensuring the efficacy of investigation and auditing functions, some of which are raised in these reports.*

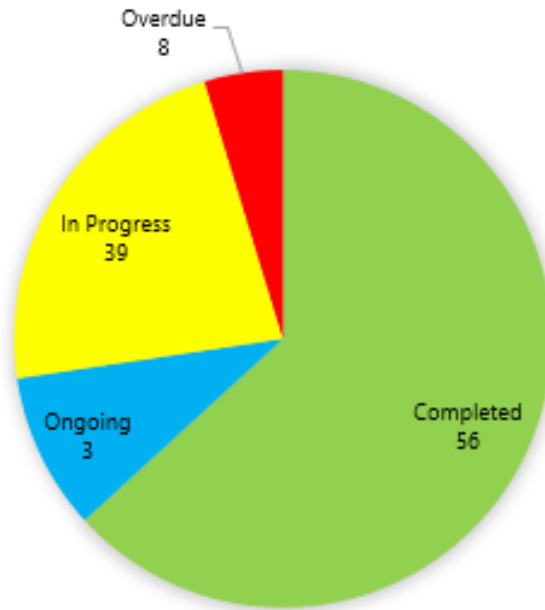
NOTE: IF THE REPORT/ATTACHMENTS SHOULDN'T BE MADE PUBLICLY AVAILABLE, PLEASE NOTE THE REASON FROM [CLAUSE 78 OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER](#).

The information provided in this report is current as at 29/05/2024.

Summary

This report is a consolidation of Council's Agreed Management Actions Tracker agreed on by our external auditors, KPMG and Council. This report provides an overview of the progress made towards achieving the auditor's recommendations. It is presented in two components, the Agreed Management Action Tracker Dashboard and Audit Risk Ratings.

Agreed Management Action Tracker Dashboard



From 106 action items there are 39 (37%) In Progress, 56 (53%) Completed, three Ongoing (3%) and eight (7%) Overdue. This is made up of ten audits, including Management Letter conducted by NSW Audit Office, Audit-like Recommendations, Child Protection Compliance, TfNSW DRIVES Compliance, Compliance Management, Privacy Management, TfNSW DRIVES Compliance, Procurement and Tendering, Councillor Expenses and Fraud and Corruption Review conducted by KPMG.

Below is a status breakdown by audit:

	Overdue	In Progress	Ongoing	Completed	Total
Audit					
FY20/21 Management Letter	0	0	1	29	30
FY21/22 Audit-like Recommendations	2	0	0	11	13
FY21/22 Child Protection Compliance	0	4	0	11	15
FY21/22 TfNSW DRIVES Compliance	0	0	0	7	7
FY22/23 Compliance Management	2	4	6	0	12
FY22/23 Privacy Management	0	0	3	2	5
FY22/23 TfNSW DRIVES Compliance	0	0	0	2	2
FY22/23 Procurement and Tendering	0	5	0	1	6
FY23/24 Councillor Expenses	0	1	0	0	1
FY23/24 Fraud and Corruption Review	0	15	0	0	15
Total	4	29	10	63	106

2.13 Agreed Management Actions Tracker (cont'd)

The Agreed Management Action Tracker is made up of the below Directorate components:

	Overdue	In Progress	Ongoing	Completed	Total
Directorate					
Corporate Services	3	24	10	39	76
Community and Recreation	0	0	0	2	2
Infrastructure Services	1	0	0	15	16
Water and Sewer	1	0	0	0	1
Environment and Planning	0	0	0	11	11
Total	5	24	10	67	106

Attachments

Nil.



Item No: 2.14
Title: Service Optimisation Framework - Program Update
Department: Environment and Planning

5 June 2024 Audit, Risk and Improvement Committee Meeting

Reference: F2023/00346 - D16221985
Author: Taylor Marks, Senior Advisor Policy and Projects Corporate Planning and Reporting
Sharon McLaren, Section Manager Corporate Planning and Reporting
Manager: Shannon Turkington, Unit Manager Strategic Planning
Executive: Luke Sulkowski, Director Environment and Planning (Acting)

Recommendation

That the Committee:

- 1 *Note the report on Service Optimisation Framework – Program Update*
- 2 *Make a recommendation that this report and/or the supporting papers to this report be made publicly available, pursuant to Clause 78 of the Audit, Risk and Improvement Committee Charter.*

The information provided in this report is current as at 24/05/2024.

Summary

The purpose of this report is to provide a progress update on Council's Service Optimisation Program.

Background

On 7 June 2023, the Service Optimisation Initiative Team (SOIT) advised ARIC that the two services selected for optimisation in 2023-24 as part of Council's Service Optimisation Framework were:

- Optimisation of Democratic Support Services; and
- Optimisation of Road Maintenance and Pothole Prevention

On 6 December 2023, the SOIT advised ARIC of the progress update for the SOI for Democratic Support Services.

Report

Optimisation of Democratic Support Services

Since the 6 December, the SOIT prepared a final report on the findings and recommendations from the engagement with identified councils. The final report shared information and recommendations relating to:

- Comparative reviews on structure
- Approaches to onboarding of Councillors and organisational readiness
- Process considerations for Council meetings, briefings and Councillor requests
- Councillor education and professional development

This report was presented and endorsed by ELT on 19 December 2023, with the recommendations and documents collected as part of this initiative provided to the Governance, Risk and Legal Unit for use and implementation as part of their Start Smart Program.

As previously advised, whilst this review was not specifically within the confines of a 'service review' it was still a valuable pilot with many positive outcomes and learnings.

Optimisation of Road Maintenance and Pothole Prevention

With the conclusion of the SOI for Democratic Support Services, the SOIT commenced their second SOI for Road Maintenance and Pothole Prevention.

A Work Group and Steering Committee have been established as part of the SOI and a project plan has been developed by the Work Group and approved by the Steering Committee. This project plan is being followed as the SOI progresses.

The SOI has now moved into the 'Collect and Collate' stage of the project plan, where data relating to street sweeping is being collected and stakeholders across the business and in other selected councils are being engaged. To date, this stage is going well and the Work Group have identified a lot of promising data to optimise the service.

It is expected that this initiative will conclude late July 2024.

Optimisation of Town Centres

As approved by the Executive Leadership Team, the next SOI is Town Centres. It is anticipated that this Initiative will take around 10-12months given the 3-phase approached that has been approved:

1. Town Centre Maintenance;
2. Town Centre Renewal; and
3. Future planning for Town Centres

Service Optimisation Framework / Program

The Service Optimisation Team recently attended LG Professionals *Service Review Health Check*, and in comparison to other council's, Central Coast is in good position and ahead in

many aspects, including the selection process and risk-based matrix used to determine which services are optimised.

Attachments

Nil.

2.15 GENERAL BUSINESS

ALL

Attachments

Nil