

# OPERATIONAL PLAN 2019-20

## QUARTER 1 BUSINESS REPORT (JULY TO SEPTEMBER)

SUPPORTING THE COMMUNITY  
STRATEGIC PLAN.  
ONE - CENTRAL COAST

Central  
Coast  
Council

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# About this Report

The information contained in this report details Council's performance against the Operational Plan 2019-20 and covers the period from 1 July 2019 to 30 September 2019 as required under sub-section 404(5) of the *Local Government Act 1993*.

Included in this report is the Quarterly Budget Review Statement that shows a revised estimate of income and expenditure from the Responsible Accounting Officer of Council as required under clause 203 of the *Local Government (General) Regulations 2005*. The Quarter One (Q1) budget review statement covers the period from 1 July 2019 to 30 September 2019 and presents a summary of Council's financial position at the end of the quarter.

Council's performance against the Delivery Program and annual Operational Plan will be reported quarterly within two months after the end of the quarter to coincide with the Quarterly Budget Review Statement (except for Q4, covered by the Annual Report).

Quarterly Reporting Periods are as follows:

- Quarter 1 (Q1) – 1 July 2019 to 30 September 2019
- Quarter 2 (Q2) – 1 October 2019 to 31 December 2019
- Quarter 3 (Q3) – 1 January 2020 to 31 March 2020
- Quarter 4 (Q4) – 1 April 2020 to 30 June 2020

# Operational Plan 2019-20 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. *One – Central Coast* reflects the voice and values of the Central Coast community and corresponds to key NSW Government plans.

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

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

The Operational Plan 2019-20 (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 2019-20.

## Performance Summary

Council’s progress in delivering the actions and targets against the Operational Plan for 2019-20 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 |
| On Hold   | Work or action is on hold until further notice                              |
| Closed    | Work or action will no longer be reported                                   |

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 the overall progress on the actions / targets for Q1:

| Theme:               | Belonging | Smart     | Green     | Responsible | Liveable  | Total      |
|----------------------|-----------|-----------|-----------|-------------|-----------|------------|
| <b>Completed</b>     | 5         | 0         | 0         | 2           | 2         | <b>9</b>   |
| <b>On Track</b>      | 21        | 20        | 12        | 46          | 27        | <b>126</b> |
| <b>Delayed</b>       | 0         | 2         | 0         | 3           | 2         | <b>7</b>   |
| <b>Not Commenced</b> | 0         | 1         | 1         | 0           | 0         | <b>2</b>   |
| <b>On Hold</b>       | 0         | 0         | 1         | 0           | 0         | <b>1</b>   |
| <b>Closed</b>        | 0         | 2         | 0         | 0           | 0         | <b>2</b>   |
| <b>Total</b>         | <b>26</b> | <b>25</b> | <b>14</b> | <b>51</b>   | <b>31</b> | <b>147</b> |

# Belonging

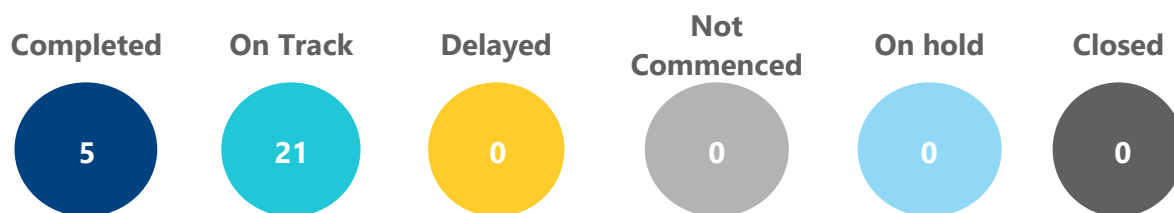
Buildings make a Town, but people make a community – which is why **belonging** sits at the heart of our strategic plan.

We are committed to strengthening our diverse population by creating new opportunities for connection, creativity, and inclusion, and by opening the door to local sporting, community and cultural initiatives that strengthen our collective sense of self.

We will work together to solve pressing social issues, to support those in need and to enhance community safety – and we will continue to acknowledge the Aboriginal and Torres Strait Islander culture that shapes this corner of the world.





| Focus Area   |   |
|--|---|
|  <p>Our community spirit is our strength</p>        | <p><b>A1</b> Work within our communities to connect people, build capacity and create local solutions and initiatives</p> <p><b>A2</b> Celebrate and continue to create opportunities for inclusion where all people feel welcome and participate in community life</p> <p><b>A3</b> Work together to solve a range of social and health issues that may impact community wellbeing and vulnerable people</p> <p><b>A4</b> Enhance community safety within neighbourhoods, public spaces and places</p>   |
|  <p>Creativity, connection and local identity</p> | <p><b>B1</b> Support reconciliation through the celebration of Aboriginal and Torres Strait Islander cultures</p> <p><b>B2</b> Promote and provide more sporting, community and cultural events and festivals, day and night, throughout the year</p> <p><b>B3</b> Foster creative and performing arts through theatres, galleries and creative spaces, by integrating art and performance into public life</p> <p><b>B4</b> Activate spaces and places to complement activity around town centres, foreshores, lakes and green spaces for families, community and visitors</p> |

## 26 Actions / Targets








### Operational Plan 2019-20 Performance

| Delivery Program   | Reference     | Operational Plan Action / Target / Project            | Responsible Unit       | Status | Comment   |
|--|---------------|---|------------------------|--------|---|
| Increased opportunities for community capacity building projects, strengthening community organisations and infrastructure / amenity improvements. | A1.01.2019-20 | Manage Central Coast Council Community Grants Program | Community Partnerships | ●      | Applications received for the Community Support Grants Program have been assessed and report prepared for Council. Round 1 of the Community Grants Program closed on 30 August with four information sessions held (54 participants), four drop-in sessions held (12 participants and eight meetings with applicants). There were 97 applications received across the four programs and these have been assessed with reports prepared for the Grants and Sponsorship Panel (meeting to be held in October). Heritage Grants have been assessed and Colliery Grants closed on 13 September, with eight applications received. |





| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit       | Status  | Comment   |
|--|---------------|---|------------------------|---|---|
| <b>Improve Council's commitment and approach to designing inclusive and liveable communities</b>                               | A1.02.2019-20 | DIAP LC.024:<br>Identify opportunities to promote existing information portals / apps such as WheelEasy, finder website   | Community Partnerships |    | Spatial mapping project continues with draft mapping details provided for review. Spatial mapping provides accurate information on gradients and ease of travel impediments for people with restricted mobility - this project will identify priority areas to improve the general accessibility of key town centres. |
| <b>Ensure equitable and dignified communication with staff and community including the provision of accessible information</b> | A2.01.2019-20 | DIAP AB.003:<br>Include regular contributions regarding disability inclusion / access to internal communication mediums   | Community Engagement   |   | Content Plan is in operation, with regular contributions of disability inclusion content is included in internal communications.  |
|  | A2.02.2019-20 | DIAP AB.010:<br>Support Community Partnerships in annual disability awareness and education campaign  | Community Engagement   |  | Content Plan is in operations with regular disability inclusion awareness and education information in Council communications activity.   |
|  | A2.03.2019-20 | DIAP AB.007:<br>Continue to provide appropriate, positive and contemporary images that depict a broad representation of people with a disability to be used within general Council publications and communication mediums | Community Engagement   |  | All Council corporate publications include a diversity of images.   |






| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit       | Status  | Comment  |
|--|---------------|---|------------------------|---|--|
|  | A2.04.2019-20 | DIAP SP.004: Deliver accessible documents training to staff who produce documents for upload to the website   | Community Engagement   |    | Specifications for the training program has been completed, the digital application wireframes and workflows approved by the internal stakeholders. Content data loaded into the draft application ready for the final review. |
|  | A2.05.2019-20 | DIAP SP.007: Identification and prioritisation of key customer service enquiries /complaints identified for development into Easy English documents and forms | Community Engagement   |    | Accessible persona developed to inform customer service processes and journeys.  |
|  | A2.06.2019-20 | DIAP SP.008: Develop a procedure at customer service centres for the timely engagement of Auslan interpreters for customers                                   | Community Engagement   |  | Procedures developed for customer service in 2018-19.  |
| <b>Deliver corporate events (such as Australia Day Awards) to celebrate the community and their achievements</b> | A2.07.2019-20 | Deliver six Central Coast Council corporate events to 2,000 participants  | Community Partnerships |  | No corporate events delivered in this quarter.   |
| <b>Increase positive community attitudes and behaviours towards people with disability</b>                       | A2.08.2019-20 | DIAP AB.002: Develop and implement two disability awareness and education activities for staff  | Community Partnerships |  | Four Disability Awareness / Confidence training sessions were delivered as part of new staff inductions. Internal presentations delivered to five Council business   |





## Belonging




| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit               | Status  | Comment   |
|--|---------------|--|--------------------------------|---|---|
|  |               |  |                                |   | units and one Council committee.  |
|  | A2.09.2019-20 | DIAP AB.003: Six items on disability access and inclusion included in various Council internal communication mediums   | Community Partnerships         |    | A poster on Disability Confidence tips has been developed, with promotion of the Accessible Events Guide delivered internally, and final edits are in progress for an Auslan video.   |
|  | A2.10.2019-20 | DIAP AB.010: Develop and implement a disability awareness and education campaign for the broader Central Coast community in partnership with relevant external organisations | Community Partnerships         |    | This quarter the Disability Inclusion Officer has presented at two interagency meetings, providing an update on DIAP implementation. Resources have been sourced for education and promotion materials including photos and case studies of two local businesses. |
| <b>Provide inclusive volunteer, work experience and paid work opportunities for people with disabilities</b> | A2.11.2019-20 | DIAP E.001: Establish a program or adapt existing project(s) to provide work placement opportunities and volunteer positions for people with disabilities                    | People Planning and Operations |  | A work experience program has been established to help facilitate the placement of people with a disability.  |
| <b>Increase inclusivity of the workplace and recruitment processes for people with disabilities.</b>         | A2.12.2019-20 | DIAP E.008: Develop and provide training for supervisory staff regarding mental health and disability awareness  | People Planning and Operations |  | In accordance with the NSW State laws and guidelines mental health workshops have been completed for Council's Unit and Sections Managers. Ongoing workshops have been scheduled for all staff.   |

| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit               | Status  | Comment   |
|--|---------------|--|--------------------------------|---|---|
|  | A2.13.2019-20 | DIAP E.009: Provide professional development training / information and resources for employees with disabilities on rights and relevant support available   | People Planning and Operations |    | E-learning is being investigated to complement the onboarding and induction of new employees to promote the rights and support for people with disabilities. A project is also under way around web accessibility and local resources available for people with disabilities that will support both internal and community members around for people with disabilities. |
|  | A2.14.2019-20 | DIAP E.002: Review and update all relevant Central Coast Council People and Culture policies to ensure inclusive employment practices that consider all types of disabilities e.g. leave policies, including sick and carers, general work conditions policies and work from home policy | People Planning and Operations |  | Staff resource is now in place to review and finalise harmonisation of existing policies, with consideration to people with disabilities.   |
| <b>Develop, support and promote initiatives to address domestic violence</b> | A3.01.2019-20 | Develop and deliver three projects with internal and external stakeholders designed to reduce the local impact of domestic and family violence   | Community Partnerships         |  | The Enough Already campaign has been implemented with promotional material placed on various rubbish bins, billboards, banner stands, community wall, bus shelters, print media and radio ads. Work has commenced on developing   |

## Belonging

| Delivery Program  | Reference     | Operational Plan Action / Target / Project  | Responsible Unit       | Status  | Comment   |
|---|---------------|---|------------------------|---|---|
|   |               |   |                        |   | <p>messaging for the next campaign, a focus on young people and respectful behaviour, with external stakeholders involved. Mankind podcast interviews have been completed, the artists are to finalise recordings and a trailer ready for the next launch. Planning for White Ribbon Day and 16 Days of Activism has commenced.</p> |
| <b>Improve safety and amenity of the region</b>   | A4.01.2019-20 | Implement actions from the Graffiti Management Strategy   | Community Partnerships |  | <p>Council continues to supply graffiti removal products to support residents and community groups. Assistance has been provided to volunteers to help apply for community grants funding (green screen planting). Planning is underway for the Graffiti Removal Day to be held in October.</p>                                     |
| <b>Provide beach lifeguard services to patrolled beaches from September to April each year.</b> | A4.02.2019-20 | Provide lifeguard services from September to April at 15 locations (Avoca Beach, Copacabana Beach, Killcare Beach, Lakes Beach, MacMasters Beach, North Avoca Beach, Ocean Beach, Shelly Beach, Soldiers Beach, Terrigal Beach, The Entrance, The Entrance North, | Leisure and Lifestyle  |  | <p>Lifeguard season commenced on 28 September 2019 at 15 beach locations and The Grant McBride Baths.</p>   |

## Belonging

| Delivery Program  | Reference     | Operational Plan Action / Target / Project  | Responsible Unit       | Status  | Comment  |
|---|---------------|---|------------------------|---|--|
|   |               | Toowoomba Bay Beach, Umina Beach, and Wamberal Beach)   |                        |   |  |
| <b>Increased awareness of beach safety on our Central Coast beaches</b>   | A4.03.2019-20 | Beach and waterway safety, education and messaging provided throughout the year through partnerships with Surf Life Saving and community groups | Leisure and Lifestyle  |    | Swim Between the Flags and safe swimming messaging commenced in September 2019 via Council's communication channels.   |
| <b>Provide a premier venue for sports and entertainment on the Central Coast community</b>  | B2.01.2019-20 | Provide a variety of elite sporting, entertainment and community events at the Central Coast Stadium  | Business Enterprise    |    | Central Coast Stadium hosted five community events, two professional sporting events and a training camp with approximately 35,200 attendees across all events. The South Sydney Rabbitohs, Sydney Roosters and Central Coast Mariners hosted school holiday clinics with over 1,000 kids participating in learning new skills. The local community finals for the juniors in Rugby league and Football were held in September, with over 5,000 visitors cheering on the local juniors as they ran out on the field to play their Grand final games. |
| <b>Assist external event organisers to deliver events built on a sustainable financial model that provides either economic or</b> | B2.02.2019-20 | Support 20 Central Coast community events   | Community Partnerships |  | Six external events supported this quarter. Events included Whale Dreamers Festival, Springtime Festival, Woytopia, Chinese Cultural Festival, RU  |

## Belonging

| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit       | Status  | Comment   |
|---|---------------|--|------------------------|---|---|
| <b>social return for the Central Coast.</b>   |               |  |                        |   | OK Day at Kibble Park, and Food, Fun and Music at Toukley.  |
| <b>Increase tourism and economic development opportunities</b>  | B2.03.2019-20 | Deliver 20 Central Coast Council major events to 250,000 participants  | Community Partnerships |    | Six major events this quarter, with approximately 28,000 attendees and an estimated economic impact of \$2,908,873. Events included July School Holidays at Wyong, The Entrance and Gosford, Winter in the Park, Blues and Jazz Festival, and Country Music Festival. |
| <b>Providing an outstanding quality and cultural experience at Gosford Regional Art Gallery through programs and exhibitions</b>                  | B3.01.2019-20 | The Gosford Regional Art Gallery programs and exhibitions reach 175,000 people and 85% customer satisfaction rate by 30 June 2020                                    | Leisure and Lifestyle  |   | The annual Gosford Art Prize was held in September, with 532 entries, consisting of 70% from the region. Total gallery attendances this quarter was 40,611.   |
| <b>Laycock Street Community Theatre hold a large range of cultural productions meeting the varied demographics and interests of the community</b> | B3.02.2019-20 | Deliver 245 varied theatrical productions through a diverse annual program catering to broad demographics and cultural interests at Laycock Street Community Theatre | Leisure and Lifestyle  |  | A total of 68 varied productions held at Laycock Street Community Theatre this quarter including Central Coast Gang Show, Central Coast Dance Festival, Strictly Ballroom, Possum Magic and Clash at Titan High.  |
| <b>Provide a community facility while maintaining a full cost recovery model</b>  | B3.03.2019-20 | Achieve 65% annual utilisation of Peninsula Theatre  | Leisure and Lifestyle  |  | Peninsula Theatre achieved 68% utilisation rate this quarter, with Woy Woy Little Theatre production 99% sold out.  |

# Smart

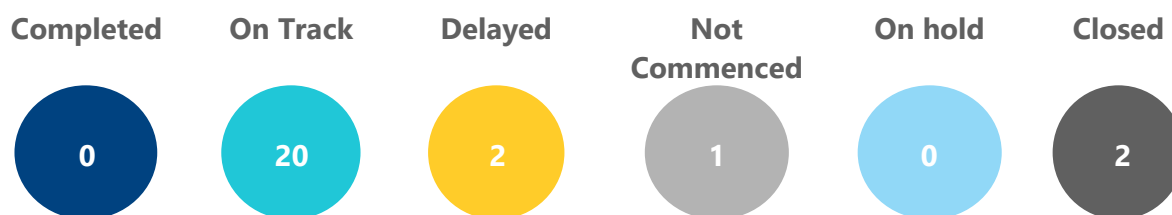
We are a growing region with an expanding sense of opportunity, and we want to capitalise on those possibilities for the benefit of all.

Strategic economic development, revitalising key urban locations, establishing new industry partnerships and renewing our commitment to education and employment for young people are just the starting point for a **smart** Central Coast.

These initiatives – and others like them – will create new opportunities for local employment, new social enterprises and a culture of innovation that will bring new talent to the region. They will also drive a boom in tourism that we will shape to be accessible, sustainable and kind to the environment.

| Focus Area   |  |
|--|--|
|  <p>A growing and competitive region</p>   | <p><b>C1</b> Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast</p> <p><b>C2</b> Revitalise Gosford City Centre, Gosford Waterfront and town centres as key destinations and attractors for businesses, local residents, visitors and tourists</p> <p><b>C3</b> Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents</p> <p><b>C4</b> 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</p> |
|  <p>A place of opportunity for people</p> | <p><b>D1</b> Foster innovation and partnerships to develop local entrepreneurs and support start-ups</p> <p><b>D2</b> Support local business growth by providing incentives, streamlining processes and encouraging social enterprises</p> <p><b>D3</b> Invest in broadening local education and learning pathways linking industry with Universities, TAFE and other training providers</p> <p><b>D4</b> Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering</p>   |

## 25 Actions / Targets








### Operational Plan 2019-20 Performance







| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                          | Status | Comment  |
|--|---------------|--|---|--------|--|
| <b>Develop the Central Coast into a region of diverse economic, education and employment opportunities</b> | C1.01.2019-20 | Adoption and commence implementation of an Economic Development Strategy for the Central Coast   | Economic Development and Project Delivery | ●      | Final Draft Economic Development Strategy is being reviewed internally and will go to council as a Draft in the second quarter for endorsement of public exhibition.   |
| <b>Town Centres which are safe, attractive and contain quality and memorable features and attractions</b>  | C2.01.2019-20 | Provide a range of coordinated projects and activities to increase activation and improve the visitor experience of Council's Principle Town Centres | Community Partnerships                    | ●      | Activities this quarter include completion of the flag design for town centres, funding agreements implemented for business development support program and facade improvement scoped, and request for proposal for town centre identity packages distributed. |
| <b>Town Centres which exhibit high level amenity, functionality and safety</b>                             | C2.02.2019-20 | Provide a coordinated asset management and maintenance program in Council's Principle Town Centres   | Community Partnerships                    | ●      | Request for quotation developed for delivery of landscaping, amenity and cleaning improvements within all principle town centres.  |








| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                          | Status | Comment   |
|--|---------------|---|---|--------|---|
| <b>Revitalise Gosford City Centre and create a hub for local residents, visitors and tourists to meet, relax, connect and learn</b>            | C2.03.2019-20 | Detailed design and approvals for Gosford Cultural Precinct   | Economic Development and Project Delivery | ●      | Council resolved in September 2019 to review the business case for the Regional Performing Arts and Conference Centre and to continue with the Gosford Regional Library and innovation hub as an individual project. The Gosford Cultural Precinct as a combined precinct is no longer being pursued and Council has withdrawn from negotiations with ET Australia. |
| <b>Planning controls that enable the development of active and liveable Town Centres</b>   | C2.04.2019-20 | Prepare a strategic plan for Wyong Town Centre  | Strategic Planning                        | ●      | Draft plan to be finalised following stakeholder engagement in November 2019.   |
|  | C2.05.2019-20 | Review Town Centre development feasibility for key centres (Woy Woy, Erina, Long Jetty and Toukley) | Strategic Planning                        | ●      | Completed Long Jetty, currently progressing Woy Woy and Erina with Wyong and Toukley to follow.   |
| <b>Support revitalisation of the southern growth corridor</b>  | C2.06.2019-20 | Commence a Strategic Plan for two Town Centres along the Southern Growth                            | Strategic Planning                        | ●      | Commenced a Precinct Plan for Erina Town Centre and Precinct Plan for East Gosford.   |
| <b>Provide a clear approach to the planning and development of key growth regions</b>  | C2.07.2019-20 | Prepare a Strategic Plan for Woy Woy  | Strategic Planning                        | ●      | Commencement of Project Brief and Scoping in consultation with key groups.  |
| <b>A long term strategic urban plan for the Central Coast region to support housing, employment and economic growth in accordance with the</b> | C3.01.2019-20 | Prepare a Central Coast Employment Land Study   | Strategic Planning                        | ●      | Stakeholder engagement completed, and draft report being prepared for internal review.  |

| Delivery Program  | Reference     | Operational Plan Action / Target / Project  | Responsible Unit       | Status  | Comment  |
|---|---------------|---|------------------------|---|--|
| <b>Central Coast Regional Plan 2036</b>   |               |   |                        |   |  |
| <b>Provide a clear approach to the planning and development of key growth regions</b> | C3.02.2019-20 | Develop Future Cities Strategy by December 2019   | Innovation and Futures |    | This Strategy is no longer being delivered as a result of the overlapping scope with the Urban Spatial Plan and Local Strategic Planning Statement.  |
| <b>To attract visitors to holiday on the Central Coast</b>                            | C4.01.2019-20 | Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Budgewoi Holiday Park     | Business Enterprise    |    | The Budgewoi Holiday Park provides the following accommodation options with the percentage of nights occupied this quarter - 14 cabins at 48.59% occupancy and 219 tourist sites at 14.07% occupancy. This is in line with expectations, with the period from July to September being predominantly off peak. The Holiday Park also provides 9 sites for permanent holiday vans and seven sites for permanent residents. |
|   | C4.02.2019-20 | Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Canton Beach Holiday Park | Business Enterprise    |  | The Canton Beach Holiday Park provides the following accommodation options with the percentage of nights occupied this quarter - 19 cabins at 55.65% occupancy and 191 tourist sites at 7.94% occupancy. This is in line with expectations, with the period from July to September being   |

| Delivery Program | Reference     | Operational Plan Action / Target / Project   | Responsible Unit    | Status  | Comment  |
|------------------|---------------|--|---------------------|---|--|
|                  |               |  |                     |   | predominantly off peak. The Holiday Park also provides 150 sites for permanent holiday vans and 17 sites for permanent residents.  |
|                  | C4.03.2019-20 | Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Norah Head Holiday Park  | Business Enterprise |    | The Norah Head Holiday Park provides the following accommodation options with the percentage of nights occupied this quarter - 28 cabins at 36.63% occupancy and 201 tourist sites at 8.33% occupancy. This is in line with expectations, with the period from July to September being predominantly off peak. The Holiday Park also provides 183 sites for permanent holiday vans and five sites for permanent residents. |
|                  | C4.04.2019-20 | Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Toowoon Bay Holiday Park | Business Enterprise |  | The Toowoon Bay Holiday Park provides the following accommodation options with the percentage of nights occupied this quarter - 32 cabins at 31.66% occupancy and 156 tourist sites at 23.91% occupancy. This is in line with expectations, with the period from July to September being predominantly off peak. The Holiday Park also provides  |

| Delivery Program  | Reference     | Operational Plan Action / Target / Project  | Responsible Unit     | Status  | Comment   |
|---|---------------|---|----------------------|---|---|
|   |               |   |                      |   | 246 sites for permanent holiday vans and 20 sites for permanent residents.  |
|   | C4.05.2019-20 | Provide a variety of campsites options and a fun holiday environment for visitors at the Patonga Camping Ground | Business Enterprise  |    | The Patonga Campground provides 81 tourist sites with the 43.31% of nights occupied this quarter. This is in line with expectations, with the period from July to September being predominantly off peak. |
| <b>Promote and grow tourism through the implementation of the Central Coast Destination Management Plan</b> | C4.06.2019-20 | Implement Year one actions of the Tourism Opportunity Plan for Central Coast                                    | Community Engagement |    | Tourism Opportunity Plan public exhibition was successfully received by the community and all submissions have been noted and considered in the report to Council in October.                             |
|   | C4.07.2019-20 | Undertake a feasibility study for RV (Recreation Vehicle) Tourism attraction on the Central Coast               | Community Engagement |  | Project scope complete and preliminary research underway  |
|   | C4.08.2019-20 | Develop and implement a Local Ambassador Program to build local support for the visitor economy                 | Community Engagement |  | Young Ambassador Program design underway.   |
| <b>Promote and grow the region through branding and place-based marketing</b>                               | C4.09.2019-20 | Implement tourism marketing campaigns and industry services Year three deliverables                             | Community Engagement |  | Year 3 Industry Services and Tourism Marketing campaigns in progress and on track.  |
|   | C4.10.2019-20 | Market test alternate ways to disperse visitor  | Community Engagement |  | iPads and Kiosks were market tested in Libraries and  |

| Delivery Program  | Reference     | Operational Plan Action / Target / Project  | Responsible Unit       | Status  | Comment   |
|---|---------------|---|------------------------|---|---|
| <b>Ensure visitor information needs are being met</b>   |               | information across region   |                        |   | Visitor Information Centres, resulting in custom kiosks being scoped and budgeted. Manufacture and implementation of custom Kiosks scheduled for the third quarter.                                       |
|   | C4.11.2019-20 | Commence implementation of the Regional Signage Program for region entry, village and Town Centres  | Community Engagement   |    | Stakeholder consultation commenced. Wayfind Strategy request for quotation scope completed.   |
| <b>Create opportunities to expand tourism</b>   | C4.12.2019-20 | Create an investment platform for new nature based tourism projects through an Ecotourism and Rural Tourism Opportunities Study   | Community Engagement   |    | Study has not yet commenced.  |
| <b>Increase tourism and economic development opportunities</b>  | C4.13.2019-20 | DIAP LC.026: In partnership with relevant organisations / entities (e.g. Central Coast Tourism) explore accessible tourism opportunities through infrastructure improvements, marketing and promotion to develop the Central Coast as a highly attractive tourist destination for people with disabilities, friends and families. | Community Partnerships |  | Spatial mapping of five town centres has been completed. Briometrix are developing accessibility maps to identify and prioritise key capital works projects to improve accessibility in key town centres. |
| <b>Increased awareness and utilisation of the Smart Work Hub, providing greater opportunities for</b> | D1.01.2019-20 | Support the development of Central Coast social entrepreneurs and enterprises through the delivery of a   | Community Partnerships |  | 2019 Launch Pad program successfully completed. Support provided to some participants with  |



| Delivery Program   | Reference            | Operational Plan Action / Target / Project   | Responsible Unit              | Status  | Comment   |
|--|----------------------|--|-------------------------------|---|---|
| <p><b>innovation and development of enterprise</b></p>                                       |                      | <p>range of programs, events, and information for the Gosford Smart Work Hub</p>   |                               |   | <p>their grant applications to Council's Social and Creative Enterprise grant program.</p>  |
| <p><b>Provide a clear approach to the planning and development of key growth regions</b></p> | <p>D1.02.2019-20</p> | <p>Develop regional alliance and alignment of regional priorities, facilitate open data sharing policies to enable the exchange of information between all the stakeholders for regional planning and growth</p> | <p>Innovation and Futures</p> |  | <p>The draft Economic Development Strategy provides initial alignment of regional priorities for planning and growth. It is expected to be presented to Council for endorsement of public exhibition in the second quarter, with ensuing actions to be determined following this.</p> |

# Green

The Central Coast is known for its natural beauty; maintaining our natural assets is a critical component of what we value as a community.

Ongoing education is key to our **green** approach, as is inviting the community to take a hands-on role in conservation, protection and remediation of our environment.

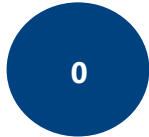
Reducing litter, minimising waste, and championing renewable energy in our future design and planning will minimise the impacts of climate change in our region, and will enable the preservation of our beaches, waterways, wildlife corridors and inland areas for the variety of species that inhabit them.

| Focus Area  |  |
|---|--|
|  <p>Environmental resources for the future</p>   | <p><b>E1</b> Educate the community on the value and importance of natural areas and biodiversity, and encourage community involvement in caring for our natural environment</p>  |
|   | <p><b>E2</b> Improve water quality for beaches, lakes, and waterways including minimising pollutants and preventing litter entering our waterways</p>  |
|   | <p><b>E3</b> Reduce littering, minimise waste to landfill and educate to strengthen positive environmental behaviours</p>  |
|   | <p><b>E4</b> Incorporate renewable energy and energy efficiency in future design and planning, and ensure responsible use of water and other resources</p>   |
|  <p>Cherished and protected natural beauty</p> | <p><b>F1</b> Protect our rich environmental heritage by conserving beaches, waterways, bushland, wildlife corridors and inland areas, and the diversity of local native species</p>                                    |
|   | <p><b>F2</b> 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)</p>                   |
|   | <p><b>F3</b> 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</p> |
|   | <p><b>F4</b> Address climate change and its impacts through collaborative strategic planning and responsible land management and consider targets and actions</p>  |



# 14 Actions / Targets

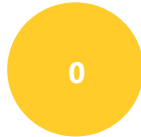
Completed



On Track



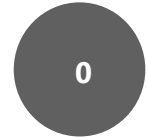
Delayed

Not  
Commenced

On hold









Closed







## Operational Plan 2019-20 Performance

| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                 | Status | Comment  |
|--|---------------|--|----------------------------------|--------|--|
| <b>Environmental education programs to increase knowledge of (issues impacting) coastal areas, lakes, catchment area and conservation</b>  | E1.01.2019-20 | Deliver a minimum of 10 Environmental Education Programs (estuary, resilience, sustainability, general environmental education) to increase community awareness and promote behaviour change | Learning and Education           |        | Nine educational programs actively being delivered this quarter to the community. These include Future Council program, multi touch book and Explore app launch, estuary, catchment and rock pool tours, and Brisbane Water, Resilience water education. |
| <b>Up to date reports, weekly star rating and annual beach suitability grades (for primary contact) are reported on the Office of Environment and Heritage (OEH) Beach watch website</b> | E2.01.2019-20 | Continue the Beach Watch Program at designated sites in accordance with OEH guidelines and provide data to OEH for reporting on the department's website                                     | Waterways and Coastal Protection |        | Beach watch data collected and provided in accordance with guidelines.   |
| <b>Regular operation of wrack and algae collection (and other equipment under contract) in near-shore zones to improve circulation and amenity in Tuggerah Lakes</b>                     | E2.02.2019-20 | Annual removal of 8,000m3 of floating wrack and macro algae from the Tuggerah Lakes Estuary  | Waterways and Coastal Protection |        | 2,100 cubic metres of wrack and algae collected this quarter.  |
| <b>Data is reported and published annually as part of the Tuggerah Lakes Ecological Report</b>   | E2.03.2019-20 | Undertake an annual program of water quality and ecological health sampling in   | Waterways and Coastal Protection |        | Monitoring on schedule.  |

| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                        | Status  | Comment   |
|--|---------------|---|---|---|---|
| <b>Card and Health of the Waterways Reporting</b>  |               | Tuggerah Lakes, Southern Lake Macquarie, Brisbane Water and the Coastal Lagoons in accordance with the NSW Monitoring, Evaluation and Reporting guidelines and the Estuary Management Plans |   |   |   |
| <b>Programs focused on increasing community awareness and instilling behaviour change around sustainable living including, waste avoidance and reduction and re-use / recycle concepts</b> | E3.01.2019-20 | Deliver education programs specifically targeting litter, up-cycling and green living to increase community awareness and promote behaviour change  | Learning and Education                  |    | 12 Green Living workshops have held focusing on up-cycling and sustainable living concepts. Litter education has continued with focus on sustainable produce, bag and butt bin distributions, kerb side dumping and Don't be a Tosser campaign. |
| <b>Expand the diversion of domestic waste from landfill through increased resource recovery resulting in environmentally responsible waste collection services</b>                         | E3.02.2019-20 | Greater than 40% diversion of domestic waste from the Central Coast Council landfill sites annually   | Waste Services and Business Development |  | Council continues to implement a wide range of waste avoidance and resource recovery initiatives resulting in a diversion of 42% this quarter. Activities include resource recovery for e-waste, mattresses and glass.                          |
|  | E3.03.2019-20 | Development of and the implementation of components of the Central Coast Waste Strategy, focused on waste avoidance and resource recovery strategies  | Waste Services and Business Development |  | Development of the Central Coast Waste Strategy is progressing with the initial public engagement and a 1st draft being completed during the quarter.   |

| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                 | Status  | Comment   |
|--|---------------|---|----------------------------------|---|---|
| <b>Reducing Council's energy cost, improve energy productivity and reduce Council's greenhouse gas emissions</b>   | E4.01.2019-20 | Installation of solar power systems on Council assets   | Energy Management                |    | Project goes to Tender in October 2019. Installation expected to begin in the second Quarter.                   |
| <b>Reducing energy cost, improve energy productivity and reduce Council's greenhouse gas emissions</b>   | E4.02.2019-20 | Investigate the feasibility of a revolving fund for installation of water tanks and solar in existing dwellings e.g. residents can apply for a grant to install, then repay Council through rates / savings on energy and water | Energy Management                |    | Investigations are expected to begin in November 2019, with completion estimated in February 2020.              |
| <b>To identify high priority conservation value lands within Central Coast Council's LGA to:</b> <ul style="list-style-type: none"> <li><b>a) Preserve and enhance local and regional biodiversity</b></li> <li><b>b) Invest in generating biodiversity credits on Council land that:</b> <ul style="list-style-type: none"> <li><b>i. Serve as a valuable financial commodity for Council</b></li> <li><b>ii. Enable progression of priority Council projects under the Biodiversity Offset Scheme</b></li> </ul> </li> <li><b>c) Expand and strengthen the COSS network</b></li> </ul> | F1.01.2019-20 | Undertake habitat restoration through bush regeneration and other methods on >20 Council managed natural reserves   | Natural and Environmental Assets |  | Bush regeneration contractors have now commenced working in Council's Natural and Environmental Asset Reserves. |

| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                 | Status  | Comment  |
|--|---------------|--|----------------------------------|---|--|
| <b>Implementation of actions in the adopted Coastal Zone Management Plans (CZMP)</b>   | F1.02.2019-20 | Implementation of actions in accordance with Council-approved 2019-20 budget allocations                             | Waterways and Coastal Protection |    | Capital works projects underway in accordance with allocated budgets. These projects include Avoca Beach foreshore improvements, investigation and design of Macmasters Beach seawall. Beach access upgrades include all access ramps and matting. |
| <b>Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability</b> | F1.03.2019-20 | Commence implementation of the Sustainability Strategy   | Innovation and Futures           |    | This action is on hold, subject to confirmation of its strategic intent and need.  |
| <b>Mitigate the impacts of climate change on the regions water resources, coastal ecosystems, infrastructure, health, agriculture, and biodiversity</b>  | F2.01.2019-20 | Finalise the Greener Places Strategy by June 2020  | Strategic Planning               |  | Draft Greener Places Strategy was on public exhibition this quarter. Amendments to the strategy and Council Report are being finalised for November 2019 Council Meeting.  |
|  | F4.01.2019-20 | Coordinate the implementation of the Cities Power Partnership Program (six monthly reporting and updates to Council) | Innovation and Futures           |  | This action is being delivered by the Strategic Planning Unit, with the first six-monthly progress report to be presented to Council at the Ordinary Meeting of 8 October.   |

# Responsible

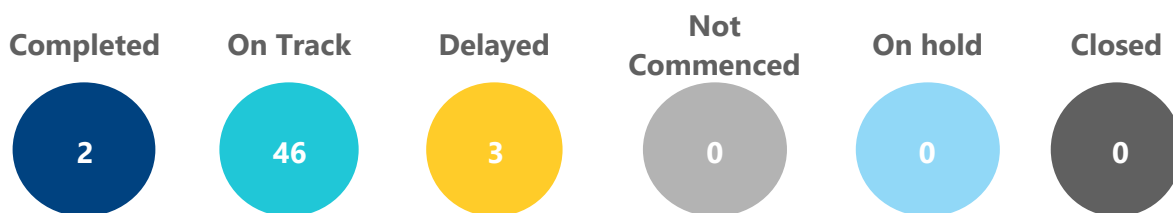
We are a **responsible** council and community, committed to building strong relationships and delivering a great customer experience in all our interactions.

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 are 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.

| Focus Area  |   |
|---|---|
|  <p>Good governance and great partnerships</p> | <b>G1</b> Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice   |
|   | <b>G2</b> Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect  |
|   | <b>G3</b> Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions  |
|   | <b>G4</b> Serve the community by providing great customer experience, value for money and quality services  |
|  <p>Delivering essential infrastructure</p>  | <b>H1</b> Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region  |
|   | <b>H2</b> Improve pedestrian movement safety, speed and vehicle congestion around schools, town centres, neighbourhoods, and community facilities   |
|   | <b>H3</b> Create parking options and solutions that address the needs of residents, visitors and businesses   |
|   | <b>H4</b> Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water  |
|  <p>Balanced and sustainable development</p> | <b>I1</b> 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           |
|   | <b>I2</b> Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport  |
|   | <b>I3</b> 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 |
|   | <b>I4</b> Provide a range of housing options to meet the diverse and changing needs of the community and there is adequate affordable housing   |


# 51 Actions / Targets



## Operational Plan 2019-20 Performance

| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                   | Status | Comment   |
|---|---------------|--|------------------------------------|--------|---|
| <b>Meet legislative and business requirements</b>   | G1.01.2019-20 | Complete Council's Integrated Planning and Reporting requirements including; quarterly reporting against the Operational Plan 2019-20, development of the Operational Plan 2020-21 and the Annual Report 2018-19 | Corporate Strategy and Performance |        | Reporting against the Operational Plan 2019-20 has commenced. The draft Annual Report 2018-19 has been developed and will go to the 11 November Council meeting. Planning for the Operational Plan 2020-21 has commenced with internal engagement underway. |
| <b>Support Councillors in effective decision making and promote transparency and accountability</b> | G2.01.2019-20 | No instances of substantive changes to recorded Council Meeting Minutes  | Governance and Business Services   |        | No instances of substantive changes this quarter.   |
|   | G2.02.2019-20 | Live broadcasting of Council meetings via Council's YouTube channel  | Governance and Business Services   |        | All Council Meetings have been broadcast live.  |
|   | G2.03.2019-20 | All agenda documents are circulated to Councillors at least three days prior to each Council Meeting   | Governance and Business Services   |        | All agenda documents have been provided to all Councillors within the required deadlines.   |
| <b>Ensure compliance with the statutory requirement and promote transparency and accountability</b> | G2.04.2019-20 | Ensure the distribution, completion and reporting of Section 449 Returns for Councillors and   | Governance and Business Services   |        | All Section 449 Returns for Councillors completed.  |

## Responsible






| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                 | Status   | Comment  |
|--|---------------|---|----------------------------------|--|--|
|  |               | designated persons by 30 September  |                                  |  |  |
| <b>Democratic government that is open, accountable, fair and effective</b>           | G2.05.2019-20 | Develop and implement a proactive release program, that focuses on releasing as much government information as possible (e.g. Government Information (Public Access) Act), with outcomes reported to the Information and Privacy Commission NSW and Council | Governance and Business Services |   | Recruitment to assist with this has been delayed.  |
| <b>Define what matters for customers and deliver an improved customer experience</b> | G3.01.2019-20 | Implementation Customer Experience Strategy (undertake Customer Journey Mapping for priority service areas)   | Community Engagement             |  | Five high priority customer journey maps detailing the customer and staff experience have been developed and currently in validation stage. These include Barking dogs, Public Trees, Mowing, Potholes, Rates and Water Billing. Following validation, customer review will be undertaken to ensure that the maps accurately reflects the customer view of the experience. |









## Responsible

| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit    | Status  | Comment  |
|--|---------------|---|---------------------|---|--|
| <b>Provide beautiful well-tended places of rest available for the community and families</b> | G4.01.2019-20 | Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and facilities in the Noraville Cemetery   | Business Enterprise |    | Noraville Cemetery had 17 burials and five ash placements, with the Infinity Garden Niche having 21 niche sales and eight ash placements since being released for sale. The Noraville Memorial Gardens Pathway upgrade remains on track for completion by the end of October. The creation and preparation of new mound gardens on the cemetery perimeter continues. |
|  | G4.02.2019-20 | Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and facilities in the Jilliby Cemetery     | Business Enterprise |  | Jilliby Cemetery had four burials and three ash placements. The Memorial Gardens Niche pillars have received the annual clean and oil prior to their summer season. The new mound gardens on the cemetery perimeter have been planted and mulched.   |
|  | G4.03.2019-20 | Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and facilities in the Point Clare Cemetery | Business Enterprise |  | The Cemetery is due for its scheduled 6 monthly inspection at the end of October 2019. Maintenance and operations continue under the Lessee.   |





## Responsible

| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                   | Status  | Comment   |
|---|---------------|--|------------------------------------|---|---|
|   | G4.04.2019-20 | Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and facilities in the Wameral Cemetery  | Business Enterprise                |    | The Cemetery is due for its scheduled 6 monthly inspection at the end of October 2019. Maintenance and operations continue under the Lessee.  |
|   | G4.05.2019-20 | Maintain the gardens and facilities in Council's heritage cemeteries (Yarramalong, St Barnabas, Ronkana, Pioneer Park, Brady's Gully, St Thomas Anglican, Mt White, St Peter's Greengrove, and Veterans' Hall) | Business Enterprise                |    | General maintenance completed for all heritage cemeteries. One burial conducted at Yarramalong Cemetery. Yarramalong Cemetery Memorial Wall is currently being constructed and remains on track for completion, expected in the second quarter. |
| <b>Understand service levels, performance outcomes, quality and cost standards</b>                            | G4.06.2019-20 | Conduct benchmarking of council's performance across a range of services   | Corporate Strategy and Performance |  | Work has commenced with the alignment of services to financial structure, this will provide initial insight into revenue and expenditure.   |
| <b>Efficient Development Assessment process</b>   | G4.07.2019-20 | Median processing time for all residential Development Applications <25 calendar days (based on current resources and workload)  | Environment and Certification      |  | Median processing times of 22 days.   |
| <b>Efficient determination of housing Development Applications to meet the Premier's priority targets for</b> | G4.08.2019-20 | Determine 90% of Development Applications (DAs) for houses within 40 days as per the Premier's priority targets for  | Environment and Certification      |  | 82.9% of DAs determined within 40 days. Target slightly delayed due to staff vacancies, however recruitment   |






## Responsible

| Delivery Program  | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                 | Status  | Comment  |
|---|---------------|---|----------------------------------|---|--|
| amalgamated Councils  |               | amalgamated Councils  |                                  |   | underway to enable attainment of target in the second quarter.   |
| <b>An Environmental Management System for Central Coast Council that is consistent with AS/NZ ISO 14001:2016</b>  | G4.09.2019-20 | Develop and implement an environmental management system (EMS)  | Governance and Business Services |    | Initial EMS project completed in February 2019. Ongoing system development to meet requirements of AS/NZS ISO 14001:2016 continue.                               |
| <b>Align the method for policy development and adoption, and establish a plan of phased policy review and alignment by business owners</b>                    | G4.10.2019-20 | Review and harmonise key policies   | Governance and Business Services |    | Policies have been identified and Policy Register established. Governance is now working with relevant areas to assist in updating their policies.               |
| <b>An Enterprise Risk Management Framework for Central Coast Council that is consistent with ISO 31000 - 2009 Risk management – principles and guidelines</b> | G4.11.2019-20 | Develop and implement Enterprise Risk Management framework  | Governance and Business Services |  | Framework has been developed and feedback has been provided by the Audit, Risk and Improvement Committee. Further modifications and improvements are being made. |
| <b>Ensure adequate governance structures and establish a process for continuous improvement</b>   | G4.12.2019-20 | Achieve an improved position against the Governance Health Check                                      | Governance and Business Services |  | Process has commenced and will be completed by the due date.   |
| <b>Ensure effective and efficient management of Council's insurance and workers compensation portfolio</b>  | G4.13.2019-20 | 90% of Council's insurance and workers compensation claims are processed within agreed service levels | Governance and Business Services |  | Claims are processed within agreed service levels.   |
| <b>Community confidence that Central Coast Council is managed in the</b>  | G4.14.2019-20 | Undertake the agreed professional development program with the Mayor and                              | Governance and Business Services |  | Councillor Professional Development Policy and Procedure   |





## Responsible

| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                 | Status  | Comment  |
|--|---------------|---|----------------------------------|---|--|
| <b>community's best interests</b>  |               | Councillors as required by the Local Government Act   |                                  |   | adopted by Council in July 2019. Professional development opportunities are routinely promoted to Councillors.   |
| <b>Better formalise and refine Council's practices in regards to crisis management</b>   | G4.15.2019-20 | Finalise templates for Business Continuity sub plans across the business, training of key staff and scenario testing against Business Continuity sub plans and overall plan | Governance and Business Services |    | 90% of sub plans completed. Training and scenario testing scheduled for Jan 2020.  |
| <b>Support Councillors in effective decision making and promote transparency and accountability</b>  | G4.16.2019-20 | Implement outcomes from the Councillor Survey   | Governance and Business Services |    | A number of actions identified from the Councillor Survey have been implemented. The access to Councillor Request information has been delayed with a system build expected to be finalised in October 2019. |
| <b>Road Safety Programs increase road safety awareness and planned behaviour change</b>  | G4.17.2019-20 | Deliver a minimum of eight Road Safety Education Programs relating to road safety awareness, resulting in an increase in knowledge of participants                          | Learning and Education           |  | Road safety education programs delivered to the community this quarter have included CARES, Plan B, Bike week events, GLS and Seniors pedestrian safety workshops.   |
| <b>To develop a coordinated approach towards implementation and ongoing management of security measures across Council's facilities / assets</b> | G4.18.2019-20 | Develop a coordinated approach to security and surveillance, including CCTV and GPS   | Leasing and Asset Management     |  | CCTV Strategy Request for Proposal advertised. Review of proposal now underway.  |





## Responsible

| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                                  | Status  | Comment  |
|--|---------------|--|---|---|--|
| <b>To maintain good governance practice for Council's leasing and licensing portfolio</b>                        | G4.19.2019-20 | Renewal process for 100% of leases and licences to commence within a week of the original request  | Leasing and Asset Management                      |    | Current lease and licence renewal options commenced within the target. However, no new leases and licences are progressing until the Community Facilities Review is finalised.   |
|  | G4.20.2019-20 | Undertake a customer satisfaction survey to allow baseline data for future improvement action plans  | Leasing and Asset Management                      |    | Customer Satisfaction survey to be completed in March 2020.  |
| <b>Efficient delivery of community facilities that meets the community needs</b>                                 | G4.21.2019-20 | Complete Leisure and Lifestyle Customer Satisfaction Surveys in 2020 for all cultural and leisure facilities, to enable feedback for improvement | Leisure and Lifestyle                             |   | Customer Satisfaction Survey to be launched March / April 2020.  |
| <b>Capital expenditure projects are completed as planned</b>   | G4.22.2019-20 | 90% of the Road, Transport and Drainage capital expenditure projects are completed within scope and budget annually                              | Roads Business Development and Technical Services |  | 575 projects are planned for construction in the 2019-20. 34 projects have been completed with an additional 74 commenced. Actual completion of projects is ahead of schedule due to contractor availability and good weather. As a consequence, expenditure is tracking ahead of schedule by 11%. |
| <b>Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the</b> | G4.23.2019-20 | 100% compliance with the contract conditions for domestic waste collection to ensure the community annually receives a reliable, safe, cost      | Waste Services and Business Development           |  | Council continues to manage its waste collection and processing contracts in accord with contract specifications and   |


## Responsible

| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                            | Status  | Comment   |
|--|---------------|--|---|---|---|
| <b>Central Coast region</b>  |               | effective and environmentally responsible domestic waste collection  |   |   | no non-compliances were recorded for the quarter. Council's annual customer experience survey results were released during the quarter highlighting waste services as having the highest level of customer satisfaction across Council services.  |
| <b>Ensure the community has access to best practice solid waste facilities that can accept and manage the communities waste and that these are optimised for long term efficiency and capacity</b> | G4.24.2019-20 | Operation of Waste Facilities in accordance with Environmental Protection Authority license, legislation and waste levy S88 reporting requirements | Waste Services and Business Development     |    | Council's facilities continue to be operated in full accordance with statutory requirements. Key achievements within the quarter include the positive results of EPA compliance inspections, all s.88 returns completed on time and submission of the annual returns for each facility. |
| <b>Provide clean, safe drinking water that meets the regulated / targeted water quality parameters</b>   | G4.25.2019-20 | Annual water main breaks per 100km of main <23.7   | Water Technical Services and System Control |  | Value = 10.15 Performance target adjusted (16) to reflect new output measures stated in the IPART Final Determination Report.   |
|  | G4.26.2019-20 | Average frequency of unplanned interruptions per 1000 properties <151.8  | Water Technical Services and System Control |  | Value = 61.60 Performance target adjusted (115) to reflect new output measures stated in the IPART Final Determination Report.  |
| <b>Expansion and upgrade of the drainage network</b>   | H1.01.2019-20 | Four (4) kilometres of drainage infrastructure to be   | Roads Assets, Planning and Design           |  | During this quarter Council constructed 0.8   |

## Responsible






| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                                  | Status  | Comment   |
|---|---------------|--|---|---|---|
| <b>across the Central Coast to reduce flooding, improve stormwater management, and maintain accessibility around the Central Coast</b>          |               | constructed each year subject to historic funding levels   |   |   | kilometres of drainage infrastructure. The drainage capital works program remains on track to meet the target by 30 June 2020.  |
| <b>Region wide improvement to road pavement condition to ensure long term sustainability of the road network and to support economic growth</b> | H1.02.2019-20 | Twenty (20) kilometres of road pavement to be renewed each year  | Roads Assets, Planning and Design                 |    | During this quarter Council renewed 7.6 kilometres of existing road pavement. The pavement renewal program remains on track to meet the target by 30 June 2020.   |
|   | H1.03.2019-20 | Ninety (90) kilometres of road resurfacing to be renewed each year   | Roads Assets, Planning and Design                 |  | During this quarter Council resurfaced 10 kilometres of existing road. Road resurfacing requires warmer weather with the majority of projects programmed for completion during the second and third quarters. |
| <b>Partner with all levels of government, organisations and community groups to address road infrastructure and network issues</b>              | H1.04.2019-20 | Manage the monthly Local Traffic Committee in conjunction with local Police, Local Members of Parliament, Roads and Martine services and local bus service providers | Roads Business Development and Technical Services |  | The Local Traffic Committee monthly meetings have been held with external representatives from NSW Police, Transport for NSW, Local Member representatives and bus operators in attendance.                   |
| <b>Optimise the usage of the Gosford City Car Park for visitors to Gosford City Centre</b>  | H3.01.2019-20 | Manage the ongoing operation of the Gosford City Car Park  | Business Enterprise                               |  | The Gosford City Car Park is now equipped with internal and external signage, displaying real time public   |

## Responsible






| Delivery Program  | Reference            | Operational Plan Action / Target / Project   | Responsible Unit           | Status  | Comment   |
|---|----------------------|--|----------------------------|---|---|
|   |                      |  |                            |   | <p>availability and operational information, such as hours of operation and special event details, when applicable. Additionally, internal signs are directing traffic to the location of available space within the car park.</p>  |
| <p><b>Optimise the usage of Wilson Road Car Park for visitors to the Terrigal Town Centre</b></p> | <p>H3.02.2019-20</p> | <p>Manage the ongoing operation of the Wilson Road, Terrigal Multi-storey car park</p> | <p>Business Enterprise</p> |  | <p>The Wilson Road Parking Station has been continually managed this quarter, with routine maintenance and cleaning undertaken. Additionally, there are two key capital works projects due for implementation this year that will assist with managing the ongoing operation and maximising utilisation. These projects consist of; increasing security at the site by closing the rooftop overnight, when car parking spaces are not required and, installing vehicle counting hardware and software that will allow the number of vacant spaces to be displayed publicly.</p> |





## Responsible

| Delivery Program  | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                          | Status  | Comment   |
|---|---------------|---|---|---|---|
| <b>Create car park options and solutions for the Central Coast</b>  | H3.03.2019-20 | Adopt and commence implementation of Central Coast Car Parking Strategy   | Economic Development and Project Delivery |    | Final Draft of the Central Coast Car Parking Strategy is complete. Briefing with Council in early November, with the Strategy and implementation plan to go to Council at the end of the second quarter and public exhibition in the third quarter. |
| <b>Establish the northern corridors as key growth areas</b>   | I1.01.2019-20 | Prepare a draft strategy for the Northern Economic Corridor   | Strategic Planning                        |    | Draft Strategy prepared and going to October Council meeting for endorsement of public exhibition.  |
| <b>Improved social and economic opportunities in the rural areas of the central coast</b>   | I1.02.2019-20 | Prepare and deliver a draft Rural Lands Audit and Strategy to Council for the Central Coast Region by June 2020 | Strategic Planning                        |  | Land use audit and holdings analysis (including constraints and opportunities mapping) received from consultant. Land use zones analysis, visual analysis and economic report still in progress.  |
| <b>Provide a clear approach to the planning and development of key growth regions</b>   | I1.03.2019-20 | Finalise a draft Strategic Plan for Lake Munmorah   | Strategic Planning                        |  | Due to a Councillor briefing in November 2019 followed by a report to Council in December.  |
| <b>Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability.</b> | I1.04.2019-20 | Develop a Heritage Strategy by December 2020  | Strategic Planning                        |  | Scope of work is being finalised and budgets have been identified. The project brief and request for quotations for an experienced heritage consultant is currently being prepared.   |

## Responsible

| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit   | Status  | Comment  |
|---|---------------|--|--------------------|---|--|
|   | I1.05.2019-20 | Develop a Heritage Action Plan by December 2020  | Strategic Planning |    | Scope of work is being finalised and budgets have been identified. The project brief and request for quotations for an experienced heritage consultant is currently being prepared.                  |
|   | I1.06.2019-20 | Commence Heritage Review including new heritage nominations for the Comprehensive Local Environmental Plan   | Strategic Planning |    | Budgets have been sourced and the Heritage Grant form Premier and Cabinet (Heritage) accepted (\$50,000). The request for quotation from experienced heritage consultant is currently being drafted. |
| <b>Integrated approach to the funding of infrastructure to meet the needs of the Central Coast population</b> | I2.01.2019-20 | Prepare a new 7.11 Contribution Plans for the Central Coast region   | Strategic Planning |  | Commenced internal review.   |
| <b>Implement a single Central Coast Local Environmental Plan</b>  | I3.01.2019-20 | Report to Council on the outcomes of the community consultation for the draft Central Coast Local Environmental Plan and Development Control Plan by December 2019 | Strategic Planning |  | Councillor workshop undertaken in September 2019. Final review of submissions being undertaken. Draft report for Council's consideration in December 2019 being prepared.                            |
| <b>Provide a clear approach to the planning and development of key growth regions</b>                         | I3.02.2019-20 | Prepare a draft Strategic Plan for the greater Warnervale area   | Strategic Planning |  | Draft report being finalised with expected completion in December 2019. Internal consultation will follow in early 2020.   |

## Responsible




| Delivery Program  | Reference     | Operational Plan Action / Target / Project                             | Responsible Unit   | Status  | Comment  |
|---|---------------|--|--------------------|---|--|
| <b>Compliance with legislative requirements</b>   | 13.03.2019-20 | Prepare a draft Local Strategic Planning Statement (LSPS) by June 2020 | Strategic Planning |  | Stage 1 of LSPS - Draft Urban Spatial Plan is on exhibition until 24 October 2019.   |
| <b>A long term strategic urban plan for the Central Coast region to support housing, employment and economic growth in accordance with the Central Coast Regional Plan 2036</b> | 14.01.2019-20 | Prepare a draft Central Coast Housing Strategy by June 2020            | Strategic Planning |  | Stage 1 of residential land audit completed. Stage 2 and 3 residential land audit released for tender for finalisation by February / March 2020. Draft Housing Strategy brief (including capacity analysis, liveability, constraints and demand assessment expected to be finalised and issued for tender by November / December 2019. |

# Liveable

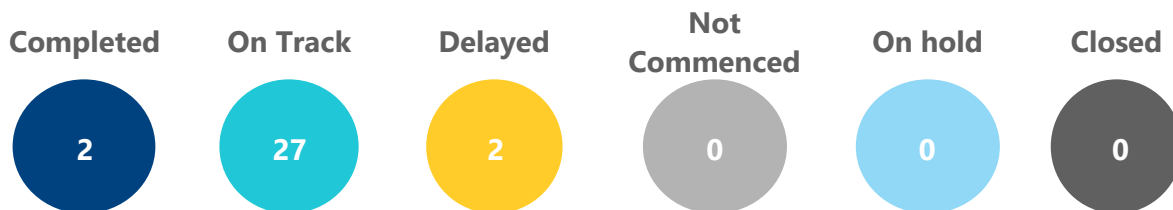
Creating a **liveable** community means striking a balance between projects that support infrastructure development and others that enhance our quality of life.

We are activating public spaces, increasing access to beaches and green spaces, and delivering a range of amenities – like walking and cycling routes, playgrounds and sports facilities – that promote healthy living and enjoyment of the natural world.

Reliable public transport is key to keeping our growing population mobile, so we are focused on enhancing train, bus and ferry networks, as well as improving the commuter experience.





| Focus Area   |  |
|--|--|
|  <p>Reliable public transport and connections</p>   | <p><b>J1</b> Create adequate, reliable and accessible train services and facilities to accommodate current and future passengers</p> <p><b>J2</b> Address commuter parking, drop-off zones, access and movement around transport hubs to support and increase use of public transport</p> <p><b>J3</b> Improve bus and ferry frequency and ensure networks link with train services to minimise journey times</p> <p><b>J4</b> Design long-term, innovative and sustainable transport management options for population growth and expansion</p>   |
|  <p>Out and about in the fresh air</p>            | <p><b>K1</b> Create a regional network of interconnected shared pathways and cycle ways to maximise access to key destinations and facilities</p> <p><b>K2</b> 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</p> <p><b>K3</b> Provide signage, public facilities, amenities and playgrounds to encourage usage and enjoyment of public areas</p> <p><b>K4</b> Repair and maintain wharves, jetties, boat ramps and ocean baths to increase ease of access and enjoyment of natural waterways and foreshores</p> |
|  <p>Healthy lifestyle for a growing community</p> | <p><b>L1</b> Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated</p> <p><b>L2</b> Invest in health care solutions including infrastructure, services and preventative programs to keep people well for longer</p> <p><b>L3</b> Cultivate a love of learning and knowledge by providing facilities to support lifelong learning</p> <p><b>L4</b> Provide equitable, affordable, flexible and co-located community facilities based on community needs</p>   |





# 31 Actions / Targets










## Operational Plan 2019-20 Performance






| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                          | Status | Comment   |
|--|---------------|--|---|--------|---|
| <b>Improve commuter car parking for residents using public transport at Tuggerah</b>             | J2.01.2019-20 | Investigate and design of a multi-storey car park at Tuggerah train station by June 2022                             | Economic Development and Project Delivery |        | Investigations and designs complete for a car park at Tuggerah Station. Federal Government is taking over the Tuggerah Carpark as part of an election commitment.   |
| <b>Improve commuter and town centre car parking for Gosford City Centre</b>                      | J2.02.2019-20 | Investigate and design a car park for Gosford City Centre by December 2020   | Economic Development and Project Delivery |        | Detailed designs have commenced for a number of carpark locations in the Gosford CBD. A Council briefing on locations and the designs will be in early November. The final report will go to Council for adoption in December with public exhibition to commence by March 2020. |
| <b>Improve Council's commitment and approach to designing inclusive and liveable communities</b> | J3.01.2019-20 | DIAP LC.023: Explore partnership opportunities with accessible bus companies to identify routes for accessible buses | Community Partnerships                    |        | Consultation with existing local bus companies and Central Coast Community Transport has continued to identify realistic trial routes.  |







| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                  | Status  | Comment  |
|---|---------------|--|-----------------------------------|---|--|
| <b>Expansion and upgrade of the shared path and footpath network to improve public safety and provide access to city centres, transport hubs, commercial precincts and other priority areas</b> | K1.01.2019-20 | Seven (7) kilometres of shared path and footpath to be constructed each year (target subject to funding equivalent to the 2018-19 program) | Roads Assets, Planning and Design |    | 1.4 kilometres of shared path and footpath has been constructed. The pathway capital works program remains on track to meet target by 30 June 2020.  |
| <b>Provide refurbished, clean and accessible public facilities for the community</b>  | K3.01.2019-20 | Refurbishment of Terrigal Beach public toilets and change rooms  | Facilities and Asset Management   |    | Terrigal Beach public toilet and change room refurbishment has been completed and the facility was opened to the public in September.  |
| <b>Provide new, clean and accessible public facilities for the community</b>  | K3.02.2019-20 | Construction of new of accessible public toilets at Forresters Beach and MacMasters Beach  | Facilities and Asset Management   |  | Construction is underway of the Forresters Beach toilets. Completion is expected by end of October 2019. Macmasters Beach toilets will be completed via a design and construct tender. This will lead to some delays in delivery for the financial year and for the state government grant. Construction is anticipated to commence early 2020 and be completed July 2020. |
| <b>Increase availability of accessible amenities</b>  | K3.03.2019-20 | Construction of new of accessible public toilets at East Gosford Town Centre   | Facilities and Asset Management   |  | Construction of the new public toilet facility is planned to commence in March / April 2020.   |


| Delivery Program   | Reference     | Operational Plan Action / Target / Project  | Responsible Unit                 | Status  | Comment  |
|--|---------------|---|----------------------------------|---|--|
| <b>Increase the inclusivity and accessibility of playgrounds</b>                 | K3.04.2019-20 | DIAP LC.007: Ensure accessibility requirements are addressed at identified new or renewed playgrounds (this should include but may not be limited to access, fencing and equipment) and relevant playground information is available on Council's website | Open Space and Recreation        |    | Accessibility considered and selected item included in all new, renewed and upgraded playspaces.   |
| <b>Increase accessibility features at patrolled beaches, jetties and wharves</b> | K4.01.2019-20 | DIAP LC.012: Ensure priority recommendations arising from accessibility audit are considered within the annual capital works program  | Waterways and Coastal Protection |    | Procurement of matting to enhance all inclusive access to selected beaches across the Central Coast has commenced. Avoca Beach southern foreshore improvement project continues to progress with completion expected in the second quarter. This will include provision of a wheelchair access to the beach. |
| <b>Efficient delivery of community facilities that meets the community needs</b> | L1.01.2019-20 | Delivery of a high quality leisure facility and program at Wyong Olympic Pool that attracts 28,000 visitors per year  | Leisure and Lifestyle            |  | Wyong Olympic Pool closed during winter period and due to open on Tuesday 1 October 2019.  |
|  | L1.02.2019-20 | Delivery of a high quality leisure facility and program at Toukley Aquatic Centre that attracts 125,000 visitors per year   | Leisure and Lifestyle            |  | A total of 33,004 attendances during this quarter at Toukley Aquatic Centre in learn to swim and squad programs.   |

| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit          | Status  | Comment  |
|--|---------------|--|---------------------------|---|--|
|  | L1.03.2019-20 | Delivery of a high quality leisure facility and program at Peninsula Leisure Centre that that attracts 435,000 visitors per year | Leisure and Lifestyle     |    | A total of 114,823 attendances during this quarter at Peninsula Leisure Centre in fitness, gym, swimming and sports programs.        |
|  | L1.04.2019-20 | Delivery of a high quality leisure facility and program at Gosford Olympic Pool that that attracts 200,000 visitors per year     | Leisure and Lifestyle     |    | A total of 39,410 attendances during this quarter at Gosford Olympic Pool in learn to swim, recreation swim and squad swim programs. |
|  | L1.05.2019-20 | Delivery of a high quality leisure facility and program at Niagara Park Stadium that that attracts 125,000 visitors per year     | Leisure and Lifestyle     |    | A total of 34,560 attendances during this quarter at Niagara Park Stadium in recreation and sport programs.                          |
|  | L1.06.2019-20 | Delivery of a high quality leisure facility and program at Lake Haven Recreation Centre that attracts 125,000 visitors per year  | Leisure and Lifestyle     |  | A total of 34,072 attendances during this quarter at Lake Haven Recreation Centre in fitness, gym, recreation and sport programs.    |
| <b>Community satisfaction with level of service being maintained on all Central Coast Council parks and reserves</b> | L1.07.2019-20 | Greater than 90% of parks and reserves scheduled servicing is completed on time annually   | Open Space and Recreation |  | Greater than 90% completed this quarter. No substantial weather delays encountered.  |
| <b>Community satisfaction with the level of service being maintained in sporting facilities</b>                      | L1.08.2019-20 | Program season amendments and changeover of sporting facilities completed on time  | Open Space and Recreation |  | Winter to Summer changeover commenced and will be completed prior to commencement of Summer sporting season.                         |
| <b>Provision of Speech Therapy within the Education and Care</b>   | L2.01.2019-20 | Work in partnership with NSW Health to   | Learning and Education    |  | Assessments and referrals are occurring across   |



| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit       | Status  | Comment   |
|---|---------------|--|------------------------|---|---|
| <b>Centres identified in the NSW Health Service Agreement</b>   |               | provide speech pathology services to identified children in the Education and Care Centres   |                        |   | all services, with families being supported through to other support agencies where required. Educator sessions have occurred, and the Speech Therapist has attended parent evenings for school transition.   |
| <b>Programs focused on increasing community safety, improving awareness and instilling behaviour change for responsible citizenship</b> | L3.01.2019-20 | Community Safety Education Programs are delivered to increase knowledge of participants in topics such as responsible pet ownership, parking, personal and family safety, household safety, compliance areas | Learning and Education |    | Community Safety education programs delivered this quarter include Responsible Pet Ownership: Desexing Saves Lives and Microchip days; Community Safety Programs: On Patrol with Ranger Tim and Spot and positive Mental Health program: Lost Bird found. |
| <b>Increased learning opportunities across all life stages through partnerships and provision of information</b>                        | L3.02.2019-20 | Conduct a review of current and future needs of Education and Care services  | Learning and Education |  | A request for quotation will be issued seeking a review of current and future needs of education and care services.   |
| <b>Ensure that library resources do not remain on the shelf</b>   | L3.03.2019-20 | Annual library branch stock turnover is maintained or exceeds 5  | Libraries              |  | Year to date turnover of physical and electronic 5.51.  |
| <b>Loans for print and resources are maintained</b>   | L3.04.2019-20 | Annual library loans maintain or exceed 2018-19 result   | Libraries              |  | There has been a total of 423,380 loans year to date. Annual target is 1,582,085.   |
| <b>Provide facilities that meet the needs of the community</b>  | L3.05.2019-20 | Annual visitations at library branches exceeds 1,050,000   | Libraries              |  | There has been 257,976 visits to library branches year to date.   |

| Delivery Program   | Reference     | Operational Plan Action / Target / Project   | Responsible Unit                          | Status  | Comment  |
|--|---------------|--|---|---|--|
| <b>Improve Council's commitment and approach to designing inclusive and liveable communities</b>   | L4.01.2019-20 | DIAP LC.004<br>Develop guidelines to establish economic and social cost / benefit of major and complex infrastructure projects to meet universal design and regulatory standards     | Community Partnerships                    |    | Project scoping commenced, input from across Council business units requested. |
|  | L4.02.2019-20 | DIAP LC.006:<br>Promote Council's community funding programs to assist local organisations to access funding to increase opportunities for inclusion and infrastructure enhancements | Community Partnerships                    |    | Council's community grants programs promoted through all relevant channels.    |
| <b>Provide the community with a new community facility</b>   | L4.03.2019-20 | Obtain approval and construct a new community facility building at Margaret Street Wyong by December 2020  | Economic Development and Project Delivery |  | Development application approval underway.                                     |
| <b>Provide community facilities at Warnervale</b>  | L4.04.2019-20 | Identify a potential site for a Recreation / Aquatic Centre and a Community Centre at Warnervale   | Economic Development and Project Delivery |  | Exploring potential sites and feasibility.                                     |
| <b>To increase transparency on Council's decision making for leasing and licensing of facilities, contributions to community groups through subsidised rent and building outgoings</b> | L4.05.2019-20 | To develop and implement a Community Facilities Review   | Leasing and Asset Management              |  | Draft Community Facilities Leasing and Licencing Policy under review.          |
| <b>To increase utilisation of community facilities by</b>  | L4.06.2019-20 | 95% of assets are inspected post booking and bond refunds are  | Leasing and Asset Management              |  | 100% of assets have been inspected post the booking. Bond                      |

| Delivery Program  | Reference     | Operational Plan Action / Target / Project   | Responsible Unit             | Status  | Comment  |
|---|---------------|--|------------------------------|---|--|
| <b>providing quality assets at affordable rates</b>                                 |               | processed by bookings staff within one (1) week post event date  |                              |   | refunds processed by staff within one week post event date.  |
|   | L4.07.2019-20 | To develop and implement a marketing plan to increase utilisation, bookings and awareness of community facilities                    | Leasing and Asset Management |  | Communication and Marketing Plan developed and approved for implementation in the second quarter.  |
| <b>Increase accessibility and inclusivity of Council owned community facilities</b> | L4.08.2019-20 | DIAP LC.016: Ensure priority recommendations arising from accessibility audit are considered within the annual capital works program | Leasing and Asset Management |  | Accessibility improvements works planned at Kincumber Neighbourhood Centre, Chain Valley Bay Hall, Peninsula Community Centre and Kariong Neighbourhood Centre in 2019-20. |

# Financial Overview

This financial overview reports on Central Coast Council's performance as measured against its Operational Plan for 2019-20 and covers the period from 1 July 2019 to 30 September 2019 (Q1).

Note that there may be some small rounding differences throughout this report as whole dollars are rounded to nearest thousand.

## 1.1 Operating Result

The year to date (YTD) operating result (excluding capital grants and contributions) is showing a favourable, variance of \$0.1M, consisting of an actual surplus of \$169.2M compared to a budget surplus of \$169.1M.

The year to date (YTD) operating result (including capital grants and contributions) is showing an unfavourable variance of \$7.4M, consisting of an actual surplus of \$173.8M compared to a budget surplus of \$181.2M.

| Financial Performance 2019-20                          | YTD Actual     | YTD Budget     | YTD Variance   | Full Year Original Budget | Council Approved Adjustments during Q1 | Q1 Proposed Adjustments | Proposed Full Year Annual Budget |
|--|----------------|----------------|----------------|---------------------------|--|-------------------------|----------------------------------|
|  | \$'000         | \$'000         | \$'000         | \$'000                    | \$'000                                 | \$'000                  | \$'000                           |
| Income (excluding capital income)                      | 304,992        | 309,322        | (4,330)        | 537,791                   | -                                      | (1,208)                 | 536,583                          |
| Expenses   | 135,809        | 140,260        | 4,451          | 556,381                   | -                                      | 1,917                   | 558,298                          |
| <b>Net operating result (excluding capital income)</b> | <b>169,182</b> | <b>169,062</b> | <b>121</b>     | <b>(18,590)</b>           | <b>-</b>                               | <b>(3,125)</b>          | <b>(21,715)</b>                  |
| Income from capital grants and contributions           | 4,607          | 12,111         | (7,504)        | 52,419                    | 1,688                                  | (6,414)                 | 47,693                           |
| <b>Net operating result (including capital income)</b> | <b>173,789</b> | <b>181,173</b> | <b>(7,384)</b> | <b>33,829</b>             | <b>1,688</b>                           | <b>(9,539)</b>          | <b>25,978</b>                    |

The above table is prepared in accordance with Australian Accounting Standard AASB 1004 Contributions and the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) which requires Council to recognise the full year rates, and annual charges for waste management and drainage when levied in July.

The YTD variance is mostly attributable to timing differences in relation to the receipt of capital grants and contributions. For further information please refer to *Section 2.2 Operating Result*.

Council remains on target to deliver existing services to the community but has identified unfavourable budget adjustments of \$3.1M (excluding capital grants and contributions) during this quarterly review.

Adjustments proposed to be adopted as part of the Q1 budget review include:

### Unfavourable

- Reduction in interest on investments due to the Reserve Bank of Australia (RBA) reducing the official cash rate by 0.75%. (\$2.0M)
- Increased operating expense due to new profit share arrangement at Council's Holiday Parks (\$1.2M)
- Increased operating expense to address immediate accommodation and long-term accommodation planning and delivery (\$0.3M)
- Funding trial for a six-month period a park and ride bus service at no charge to the public to / from Adcock Park, Racecourse Road and Gosford CBD (\$0.3M)
- Reduction in income due to re-classification of sporting fields and the fees associated with hiring them (\$0.2M)
- Reduction in timing of capital grants payments for Gosford CBD and Warnervale Town Centre Water and Sewer Infrastructure (\$6.4M)

### **Favourable**

- Reduction in Emergency Services Levy to now be funded by State Government \$0.4M. These funds will be allocated to implement the actions to protect Porters Creek Wetland and priority actions in the Tuggerah Leaks Estuary Management Plan in a future quarterly review.
- Increase in annual charges income in Waste Services and Business Development Unit that reflects adjustment to multi dwelling pricing methodology in 2019-20 \$0.5M.

The proposed Q1 adjustments will move the original budget operating deficit (excluding capital grants and contributions) from \$18.6M to an operating deficit of \$21.7M.

Current financial projections indicate that Council will be in a satisfactory financial position at year end.

## **1.2 Capital Works**

Council's capital works program adopted as part of the 2019-20 Operational Plan totalled \$235.6M.

Since the adoption of the 2019-20 Operational Plan the following changes have been approved for the capital works program:

- \$6.0M for additional and continuing projects in August 2019;
- \$19.2M was approved by Council during Q1 outside the Quarterly Budget Review process for Terrigal Boardwalk, Gosford Cultural Precinct land acquisitions and Wadalba Sporting Fields land acquisition (funding sources to be confirmed); and
- \$0.7M for the compulsory acquisition of land for the Central Coast Regional Sporting Complex under a resolution of the former Wyong Shire Council

resulting in a revised capital program of \$261.6M.

Actual Q1 YTD capital expenditure is \$37.7M against the Q1 YTD budget of \$43.2M. The variance is the result of several factors, including project savings through efficiencies and optimisation of delivery methods and delivery of projects in stages. The proposed Q1 capital works program increase is \$79K. For further details on the capital works program adjustments please refer to Section 3.4 Proposed Capital Budget Amendments.

The proposed Q1 capital works program of \$261.6M includes \$11.7M in Special Rate Variation (SRV) funded works in the former Wyong Local Government Area to address the infrastructure backlog and improve asset conditions.

# Quarterly Budget Review

## 2.1 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 2005*.

It is my opinion that the Quarterly Budget Review Statement for Central Coast Council for the quarter ended 30 September 2019 indicates that Council's projected financial position at 30 June 2020 will be satisfactory at year end, having regard to the projected estimates of income and expenditure (noting a continuing review of operational revenue for any additional income streams and operational expenditure for further savings) and the original budgeted income and expenditure.

Craig Norman  
Responsible Accounting Officer  
11 November 2019

## 2.2 Operating Result

The year to date (YTD) operating result (excluding capital grants and contributions) is showing a favourable, variance of \$0.1M, consisting of an actual surplus of \$169.2M compared to a budget surplus of \$169.1M.

The year to date (YTD) operating result (including capital grants and contributions) is showing an unfavourable variance of \$7.4M, consisting of an actual surplus of \$173.8M compared to a budget surplus of \$181.2M.

The Q1 Annual Budget below is the annual budget adopted by Council in June 2019 plus recognition of approved capital grants and is before proposed Q1 budget adjustments outlined in *Section 3.2 Proposed Operating Budget Amendments*.

| Financial Performance 2019-20                          | YTD Actual     | YTD Budget     | YTD                | Annual           |
|--|----------------|----------------|--------------------|------------------|
|  | \$'000         | \$'000         | Variance<br>\$'000 | Budget<br>\$'000 |
| Income (excluding capital income)                      | 304,992        | 309,322        | (4,330)            | 537,791          |
| Expenses   | 135,809        | 140,260        | 4,451              | 556,381          |
| <b>Net operating result (excluding capital income)</b> | <b>169,182</b> | <b>169,062</b> | <b>121</b>         | <b>(18,590)</b>  |
| Income from capital grants and contributions           | 4,607          | 12,111         | (7,504)            | 54,107           |
| <b>Net operating result (including capital income)</b> | <b>173,789</b> | <b>181,173</b> | <b>(7,384)</b>     | <b>35,517</b>    |

The following sections provide more detail of the year to date results.

### Income Analysis

Income (excluding capital income) as at 30 September 2019 is unfavourable to budget by \$4.3M (1%).

Income (including capital income) as at 30 September 2019 is unfavourable to budget by \$11.8M (4%).

| Income from Continuing Operations                                   | YTD Actual     | YTD Budget     | YTD                | YTD           | Annual           |
|---|----------------|----------------|--------------------|---------------|------------------|
|   | \$'000         | \$'000         | Variance<br>\$'000 | Variance<br>% | Budget<br>\$'000 |
| Rates and Annual Charges  | 261,544        | 261,717        | (173)              | (0%)          | 324,099          |
| User Charges and Fees   | 31,250         | 34,157         | (2,906)            | (9%)          | 144,701          |
| Interest and Investment Revenue                                     | 2,924          | 3,604          | (680)              | (19%)         | 14,416           |
| Other Revenues  | 3,044          | 3,433          | (389)              | (11%)         | 13,738           |
| Grants and Contributions Provided for Operating Purposes            | 6,229          | 6,411          | (182)              | (3%)          | 39,345           |
| Net Gains from the Disposal of Assets                               | -              | -              | -                  | -             | 1,493            |
| <b>Income from continuing operations (excluding capital income)</b> | <b>304,992</b> | <b>309,322</b> | <b>(4,330)</b>     | <b>(1%)</b>   | <b>537,791</b>   |
| Grants and Contributions Provided for Capital Purposes              | 4,607          | 12,111         | (7,504)            | (62%)         | 54,107           |
| <b>Income from continuing operations (including capital income)</b> | <b>309,599</b> | <b>321,433</b> | <b>(11,834)</b>    | <b>(4%)</b>   | <b>591,898</b>   |

Income variations compared to YTD budgets are explained below:

- Rates and Annual Charges on track - the small unfavourable operating income variance of \$0.2M relates timing difference in Rates of \$0.7M, offset by additional Waste Management annual charges of \$0.5M. A proposed budget adjustment for the waste management variance is included in this Q1 budget review.
- User Charges and Fees – the unfavourable operating income variance of \$2.9M relates to a number of user fees and charges across Council. The most significant unfavourable variations are in water usage \$1.0M, environment and certification and development assessment fees \$0.9M, tourist park and camping ground fees \$0.6M and tipping fees \$0.4M. Budget adjustments of \$1.9M that partially offset the year to date variance have

been proposed in this Q1 budget review and include a \$1.7M reallocation of water usage income to water service charges, a reduction of \$0.4M in environment and certification and development assessment fees and \$0.1M reduction in sports ground hire fees due to the re-categorisation of a number of sporting fields. In addition, Council has undertaken additional road restorations works, that have resulted in additional income (and equivalent expenditure) of \$0.2M.

- Interest and Investment Revenue – is currently unfavourable to year to date budget by \$0.7M as a result of The Reserve Bank of Australia reducing the official interest rate by 0.75% since budget formulation. A proposed budget reduction of \$2.0M is proposed in this budget review. Yields on the cash and investment portfolio continue to be monitored and maximised in an endeavour to achieve the best returns for Council. Please refer to section 2.4 Cash and Investments for further information on Council's cash management outcomes.
- Other Revenues – the \$0.4M unfavourable operating income variance relates to unfavourable variances in lease and rental income of \$0.4M, event revenue at Central Coast Stadium on NRL events and other community events of \$0.1M and legal cost recovery revenue of \$0.1M. These variances are partially offset by additional fine revenue of \$0.2M. An operating income adjustment of \$0.2M is proposed in this budget review in the Natural and Environmental Assets Unit (that is offset by additional expenditure in Materials and Contracts).
- Operating grants and contributions – the \$0.2M unfavourable operating grant and contribution income year to date variance relates to the timing of payments for the Financial Assistance Grant. A proposed Q1 budget adjustment to correct the timing of these payments is proposed in this Q1 budget review, with no impact on Council's operating result. In addition, budget adjustments are proposed in Care and Education with the confirmation of additional grant funding of \$0.2M and Waterways, Coastal Protection and Natural and Environmental Assets of \$0.5M.
- Net gain from the disposal of assets – the budget for gain on disposal which relates to land sales is phased in Q4.
- Capital Grants and Contributions – the \$7.5M unfavourable variance is attributable to \$4.7M timing differences in receipt of capital grants for Roads, Transport and Drainage capital projects that will correct throughout the year and a \$2.8M unfavourable variance in developer contributions.

The developer contribution variance is made up of \$1.4M unfavourable Section 64 Water and Sewer Contributions and \$1.6M unfavourable Section 7.11 Developer Contributions. Developer contributions are difficult to predict as contributions received are based on external development activity. There is no proposed reduction to developer contribution budgets in Q1 however actual receipts will be closely monitored in future quarterly reviews.

There is also a proposed reduction of \$6.4M in Water and Sewer capital grants. When the 2019-20 budget was developed it was anticipated that a State Government's Housing Acceleration Fund grant for "Gosford CBD - Water and Sewerage upgrades" would be received. The total grant is \$37M (\$11M in Water and \$26M in Sewer) over the 4-year IPART price determination period from 2019-20 to 2022-23. However, the arrangement of the grant has been amended and Council is required to prepare a business case for planning and design for the upgrades. This has impacted the timing of the grant payments within the determination period. In addition, there has been an updated project schedule for Water and Sewer infrastructure works in Warnervale Town Centre that has resulted in amended timing of those grants funds. The original 2019-20 budget forecast for these two projects was \$9.0M, this is now forecast to be \$2.6M, a reduction of \$6.4M.

Budget amendments are proposed in *sections 3.1 Income and Expense Budget Review Statement and 3.2 Proposed Operating Budget Amendments*.



## Expenditure Analysis

Operating expenditure as at 30 September 2019 is favourable to budget by \$4.5M (3%) as itemised below.

| Expenses from Continuing Operations              | YTD Actual     | YTD Budget     | YTD Variance | YTD Variance | Annual Budget  |
|--|----------------|----------------|--------------|--------------|----------------|
|  | \$'000         | \$'000         | \$'000       | %            | \$'000         |
| Employee Benefits and On-costs                   | 49,759         | 51,794         | 2,035        | 4%           | 207,631        |
| Borrowing Costs                                  | 3,875          | 3,776          | -98          | (3%)         | 16,836         |
| Materials and Contracts {1}                      | 22,470         | 23,906         | 1,436        | 6%           | 97,689         |
| Depreciation and Amortisation                    | 35,017         | 35,017         | (0)          | (0%)         | 138,953        |
| Other Expenses                                   | 24,689         | 25,767         | 1,078        | 4%           | 95,272         |
| Net Losses from the Disposal of Assets           | -              | -              | -            | -            | -              |
| <b>Total expenses from continuing operations</b> | <b>135,809</b> | <b>140,260</b> | <b>4,451</b> | <b>3%</b>    | <b>556,381</b> |
| {1} - Includes Internal Charges / Expenses       |                |                |              |              |                |

Operating expenditure variations compared to YTD budgets are explained below:

- Employee Costs – the \$2.0M favourable operating expenditure variance relates to \$1.2M salary, wages and superannuation costs, \$0.3M training costs and \$0.6M in other employee costs such as workers compensation, employee medical costs and uniforms and protective clothing.

In terms of budget adjustments for Employee Costs, a budget decrease of \$0.7M is proposed in Q1 which relates predominantly to the reallocation of expenditure budgets to other expenditure categories \$0.9M (to Materials and Contracts and Other Expenses) while \$0.2M is an increase to salaries and wages to meet operational needs for building accommodation project and Sports Liaison officer in Open Space and Recreation.

- Borrowing costs – \$0.1M minor timing difference in loan repayments that will correct during the following quarters.
- Materials and contracts – the \$1.4M favourable operating expenditure variance relates predominantly to an unfavourable variance of \$1.1M in the procurement of general materials, contracts and leases (including internal expenditures) offset by a year to date underspend in consultant costs of \$2.5M. The largest year to date variances is in Waste Management, IM&T and Environment and Planning.

Budget increases totalling \$2.6M in Materials and Contracts are proposed in this review, and include \$1.2M reallocated from Employee Costs and Other Expenses (nil bottom line impact), \$0.9M partially offset by additional operating revenues and operating grants of \$0.7M in Waterways, Coastal Protection and Natural and Environmental Assets, \$0.3M for trial of a park-n-ride bus service in Gosford CBD, \$0.1M for building accommodation project and \$0.1M for planting offset scheme to replace trees that are removed from private lots in the local government area.

- Depreciation - year to date depreciation expense is on track. Review and analysis of this expenditure category will continue throughout 2019-20 to align asset useful lives with the revised full year forecast for depreciation expense.
- Other Expenses – the \$1.1M favourable operating expenditure variance relates to electricity and gas charges, insurance costs and software expenses.

Budget increases totalling \$0.2M are proposed in this review and are for an increase of \$1.3M for Holiday Park profit share payments as a result of the newly commenced contract with NRMA Holiday Parks, mostly offset by \$1.1M in reduction as result of reallocating budgets to Materials and Contracts.

- Net Losses from the Disposal of Assets - there is no budget currently required for net losses from the disposal of assets. This will be monitored as assets are disposed of throughout 2019-20.

Details of the proposed budget amendments are in *Sections 3.1 Income and Expense Budget Review Statement and 3.2 Proposed Operating Budget Amendments*.

## 2.3 Capital Expenditure

### 2019-20 Financial Year

Actual capital expenditure to 30 September 2019 was \$37.7M, compared to the YTD budget of \$43.3M resulting in a variance of \$5.6M. A summary of capital expenditure by Council Unit is detailed in Section 3.3 Capital Expenditure Report.

Council's capital works program is continually reviewed to identify differences from the original capital works plan to better understand whether these deviations are due to delays, variation to estimates, phasing, changed priorities, weather, availability of grant funding or other factors. Council's review of capital projects has resulted in a proposed budget increase of \$79K, increasing the 2019-20 full year capital works program to \$261.6M.

Significant changes to the capital works program include:

#### *Reductions*

- Central Coast Stadium seat replacement – \$600K – project partially delivered in 2018-19
- Long Jetty Depot pavement renewal - \$926K – project to be delivered in stages
- Design and construct regional play space at Sun Valley park - \$500K realignment of budget to timing of works
- Upgrade amenities at Adelaide St Oval Tumby Umbi - \$740K delays due to stakeholder negotiations and environmental constraints
- Lake Munmorah District Skate Park investigation and design - \$1.6M realignment of budget to timing of works

#### *Increases*

- Charmhaven Depot Roof Replacement Building E - \$541K – project variation due to steel condition
- The Ridgeway – \$650K - safety improvements under the Black Spot Program

Details of proposed capex adjustments for 2019-20 can be found at Section 3.4 Proposed Capital Budget Adjustments.

Council has not purchased any assets for the quarter ended 30 September 2019 that are not already included in the current budget.

### 2020-21 Financial Year

Central Coast Stadium was scheduled for a pitch resurfacing in the 2019-20 financial year to maintain high quality field of play and compliance with Australian Standards. The 2019-20 capital works program includes a budget of \$0.6M for replacement of the stadium pitch with 'washed rolls of couch' however this requires significant downtime of 15 weeks. The turf is washed before being laid which stresses the grass, depriving it of its food and water source. As a result, harvesting and re-planting during its growing season is critical. The ideal growing conditions for couch are not arriving until late November which would heavily impact on the A-League season. The A League season commenced in October and continues to April each year with the Mariners playing thirteen home games at the stadium.

Council staff have consulted with several industry professionals. All of whom were of the same opinion that we could not be confident of the washed couch establishing in the time that we have allocated. The industry professionals recommended that we consider ready to play turf. This is laid inclusive of the soil medium and intermeshed with matrix fabric. This will make it literally ready to play on with one to two weeks of it being laid. The total implementation time for the project with ready to play turf is three weeks, which could be completed within the Mariners season.

Through consultation it was discovered that most rectangular stadiums maintain and replace their surface with ready to play turf to ensure that their surface integrity is maintained against event schedules. Washed rolls are only ever utilised in venues that have extended 'dark' periods (when there is no content scheduled) in the summer months.

To minimise impact on the A League season, preference is to utilise 'ready to play turf' which ensures the surface integrity is maintained against event schedules. The estimated cost for 'ready to play turf' is \$1.5M. The \$0.6M in 2019-20 is still required to for the deposit and an additional \$0.9M budget in 2020-21 to complete the pitch resurfacing.

There are some projects which have delays or have been deferred which will require the funding in 2020-21. These projects have been highlighted in section 3.4 Proposed Capital Budget Amendments.

## Stronger Communities Fund

The Stronger Communities Fund was established by the NSW Government to provide amalgamated councils with funding to kick start the delivery of projects that improve community infrastructure and services.

The fund includes allocating \$1 million in grants of between \$10,000 and \$50,000 to incorporated not-for-profit community groups, for projects that build more vibrant, sustainable and inclusive local communities.

Council has received approval for additional funding from the Stronger Communities Fund in subsequent funding rounds for the following projects:

- Reconstruct Greenfield Road
- Install HMAS Adelaide Mast
- Carpark remediation Davistown Progress Association
- Floodlight installation at Hylton Moore Baseball Park

| Project   | Funding from Stronger Communities Grants | 2016-17 Actual Spend | 2017-18 Actual Spend | 2018-19 Actual Spend | 2019-20 YTD Spend | 2019-20 Budget | Future Financial Years Budget |
|---|--|----------------------|----------------------|----------------------|-------------------|----------------|-------------------------------|
|   | \$'000                                   | \$'000               | \$'000               | \$'000               | \$'000            | \$'000         | \$'000                        |
| Austin Butler Oval and Woy Woy Tennis Amenities Redevelopment           | 900                                      | -                    | 89                   | 1,265                | -                 | 20             | -                             |
| Children's Services - Playground Renovation/Upgrade - Umina             | 68                                       | -                    | 56                   | 10                   | -                 | -              | 2                             |
| Children's Services - Playground Renovation/Upgrade - Niagara Park      | 55                                       | -                    | 49                   | 15                   | -                 | -              | -                             |
| Peninsula Leisure Centre – Starting Blocks and Electronic Timing System | 135                                      | 121                  | 60                   | -                    | -                 | -              | -                             |
| Alan Davidson Oval Drainage and Irrigation System Installation          | 349                                      | 20                   | 267                  | 12                   | -                 | -              | 70                            |
| Terrigal CBD Traffic Flow Improvements                                  | 2,209                                    | -                    | 155                  | 2,325                | 27                | -              | -                             |
| Avoca Beach Foreshore Protection Works Stage 1                          | 2,808                                    | 137                  | 313                  | 1,074                | 1,119             | 1,300          | -                             |
| Elfin Hill Road Foreshore Stabilisation                                 | 470                                      | 2                    | 35                   | 485                  | 1                 | -              | -                             |
| Augmentation of San Remo BMX facility                                   | 640                                      | -                    | 792                  | 12                   | -                 | -              | -                             |
| Disability Matters  | 800                                      | -                    | -                    | 30                   | 2                 | 485            | 285                           |
| Access and Inclusion Upgrades to Community Facilities                   | 580                                      | -                    | 38                   | -                    | -                 | -              | 542                           |
| Community Grant Program   | 1,000                                    | 280                  | 785                  | -                    | -                 | -              | -                             |
| Reconstruct Greenfield Road   | 1,800                                    | -                    | -                    | -                    | 38                | -              | 1,762                         |
| Install HMAS Adelaide Mast  | 66                                       | -                    | -                    | 0                    | -                 | 71             | -                             |
| Carpark remediation Davistown Progress Association                      | 65                                       | -                    | -                    | -                    | -                 | -              | 65                            |
| Floodlight installation at Hylton Moore Baseball Park                   | 234                                      | -                    | -                    | 6                    | 58                | 304            | -                             |
|   | <b>12,179</b>                            | <b>559</b>           | <b>2,638</b>         | <b>5,233</b>         | <b>1,244</b>      | <b>2,180</b>   | <b>2,727</b>                  |

## Special Rate Variation (SRV) projects former Wyong Local Government Area

In June 2013, the former Wyong Shire Council was successful in gaining approval from the Independent Pricing and Regulatory Tribunal (IPART) for an SRV to address Council's infrastructure asset backlog within the former Wyong local government area.

When IPART approved the SRV one of the requirements was for Council to report on the results achieved from the use of these funds. The works undertaken will improve the condition of roads, bridges, footpaths, buildings, sports facilities and information management & technology assets to ensure they are 'satisfactory' in terms of being safe and fit for community and staff use.

Council determines a list of works to be undertaken on an annual basis with the SRV funds in accordance with its Asset Management Strategy. These works may change during the year due to factors such as changes in asset deterioration rates, weather conditions and alternate funding sources becoming available. In such cases other SRV projects may be brought forward from future years or alternate SRV projects may be completed. All changes are reported to Council and the community so there is full transparency to ensure the funds are being spent for the purpose they were raised.

Council originally adopted an SRV capital works program of \$11.7M for 2019-20. The Q1 proposed budget includes a reduction in the SRV capital works program

Actual capital expenditure on SRV projects is \$1.5M as at 30 September 2019.

The table below details the progress of the 2019-20 SRV projects for this quarter.

\* for proposed budget change information please refer to Section 3.4 Proposed Capital Budget Adjustments

| CSP Ref            | Project  | YTD Actual Spend<br>\$'000 | Approved Budget<br>\$'000 | Proposed Q1 Budget<br>\$'000 | Status/Comment |
|--------------------|--|----------------------------|---------------------------|------------------------------|----------------|
| <b>Responsible</b> |  | <b>1,172</b>               | <b>9,066</b>              | <b>9,361</b>                 |                |
| H1.008             | Kala Ave and Walu Ave - Road Upgrade Stage 1 and 2 | -                          | 1,411                     | 1,411                        | On Target      |
| H1.088             | Rotherham St - Road Reconstruction                 | 63                         | 561                       | 561                          | On Target      |
| H1.092             | Lakedge Ave - Drainage Upgrade Stage 1             | 1                          | 627                       | 627                          | On Target      |
| H1.093             | Lakedge Ave - Road Upgrade Stage 1                 | 9                          | 1,031                     | 1,031                        | On Target      |
| H1.097             | Eloora Rd - Drainage Upgrade Stage 3               | 574                        | 446                       | 446                          | On Target      |
| H1.098             | Eloora Rd - Road Upgrade Stage 3                   | 18                         | 991                       | 991                          | On Target      |
| H1.103             | Ocean Pde - Drainage Outlet Upgrade                | 7                          | 100                       | 100                          | On Target      |
| H1.104             | Fowlers Bridge - Timber Bridge Replacement         | 2                          | 198                       | 198                          | On Target      |
| H1.112             | Mary St - Road Reconstruction                      | 47                         | 505                       | 505                          | On Target      |

| CSP Ref         | Project  | YTD Actual Spend \$'000 | Approved Budget \$'000 | Proposed Q1 Budget \$'000 | Status/Comment                      |
|-----------------|--|-------------------------|------------------------|---------------------------|-------------------------------------|
| H1.117          | Design Carrington Street timber bridge   | 6                       | 775                    | 775                       | On Target                           |
| H1.138          | Murrawal Road Upgrade with Drainage - Design   | -                       | 813                    | 813                       | On Target                           |
| H1.141          | Sohier Park Bridge Timber Bridge Replacement   | 423                     | 150                    | 445                       | On Target                           |
| H4.024          | Upgrade of Routing Infrastructure (North)  | -                       | 220                    | 220                       | On Target                           |
| H4.066          | Kurraba Pde - Road Reconstruction Block 1  | 2                       | 449                    | 449                       | On Target                           |
| H4.070          | Design and upgrade Nirvana Street and Stella Street intersection   | 20                      | 789                    | 789                       | On Target                           |
| <b>Liveable</b> |  | <b>3</b>                | <b>2,614</b>           | <b>765</b>                |                                     |
| K3.036          | Play space 20 year Renewal Program - design and construction of District Play Space at Wallarah Point Peace Park | 1                       | 300                    | 300                       | On Target                           |
| K3.005          | Lake Munmorah District Skate Park Investigation and Design - Incl Carpark  | 1                       | 1,850                  | 300                       | Rephased to be a multi-year project |
| L1.086          | Bill Sohier Ourimbah Tennis Facility resurfacing   | 1                       | 115                    | 115                       | On Target                           |
| L1.068          | EDSACC Masterplan. Program of rolling works projects to renew and upgrade the existing asset                     | -                       | 50                     | 50                        | On Target                           |
| L1.061          | Tennis facility program. Program of rolling works projects to renew and upgrade the existing tennis assets       | 1                       | 299                    | -                         | Project not required                |
| <b>Total</b>    |  | <b>1,175</b>            | <b>11,680</b>          | <b>10,126</b>             |                                     |

## 2.4 Cash and Investments

Cash flows during the quarter were managed through maturities and investments in new term deposits, Term deposits for the quarter has reported decrease of \$16.75M, and transaction account has reported net cash outflow of \$35.05M.

Council's transactional bank accounts are reconciled daily whilst cash management and investment holdings are reconciled monthly. All accounts have been fully reconciled as at 30 September 2019.

Balances as at 30 September 2019 are shown below.

| <b>Cash and Investment Balances as at 30 September 2019</b> |  | <b>\$'000</b>  |
|---|--|----------------|
| <b>Total cash on Hand</b>                                   |  | <b>9,004</b>   |
| Cash at call – cash management                              |  | 20,061         |
| Investments in term deposits and floating rate notes        |  | 413,098        |
| <b>Total Investment Portfolio</b>                           |  | <b>433,159</b> |
| <b>Closing cash and investments</b>                         |  | <b>442,164</b> |

Council operates in accordance with approved investment policies that comply with s. 625 of the *Local Government Act 1993*, and cl. 212 of the *Local Government (General) Regulation 2005*. Investments are placed and managed in accordance with this policy and having particular regard to the Ministerial Investment Order issued February 2011 and Division of Local Government (as it was then known) Investment Policy Guidelines published in May 2010.

Council's investments (comprised of deposit accounts, floating rate notes and term deposits) continue to be conservatively managed to ensure that value is added to the fixed interest portfolio. The value of investment securities and call deposit accounts *excluding* transactional accounts, at 30 September 2019 was \$433.1M. YTD returns were 2.57%, which is above the BBSW benchmark of 1.67%. Total net return for the quarter ending September 2019 was \$2.72M consisting of interest earnings.

The investment portfolio is concentrated in AAA/A2 (82.69%) and BBB/A3 (17.08%). The investments in AAA/A2 are of a higher credit rating and BBB/A3 represented the best returns at the time of investment within Policy guidelines. Financial institutions issuing fixed income investments and bonds are considered investment grade (IG) if its credit rating is BBB or higher by Standard and Poor (S&P).

Council continues to monitor the portfolio and manage investments taking into consideration credit ratings of financial institutions, interest rates offered for the maturity dates required and the amount of our investment portfolio already held with each financial institution.

Breakdown of the investment portfolio by investment class as at 30 September 2019:

| <b>Investment Class</b>                           | <b>Balance at 30 September 2019</b> |
|---|-------------------------------------|
|   | <b>\$'000</b>                       |
| Cash at Call                                      | 20,061                              |
| Term Deposits including Floating Rate Notes (FRN) | 413,098                             |
| <b>Closing investment portfolio</b>               | <b>433,159</b>                      |
| <b>YTD Returns</b>                                | <b>2,724</b>                        |
| <b>YTD Returns %</b>                              | <b>2.57%</b>                        |
| <b>Benchmark BBSW</b>                             | <b>1.67%</b>                        |

## Cash Flow Statement

### Central Coast Council

#### Statement of Cash Flows

for the Quarter ended 30 September 2019

| \$'000  | Actual<br>Q1 2019-20 |
|---|----------------------|
| <b>Cash flows from operating activities</b>                 |                      |
| <u>Receipts</u>   |                      |
| Rates and Annual Charges                                    | 101,862              |
| User Charges and Fees                                       | 31,104               |
| Interest and Investment Income                              | 4,334                |
| Grants and contributions                                    | 9,518                |
| Bonds& Deposit Amount Received                              | 3                    |
| Other Revenues  | 4,887                |
| <u>Payments</u>   |                      |
| Employee Benefits and On cost                               | -54,503              |
| Materials and Contracts                                     | -39,754              |
| Borrowing Costs   | -3,875               |
| Bonds& Deposit Amount Paid                                  | -211                 |
| Other expenses  | -64,894              |
| <b>Net cash provided (or used in) operating activities</b>  | <b>-11,529</b>       |
| <b>Cash flows from Investing activities</b>                 |                      |
| <u>Receipts</u>   |                      |
| Sale of Investment Securities                               | 136,750              |
| Sale of Infrastructure, Property, Plant and Equipment       | 491                  |
| <u>Payments</u>   |                      |
| Purchase of Investment Securities                           | -120,000             |
| Purchase of Infrastructure, Property, Plant and Equipment   | -36,709              |
| <b>Net cash provided (or used in) Investing activities</b>  | <b>-19,468</b>       |
| <b>Cash flows from Financing activities</b>                 |                      |
| <u>Payments</u>   |                      |
| Repayment of borrowing and advances                         | -4,057               |
| <b>Net cash provided (or used in) Financing activities</b>  | <b>-4,057</b>        |
| <b>Net increase/(decrease) in cash and cash equivalents</b> | <b>-35,054</b>       |
| Plus: cash and cash equivalents – beginning of period       | 44,059               |
| <b>Cash and cash equivalents – end of the Period</b>        | <b>9,005</b>         |
| plus: Investments on hand – end of Period                   | 433,160              |
| <b>Total cash, cash equivalents and investments</b>         | <b>442,165</b>       |

## 2.5 Contracts and Other Expenses

### Major Contracts

The following contracts were entered during Q1:

| Contractor                                | Contract Detail and Purpose   | Contract Value  | Commencement Date | Duration of Contract | Budgeted (Y/N) |
|---|---|-----------------|-------------------|----------------------|----------------|
| Stabilised Pavements of Australia Pty Ltd | CPA/2563 - In Situ Stabilisation of Council Roads   | \$28,748,935.00 | 6/08/2019         | 36 Months            | Y              |
| Australian Native Landscapes Pty Ltd      | CPA/1159 - Contract - Organics Receiving - Transfer - Processing Services                     | \$13,318,915.00 | 1/07/2019         | 36 months            | Y              |
| Western Safety Barriers Group             | CPA/1281 - Road Safety Barrier Systems  | \$ 4,167,799.00 | 1/08/2019         | 36 months            | Y              |
| Multiple                                  | CPA/2105 - Legal Services Panel   | \$ 4,000,000.00 | 2/07/2019         | 36 months            | Y              |
| Total Drain Cleaning Services Pty Ltd     | CPA/1490 - Sewage Pump Station Civil Maintenance - 2019-2021                                  | \$ 2,401,920.00 | 4/11/2019         | 36 months            | Y              |
| Nowra Chemical Manufacturers              | CPA/1531 - Bulk Liquid Aluminium Sulphate   | \$ 1,806,450.00 | 19/08/2019        | 36 months            | Y              |
| Australian Environmental Services Pty Ltd | CPA/2074 - Periodic Aquatic Vegetation Management - Wrack and Algae Collection Tuggerah Lakes | \$ 1,556,708.00 | 1/09/2019         | 36 months            | Y              |
| Jacobs Group (Australia) Pty Ltd          | CPA/2407 - Gosford CBD Sewerage Improvements  | \$ 1,327,846.00 | 11/06/2019        | 12 months            | Y              |
| Gongues Constructions Pty Ltd             | CPA/1421 - Upgrade of Sewage Pump Station BB07  | \$ 1,227,200.00 | 29/08/2019        | 6 months             | Y              |
| ANA Asphalts                              | CPA/2420 - Bitumen, Emulsions and Asphalt Materials and Services                              | \$ 921,812.96   | 1/07/2018         | 36 months            | Y              |
| Protek Australia Pty Ltd                  | CPA/1519 - Roof Replacement - Charmhaven Works Depot  | \$ 821,495.00   | 24/05/2019        | 9 months             | Y              |



| Contractor                       | Contract Detail and Purpose  | Contract Value | Commencement Date | Duration of Contract | Budgeted (Y/N) |
|----------------------------------|--|----------------|-------------------|----------------------|----------------|
| Liquitek Pty Ltd                 | CPA/2190 - Design and Construction Clarifier 3 (Humus Tank 1) Refurbishment - Bateau Bay Waste Water Treatment Plant | \$ 621,886.00  | 1/08/2019         | 10 months            | Y              |
| Komatsu Australia Pty Ltd        | CPA/2506 - Purchase Motor Grade P#B20008 - LGP707-3  | \$ 394,650.00  | 29/09/2019        | 5 months             | Y              |
| PDA Building Pty Ltd             | CPA/2209 - North Entrance Beach Amenities Block  | \$ 336,400.00  | 7/08/2019         | 3 months             | Y              |
| Fitt Resources Pty Ltd           | CPA/2183 - Spillway Repair Works Mangrove Creek Dam  | \$ 335,558.00  | 9/09/2019         | 3 months             | Y              |
| Allcom Networks Pty Ltd          | CPA/2568 - Cisco Phone System Licensing LGP115   | \$ 296,860.50  | 30/08/2019        | 36 months            | Y              |
| Bedrul Pty Ltd Trading as TBCO   | CPA/2443 - Adcock Park Redevelopment - Mains Power Supply Upgrade  | \$ 277,205.62  | 30/08/2019        | 5 months             | Y              |
| The Misfits Agency               | CPA/2426 - Event Marketing and Graphic Design  | \$ 268,415.00  | 26/08/2019        | 24 months            | Y              |
| Mott MacDonald Australia Pty Ltd | CPA/2138 - Central Coast Council Sewer Flow Gauging Contract, Sewer Networks   | \$ 247,970.00  | 8/08/2019         | 6 months             | Y              |
| Turspec Pty Ltd                  | CPA/2502 - Kanwal Oval Installation of Sub Soil Drainage and Irrigation  | \$ 232,282.00  | 27/08/2019        | 4 months             | Y              |
| ECS Services Pty Ltd             | CPA/1916 - CCTV update - Design, Supply, Install & Commission - Gosford City Car Park                                | \$ 231,950.00  | 14/08/2019        | 3 months             | Y              |
| Green Options Pty Ltd            | CPA/2453 - Turf Cricket Wicket Construction at Central Coast Regional Sporting Recreation Complex                    | \$ 195,520.00  | 21/10/2019        | 2 months             | Y              |

| Contractor             | Contract Detail and Purpose  | Contract Value | Commencement Date | Duration of Contract | Budgeted (Y/N) |
|------------------------|--|----------------|-------------------|----------------------|----------------|
| PricewaterhouseCoopers | PUR1102125 - Financial Planning Support  | \$ 158,400.00  | 18/04/2019        | 4 months             | Y              |
| Turspec Pty Ltd        | CPA/2402 - Subsoil Drainage and Irrigation at Fagans Park and Maidens Brush Oval | \$ 150,000.00  | 6/08/2019         | 3 months             | Y              |

## 2.6 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       | 1,834             | Yes             |
| Legal Fees        | 116               | Yes             |

# Financial Schedules and Proposed Adjustments

## 3.1 Income and Expense Budget Review Statement

The table below outlines the impact of the proposed operating budget amendments and the projected year end result for the 2019-20 financial year.

| Consolidated Income Statement                    | Q1 YTD<br>Actuals | Q1 YTD<br>Budget | Q1 YTD<br>Variance | Q1 YTD<br>Variance | 2019-20<br>Original<br>Budget | Q1<br>Council<br>Resolved<br>Budget<br>Changes | Q1<br>Q1 Proposed<br>Adjustments | Q1<br>Mapping<br>Changes<br>during Q1 | 2019-20<br>Proposed<br>Full Year<br>Annual<br>Budget |
|--|-------------------|------------------|--------------------|--------------------|-------------------------------|--|----------------------------------|---------------------------------------|--|
|  | \$'000            | \$'000           | \$'000             | %                  | \$'000                        | \$'000   | \$'000                           | \$'000                                | \$'000   |
| <b>Operating Income</b>                          |                   |                  |                    |                    |                               |  |                                  |                                       |  |
| Rates and Annual Charges                         | 261,544           | 261,717          | (173)              | (0.1%)             | 318,787                       | -  | 2,206                            | 5,312                                 | 326,305  |
| User Charges and Fees                            | 31,250            | 34,157           | (2,906)            | (8.5%)             | 144,701                       | -  | (1,936)                          | -                                     | 142,765  |
| Interest & Investment Revenue                    | 2,924             | 3,604            | (680)              | (18.9%)            | 14,416                        | -  | (2,000)                          | -                                     | 12,416   |
| Other Revenue                                    | 3,044             | 3,433            | (389)              | (11.3%)            | 13,738                        | -  | (181)                            | -                                     | 13,557   |
| Operating Grants and Contributions               | 6,229             | 6,411            | (182)              | (2.8%)             | 44,657                        | -  | 703                              | (5,312)                               | 40,048   |
| Gain on Disposal                                 | 0                 | -                | -                  | 0.0%               | 1,493                         | -  | -                                | -                                     | 1,493  |
| <b>Total Income Attributable to Operations</b>   | <b>304,992</b>    | <b>309,322</b>   | <b>(4,330)</b>     | <b>(1.4%)</b>      | <b>537,791</b>                | <b>-</b>                                       | <b>(1,208)</b>                   | <b>-</b>                              | <b>536,583</b>                                       |
| <b>Operating Expenses</b>                        |                   |                  |                    |                    |                               |  |                                  |                                       |  |
| Employee Costs                                   | 49,759            | 51,794           | 2,035              | 3.9%               | 207,631                       | -  | (716)                            | -                                     | 206,915  |
| Borrowing Costs                                  | 3,875             | 3,776            | (98)               | (2.6%)             | 16,836                        | -  | -                                | -                                     | 16,836   |
| Materials & Contracts                            | 22,470            | 23,906           | 1,436              | 6.0%               | 98,037                        | -  | 2,606                            | (348)                                 | 100,295  |
| Depreciation and Amortisation                    | 35,017            | 35,017           | (0)                | (0.0%)             | 138,953                       | -  | -                                | -                                     | 138,953  |
| Other Expenses                                   | 24,689            | 25,767           | 1,078              | 4.2%               | 94,924                        | -  | 27                               | 348                                   | 95,299   |
| Loss on Disposal                                 | -                 | -                | -                  | 0.0%               | -                             | -  | -                                | -                                     | 0  |
| <b>Total Expenses Attributable to Operations</b> | <b>135,809</b>    | <b>140,260</b>   | <b>4,451</b>       | <b>3.2%</b>        | <b>556,381</b>                | <b>-</b>                                       | <b>1,917</b>                     | <b>-</b>                              | <b>558,298</b>                                       |
| <b>Operating Result before Capital Amounts</b>   | <b>169,182</b>    | <b>169,062</b>   | <b>121</b>         | <b>0.1%</b>        | <b>(18,590)</b>               | <b>-</b>                                       | <b>(3,125)</b>                   | <b>-</b>                              | <b>(21,715)</b>                                      |
| Capital Grants and Contributions                 | 4,607             | 12,111           | (7,504)            | (62.0%)            | 52,419                        | 1,688  | (6,414)                          | -                                     | 47,693   |
| <b>Grants and Contributions Capital Received</b> | <b>4,607</b>      | <b>12,111</b>    | <b>(7,504)</b>     | <b>(62.0%)</b>     | <b>52,419</b>                 | <b>1,688</b>                                   | <b>(6,414)</b>                   | <b>-</b>                              | <b>47,693</b>  |
| <b>Net Operating Result</b>                      | <b>173,789</b>    | <b>181,173</b>   | <b>(7,384)</b>     | <b>(4.1%)</b>      | <b>33,829</b>                 | <b>1,688</b>                                   | <b>(9,539)</b>                   | <b>-</b>                              | <b>25,978</b>  |

The Q1 mapping adjustments relate to changes in accounting treatment for Pensioner Rebate Subsidies, Audit Fees and Valuation Fees. Updates in the Local Government Code of Accounting Practice (update 27) have resulted in the re-categorisation of Pensioner Rebate Subsidies from Grants and Contributions to Rates and Annual Charges, Audit Fees from Other Expenses to Materials and Contracts and Valuation Fees from Materials and Contracts to Other Expenses. These adjustments have no impact on the 2019-20 operating result.

This table forms part of Central Coast Council's quarterly budget review for the quarter ended 30 September 2019 and should be read in conjunction with sections 2.1 to 2.6 of this report.

## 3.2 Proposed Operating Statement Budget Amendments

The original budget is based on the 2019-20 operational plan adopted by Council. This is the first proposed operating budget amendment for the 2019-20 financial year.

| Proposed Operating Statement Budget Amendments   | Impact by Major Account Category   |                                    |                                    |                                |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------|
|  | Capital Revenue                    | Operating Revenue                  | Operating Expense                  | Operating Movement             |
|  | +ve Incr.<br>(-ve) Decr.<br>\$'000 | +ve Incr.<br>(-ve) Decr.<br>\$'000 | +ve Incr.<br>(-ve) Decr.<br>\$'000 | Excluding<br>Capital<br>\$'000 |
| <b>Original budget</b>   | 52,419                             | 537,791                            | 556,381                            | (18,590)                       |
| <b>Adjustments Approved By Council During Q1</b>   |                                    |                                    |                                    | -                              |
| Additional Capital Grant Income  | 1,688                              | -                                  | -                                  | -                              |
| <b>Council Approved adjustments during Q1</b>  | 1,688                              | -                                  | -                                  | -                              |
| <b>Original Budget + Council Approved adjustments during Q1</b>  | 54,107                             | 537,791                            | 556,381                            | (18,590)                       |
| <b>Proposed Adjustments Q1 Budget Review</b>   |                                    |                                    |                                    | -                              |
| <b>Corporate Income</b> - Reduction in interest on investments due to the Reserve Bank of Australia (RBA) reducing the official cash rate by 0.75% since budget formulation. This is forecast to reduce returns across Council's investment portfolio by a similar percentage.   | -                                  | (2,000)                            | -                                  | (2,000)                        |
| <b>Business Enterprises</b> - Budget adjustment in Holiday Park Contract that was awarded after the development of the Original Budget for 2019-20. Operating income is expected to increase by a small amount operating expenditure by \$1.3 million due to a change in profit share arrangements with new contractor.  | -                                  | 62                                 | 1,252                              | (1,190)                        |
| <b>Environment and Planning</b> - Income budgets reduced for building inspections, development application fees, S307 certificates and Principal Certifying Authority (PCA) fees due to a decline in development application activity.   | -                                  | (355)                              | -                                  | (355)                          |
| <b>Facilities Management</b> - Funding for project manager, team leader and consultants for immediate accommodation and long term accommodation planning and delivery project.   | -                                  | -                                  | 253                                | (253)                          |
| <b>Roads</b> - Budget required to implement Council resolution of 12 November 2018 to trial for a six month period a park and ride bus service at no charge to the public to / from Adcock Park, Racecourse Road and Gosford CBD.  | -                                  | -                                  | 250                                | (250)                          |
| <b>Open Space</b> - Council has resolved to amend the classification of some sporting fields and the fees associated with hiring them in 2019-20. The impact on the original budget of these changes is a reduction of \$95.3k in Fee Income (\$27.5k summer fees and \$67.8k winter fees) and additional costs of \$62k associated with administering the new fee structure as an additional Sports Liaison Officer is required (9 month period).   | -                                  | (95)                               | 62                                 | (157)                          |
| <b>Natural and Environmental Assets</b> - Net reduction of \$445k which relates to the Council's contribution to the Emergency Services Levy (ESL) as advised in letter from Adam Crouch MP on 13 August 2019. Council's contribution had originally increased by \$625k compared to the previous year as a result of changes to the workers compensation arrangements for volunteer and career firefighters. The NSW Government then announced that it would fund the first year of increased costs for these new arrangements. In addition some minor adjustment have been made for project works within Natural and Environmental Assets. | -                                  | 39                                 | (406)                              | 445                            |

| Proposed Operating Statement Budget Amendments   | Impact by Major Account Category   |                                    |                                    |                                |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------|
|  | Capital Revenue                    | Operating Revenue                  | Operating Expense                  | Operating Movement             |
|  | +ve Incr.<br>(-ve) Decr.<br>\$'000 | +ve Incr.<br>(-ve) Decr.<br>\$'000 | +ve Incr.<br>(-ve) Decr.<br>\$'000 | Excluding<br>Capital<br>\$'000 |
| <b>Waterways and Coastal Protection</b> - Emergency Services Savings - Council requested to allocate the NSW Government funded savings from the Emergency Services Levy (ESL) to implement the actions to protect Porters Creek Wetland and priority actions in the Tuggerah Leaks Estuary Management Plan (TLEMP). The total savings from the ESL were \$445k, we are requesting \$100k of these savings to do a initial investigations and will look to spend the additional \$335k once the initial investigations are complete.                              | -                                  | -                                  | 100                                | (100)                          |
| <b>Natural and Environmental Assets</b> - As part of Central Coast Councils new Tree Development Control Plan (DCP), Councillors have recommended Natural and Environmental Assets manage a planting offset scheme to replace trees that are removed from private lots. No ratio has been developed however we will be applying a replacement value of 2:1. Whereby for every 1 tree removed, Council will plant 2 replacement trees (with broad acre planting somewhere in the Local Government Area. To facilitate this program funding of \$70k is requested. | -                                  | -                                  | 70                                 | (70)                           |
| <b>Waterways and Coastal Protection</b> - Resources have been reallocated to new and continuing projects which were not included in the original budget, these projects have been predominantly funded through either grant revenue or savings which have been found within the Unit.  | -                                  | 496                                | 432                                | 64                             |
| <b>Care and Education</b> - Amend Budget Model for 2019-20 to reflect confirmation of legacy funding for 12 months rather than 6 months as originally budgeted; changes to Wyong Little Coast Kids being capped at 29 places and the associated expenditure amendments; as well as a change in methodology in calculating equipment and play aids allocations from licensed places to utilised places.   | -                                  | 108                                | (42)                               | 151                            |
| <b>Waste Services and Business Development</b> - Net increase of \$500k to Annual Charges which reflects actual revenue raised for year. The increase relates to a revised pricing methodology for multi dwellings.  | -                                  | 500                                | -                                  | 500                            |
| <b>Water and Sewer</b> - Adjustment to the timing of Capital Grant budgets as per the revised arrangements and requirements of the State Government subsequent to the original budgets were prepared for Gosford CBD and Warnervale Town Centre Water and Sewer Infrastructure projects.   | (6,414)                            | -                                  | -                                  | -                              |
| <b>Various</b> - Budget adjustments for other Units where the net impact is less than \$200k   | -                                  | 38                                 | (53)                               | 91                             |
| <b>Q1 proposed budget adjustments</b>  | (6,414)                            | (1,208)                            | 1,917                              | (3,125)                        |
| <b>Q1 full year proposed annual budget</b>   | 47,692                             | 536,584                            | 558,298                            | (21,715)                       |

This table forms part of Central Coast Council's quarterly budget review for the quarter ended 30 September 2019 and should be read in conjunction with sections 2.1 to 2.6 of this report.

### 3.3 Capital Expenditure Report

The original budget is based on the 2019-20 operational plan adopted by Council. Council approved changes to the capital expenditure budget in August 2019 for continuing projects, and separately at Ordinary Meetings. The sum of these amounts is referred to as the Annual Budget in the table below.

| Council Business Unit                     | Original Budget | Approved Changes for Continuing Projects | Approved Changes by Council resolutions | Annual Budget | Proposed changes for Q1 | Proposed Full Year Budget | Actuals YTD - Sep 2019 | Budget YTD - Sept 2019 | YTD Actuals / Budget |
|---|-----------------|--|---|---------------|-------------------------|---------------------------|------------------------|------------------------|----------------------|
|   | \$'000          | \$'000                                   | \$'000                                  | \$'000        | \$'000                  | \$'000                    | \$'000                 | \$'000                 | %                    |
| <b>Chief Financial Officer</b>            | 12,733          | (36)                                     | -                                       | 12,697        | 84                      | 12,781                    | 977                    | 656                    | 149.0%               |
| Financial Performance                     | 36              | (36)                                     | -                                       | -             | -                       | -                         | -                      | -                      | 0.0%                 |
| Plant and Fleet                           | 12,697          | -  | -                                       | 12,697        | 84                      | 12,781                    | 977                    | 656                    | 149.0%               |
| <b>Chief Information Officer</b>          | 26,507          | -  | -                                       | 26,507        | -                       | 26,507                    | 5,535                  | 8,250                  | 67.1%                |
| Chief Technology Officer                  | 3,935           | -  | -                                       | 3,935         | -                       | 3,935                     | 965                    | 1,681                  | 57.4%                |
| Core Systems Consolidation                | 19,060          | -  | -                                       | 19,060        | -                       | 19,060                    | 4,053                  | 5,788                  | 70.0%                |
| Digital Information Services              | 2,153           | -  | -                                       | 2,153         | -                       | 2,153                     | 511                    | 651                    | 78.4%                |
| Technology and Customer Service           | 1,360           | -  | -                                       | 1,360         | -                       | 1,360                     | 7                      | 129                    | 5.1%                 |
| <b>Connected Communities</b>              | 30,997          | 1,205                                    | -                                       | 32,202        | (474)                   | 31,728                    | 2,118                  | 2,743                  | 77.2%                |
| Community Engagement                      | 3,743           | -  | -                                       | 3,743         | (400)                   | 3,343                     | 6                      | -                      | 0.0%                 |
| Community Partnerships                    | 4,624           | -  | -                                       | 4,624         | 532                     | 5,156                     | 51                     | 16                     | 330.2%               |
| Facilities and Asset Management           | 18,115          | 1,195                                    | -                                       | 19,310        | (715)                   | 18,595                    | 1,691                  | 2,250                  | 75.1%                |
| Libraries, Learning and Education         | 1,566           | 10                                       | -                                       | 1,576         | 25                      | 1,601                     | 263                    | 403                    | 65.3%                |
| Leasing and Asset Management              | -               | -  | -                                       | -             | 194                     | 194                       | 25                     | -                      | 0.0%                 |
| Leisure and Lifestyle                     | 2,950           | -  | -                                       | 2,950         | (110)                   | 2,840                     | 82                     | 75                     | 109.0%               |
| <b>Environment and Planning</b>           | 31,094          | 3,376                                    | 11,722                                  | 46,193        | (2,348)                 | 43,845                    | 5,330                  | 5,162                  | 103.3%               |
| Environment and Certification             | 120             | -  | -                                       | 120           | -                       | 120                       | 2                      | -                      | 0.0%                 |
| Natural and Environmental Assets          | 3,058           | 305                                      | -                                       | 3,362         | 647                     | 4,010                     | 499                    | 706                    | 70.6%                |
| Open Space and Recreation                 | 25,167          | 1,764                                    | 11,722                                  | 38,653        | (2,944)                 | 35,708                    | 2,956                  | 2,938                  | 100.6%               |
| Waterways and Coastal Protection          | 2,750           | 1,308                                    | -                                       | 4,058         | (51)                    | 4,007                     | 1,874                  | 1,518                  | 123.4%               |
| <b>Governance</b>                         | 5,798           | 13                                       | -                                       | 5,811         | 53                      | 5,864                     | 582                    | 1,315                  | 44.2%                |
| Business Enterprise                       | 5,548           | 13                                       | -                                       | 5,561         | (100)                   | 5,461                     | 582                    | 1,308                  | 44.5%                |
| Governance                                | -               | -  | -                                       | -             | 80                      | 80                        | -                      | -                      | 0.0%                 |
| Procurement and Projects                  | 250             | -  | -                                       | 250           | 73                      | 323                       | -                      | 7                      | 0.0%                 |
| <b>Innovation and Futures</b>             | 9,440           | 400                                      | 8,204                                   | 18,043        | -                       | 18,043                    | 567                    | 4,591                  | 12.4%                |
| Economic Development and Project Delivery | 8,451           | 400                                      | 8,204                                   | 17,054        | -                       | 17,054                    | 564                    | 4,581                  | 12.3%                |
| Innovation and Futures Management         | 989             | -  | -                                       | 989           | -                       | 989                       | 4                      | 10                     | 35.3%                |
| <b>Roads Transport Drainage and Waste</b> | 79,299          | 1,060                                    | -                                       | 80,359        | 2,764                   | 83,123                    | 14,205                 | 11,091                 | 128.1%               |
| Roads Asset Planning and Design           | 74,972          | 1,060                                    | -                                       | 76,032        | 3,064                   | 79,097                    | 14,081                 | 10,656                 | 132.1%               |
| Waste Services and Business Development   | 4,327           | -  | -                                       | 4,327         | (300)                   | 4,027                     | 124                    | 435                    | 28.5%                |
| <b>Water and Sewer</b>                    | 39,754          | -  | -                                       | 39,754        | -                       | 39,754                    | 8,414                  | 9,438                  | 89.2%                |
| Water and Sewer                           | 39,754          | -  | -                                       | 39,754        | -                       | 39,754                    | 8,414                  | 9,438                  | 89.2%                |
| <b>TOTAL ALL</b>                          | 235,621         | 6,018                                    | 19,926                                  | 261,566       | 79                      | 261,645                   | 37,729                 | 43,247                 | 87.2%                |

### 3.4 Proposed Capital Budget Amendments

The table below lists the projects which have had budget changes requested as part of the Q1 budget review.

Projects continuing to 2020-21 have been shaded aqua.

| Change Types |  |
|--------------|--|
| Code         | Change description   |
| A            | New project as 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            | Change in responsibility                                       |
| H            | Project deferred or cancelled                                  |

| Project Number             | Project Description                                    | Description of Proposed Budget Amendment | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|----------------------------|--|--|-------------|---------------------------|--------------------|---------------------------|
| <b>Business Enterprise</b> |  |  |             |                           |                    |                           |
| 23670                      | Replace seats at Central Coast Stadium                 | Project partially delivered in 2018-19   | D           | 1,197                     | (600)              | 597                       |
| 24431                      | Renovate guest facilities at Budgewoi Holiday Park     | Risk mitigation and safety works         | E           | 40                        | 45                 | 85                        |
| 24432                      | Renovate guest facilities at Canton Beach Holiday Park | Risk mitigation and safety works         | E           | 60                        | 45                 | 105                       |
| 24427                      | Renovate Cabins at Canton Beach Holiday Park           | Expand scope to include kitchens         | E           | 40                        | 30                 | 70                        |

| Project Number | Project Description   | Description of Proposed Budget Amendment  | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|----------------|---|---|-------------|---------------------------|--------------------|---------------------------|
| 24434          | Renovate of guest facilities at Toowoon Bay Holiday Park  | Expand scope to include roof in Amenity block 2   | E           | 60                        | 55                 | 115                       |
| 24429          | Renovate cabins at Toowoon Bay Holiday Park   | Expand scope to include bathrooms in Jabiru cabins and roof deck on Beachcomber cabins          | E           | 100                       | 100                | 200                       |
| 24230          | Carpet Replacement Managers residence Budgewoi Holiday Park   | Carpet Replacement - Managers Residence   | A           | -                         | 6                  | 6                         |
| 24421          | Construct new BBQ area and shelter at Norah Head Holiday Park   | Project Deferred  | H           | 30                        | (30)               | -                         |
| 24423          | Design and replace street lights and posts at Canton Beach Holiday Park                                 | Project Deferred  | H           | 170                       | (170)              | -                         |
| 24438          | Road construction at Toowoon Bay Holiday Park   | Project Deferred  | H           | 75                        | (75)               | -                         |
| 24441          | Upgrade visitor parking at Toowoon Bay Holiday Park   | Project Deferred  | H           | 25                        | (25)               | -                         |
| NEW19          | Design and replace street lights and posts at Norah Head Holiday Park                                   | Safety works to replace missing and deteriorating street lights                                 | A           | -                         | 180                | 180                       |
| NEW20          | Replace playground, including partial fencing at Budgewoi Holiday Park                                  | Inspection highlighted play space at end of lifecycle and replacement parts no longer available | A           | -                         | 105                | 105                       |
| NEW21          | Replace roof and back wall of housekeeping shed at Norah Head Holiday Park                              | Replace leaking/damaged roof  | A           | -                         | 30                 | 30                        |
| NEW22          | Replace storm water pumps at Budgewoi Holiday Park  | Replace pumps to alleviate major flooding in park   | A           | -                         | 40                 | 40                        |
| NEW23          | Replace gutter on Assistant and Managers residences   | Rusted gutter replacement   | A           | -                         | 10                 | 10                        |
| 24419          | Catholic Lawn Section expansion including new beam, lawn improvement and drainage at Noraville Cemetery | Additional lawn beam required   | E           | 42                        | 25                 | 67                        |
| 24139          | Install LED Signage at Central Coast Stadium  | Additional signage  | E           | -                         | 50                 | 50                        |



| Project Number                      | Project Description  | Description of Proposed Budget Amendment   | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|-------------------------------------|--|--|-------------|---------------------------|--------------------|---------------------------|
| 23669                               | Install upper level gates at Terrigal Carpark                    | Security Upgrade to alleviate safety risks and anti-social behaviour                       | E           | 18                        | 65                 | 83                        |
| 23668                               | Install speed bumps at Terrigal Carpark                          | Delay in 2018-19 due to delivery of materials  | D           | 2                         | 14                 | 16                        |
| <b>Business Enterprise Total</b>    |  |  |             | <b>1,859</b>              | <b>(100)</b>       | <b>1,759</b>              |
| <b>Community Engagement</b>         |  |  |             |                           |                    |                           |
| 24492                               | Implement Regional Signage actions for town centres and villages | Town Centre portion of project to be delivered by Community Partnership                    | G           | 2,200                     | (400)              | 1,800                     |
| <b>Community Engagement Total</b>   |  |  |             | <b>2,200</b>              | <b>(400)</b>       | <b>1,800</b>              |
| <b>Community Partnerships</b>       |  |  |             |                           |                    |                           |
| 24096                               | Decorative Lighting for Town Centres                             | Project Continuing from 18-19  | B           | -                         | 32                 | 32                        |
| NEW24                               | Public Art Woy Woy   | Scope increased from maintenance activities  | E           | -                         | 60                 | 60                        |
| NEW25                               | Town Centre Signage  | Transferred from Community Engagement Project 24492 - to be delivered as separate projects | G           | -                         | 400                | 400                       |
| NEW26                               | Disability Access to Pathways around Waterways                   | Stronger Communities Grant Funding for Disability Access around Waterways                  | A           | -                         | 40                 | 40                        |
| <b>Community Partnerships Total</b> |  |  |             | <b>0</b>                  | <b>532</b>         | <b>532</b>                |
| <b>Facilities Management</b>        |  |  |             |                           |                    |                           |
| 23759                               | Design new public toilets at North Entrance Surf club            | Tender price came back higher than expected  | F           | 210                       | 185                | 395                       |
| 24101                               | Flooring, CCTV system and upgrade lighting - Mannering Park Hall | Complete floor replacement was not required as advised by flooring expert.                 | E           | 85                        | (85)               | -                         |
| 24588                               | St Barnabas Church - construction                                | Project has savings  | F           | 345                       | (100)              | 245                       |

| Project Number | Project Description  | Description of Proposed Budget Amendment   | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|----------------|--|--|-------------|---------------------------|--------------------|---------------------------|
| 24600          | The Box Restaurant - replacement of fixed glass louvres around the restaurant façade with operable louvres | Scope change has increased price.  | E           | 16                        | 2                  | 18                        |
| 24509          | Lake Munmorah Senior Citizens - replace damaged water tank and replace pump                                | Scope change has increased price.  | E           | 8                         | 2                  | 10                        |
| 24611          | Toukley District Arts and Tourist Information Centre - studio extensions                                   | Change in project scope resulting in multi-year project - design work in 2019-20. Construction in 2020-21.                             | E           | 200                       | (170)              | 30                        |
| 24783          | Grandstand and top office roof replacement at Gosford Olympic Pool   | Scope extended to include replacement of solar panels on roof.   | E           | 30                        | 40                 | 70                        |
| 24182          | Replace public toilets Macmasters Beach  | Project to be completed July 2020  | D           | 382                       | (83)               | 299                       |
| 23593          | Design new public toilets at Wiles Ave Wamberal  | Project to be completed July 2020  | D           | 360                       | (79)               | 281                       |
| 23629          | Upgrade administration buildings   | Reallocation of budget to separate projects for Erina Depot staff amenities, Wyong Level 2 refurbishment and new office space at Erina | G           | 2,306                     | (2,181)            | 125                       |
| 24559          | Renew staff bathroom amenities at Erina Depot  | Transfer funds from 23629 - projects to be delivered separately  | G           | 380                       | 520                | 900                       |
| 24473          | Demolition and replacement of public toilets at corner Waratah Road and Wisemans Ferry Road                | Project savings due to scope reduction   | E           | 200                       | (120)              | 80                        |
| 23642          | Upgrade of key system at Gosford administration building   | Additional budget required for installation.   | E           | 28                        | 7                  | 35                        |
| 24558          | Renew pavement surface stages 1 and 2 Long Jetty Depot   | Scope change and now multi-stage - Phase 1 to be delivered in 2019-20  | D           | 2,100                     | (926)              | 1,174                     |
| 24521          | Office fit out building C at Charmhaven Depot  | Additional scope to include adjacent room in project to deal with accommodation needs  | E           | 65                        | 35                 | 100                       |
| 22217          | Charmhaven Depot - Building B Stores Roof replacement  | Additional funds required for variations due to steel condition  | F           | 434                       | 109                | 543                       |
| 22218          | Charmhaven Depot - Building E Workshop roof replacement  | Additional funds required for variations due to steel condition  | F           | 259                       | 541                | 800                       |

| Project Number                      | Project Description  | Description of Proposed Budget Amendment                                     | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|-------------------------------------|--|--|-------------|---------------------------|--------------------|---------------------------|
| 23645                               | Upgrade roof at Charmhaven Depot                           | To be delivered under project 22218  | G           | 348                       | (348)              | -                         |
| NEW14                               | Brooke Avenue Early Learning Centre - Softfall Replacement | Works required, funded from savings in project 24558                         | A           | -                         | 60                 | 60                        |
| NEW15                               | Erina Depot - New Office Space                             | Transfer funds from 23629 - projects to be delivered separately              | G           | -                         | 661                | 661                       |
| NEW16                               | Wyong Administration Building - Refurbishment Level 2      | Transfer funds from 23629 - projects to be delivered separately              | G           | -                         | 1,000              | 1,000                     |
| NEW17                               | Empire Bay Tennis Court fencing replacement                | Replacement of fencing due to rusted poles                                   | A           | -                         | 100                | 100                       |
| NEW18                               | Erina Tennis Court fencing replacement                     | Replacement of fencing due to rusted poles                                   | A           | -                         | 115                | 115                       |
| <b>Facilities Management Total</b>  |  |  |             | <b>7,756</b>              | <b>(715)</b>       | <b>7,041</b>              |
| <b>Governance</b>                   |  |  |             |                           |                    |                           |
| 24797                               | Gosford Chambers Refurbishment                             | Renew Audio Visual Equipment in Gosford Chambers and purchase of microphones | A           | -                         | 80                 | 80                        |
| <b>Governance Total</b>             |  |  |             | <b>0</b>                  | <b>80</b>          | <b>80</b>                 |
| <b>Leasing and Asset Management</b> |  |  |             |                           |                    |                           |
| 24211                               | Community Signage Project                                  | Installation of community signs  | A           | -                         | 100                | 100                       |
| NEW35                               | Upgrade Woy Woy Oval Café (fencing & softfall)             | Installation of fencing and softfall surface                                 | A           | -                         | 19                 | 19                        |
| NEW36                               | Upgrade Long Jetty Senior Centres' Footpaths               | New pathway to be installed  | A           | -                         | 17                 | 17                        |
| NEW37                               | Entrance Boat Shed/shipping containers due to demolition   | Storage shipping containers due to the demolition of Boatshed                | A           | -                         | 27                 | 27                        |

| Project Number                            | Project Description  | Description of Proposed Budget Amendment                    | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|---|--|---|-------------|---------------------------|--------------------|---------------------------|
| 23590                                     | Design new admin building at Alison Homestead                    | Continuation of design works                                | B           | -                         | 25                 | 25                        |
| 23758                                     | Install new playgrounds at community facilities                  | Project completed in 18-19, Fencing in 19-20                | B           | -                         | 6                  | 6                         |
| <b>Leasing and Asset Management Total</b> |  |   |             | <b>0</b>                  | <b>194</b>         | <b>194</b>                |
| <b>Leisure and Lifestyle</b>              |  |   |             |                           |                    |                           |
| 23700                                     | Japanese Tea House   | Project cancelled due to the Urasenke Foundation withdrawal | H           | 110                       | (110)              | -                         |
| <b>Leisure and Lifestyle Total</b>        |  |   |             | <b>110</b>                | <b>(110)</b>       | <b>0</b>                  |
| <b>Libraries, Learning and Education</b>  |  |   |             |                           |                    |                           |
| 20894                                     | Umina Child Care Centre - upgrade of playground                  | Rolled forward restricted grant funds                       | B           | -                         | 2                  | 2                         |
| 20895                                     | Niagara Park Child Care Centre - upgrade of playground           | Rolled forward restricted grant funds                       | B           | -                         | 6                  | 6                         |
| 24629                                     | Upgrade of Children's bathrooms at Little Coast Kids Kanwal      | Increase funds to include upgrade to third bathroom         | E           | 35                        | 12                 | 47                        |
| 24562                                     | Replace carpet at Umina Library                                  | Increase funds to meet quote for carpet replacement         | F           | 18                        | 3                  | 21                        |
| 24499                                     | Installation of dividing wall in Meeting Room at Woy Woy Library | Works unable to be completed due to heritage restraints     | H           | 5                         | (5)                | -                         |
| 24164                                     | RFID After Hours Chutes  | Rolled forward restricted grant funds                       | B           | -                         | 2                  | 2                         |
| 22344                                     | Local Priority Grant 17/18 Outdoor Reading Room                  | Rolled forward restricted grant funds                       | B           | -                         | 2                  | 2                         |
| 16687                                     | Library Local Priority grant                                     | Rolled forward restricted grant funds                       | B           | -                         | 1                  | 1                         |

| Project Number                                 | Project Description   | Description of Proposed Budget Amendment  | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|--|---|---|-------------|---------------------------|--------------------|---------------------------|
| 16225  | Local Priority Grant  | Rolled forward restricted grant funds   | B           | -                         | 1                  | 1                         |
| <b>Libraries, Learning and Education Total</b> |   |   |             | <b>58</b>                 | <b>24</b>          | <b>82</b>                 |
| <b>Natural and Environmental Assets</b>        |   |   |             |                           |                    |                           |
| 24191  | Replace roof at Yarramalong Rural Fire Station                    | Completion of works commenced in 2018-19  | B           | -                         | 31                 | 31                        |
| 24193  | Installation of Solar panels at Kariong RFS Headquarters          | Completion of works commenced in 2018-19  | B           | -                         | 24                 | 24                        |
| 20109  | Fencing and access control on Council reserves                    | Priority access control required for newly identified sites to prevent arson, vandalism & dumping         | A           | 288                       | 100                | 388                       |
| 22630  | Upgrade security controls across natural asset reserves - Phase 1 | Locking project being undertaken with Water and Sewer - NEA component                                     | A           | -                         | 100                | 100                       |
| 24505  | Jiliby Dam - emergency water supply                               | Increased scope of works identified to effectively complete Jiliby Dam initiative                         | E           | 60                        | 30                 | 90                        |
| NEW33  | Summerland Point Fire Trail Renewal                               | Originally thought to be maintenance however once works progressed a large capital component was required | A           | -                         | 62                 | 62                        |
| NEW34  | Rock Stabilisation works  | Urgent rock stabilisation works as required by study  | A           | -                         | 300                | 300                       |
| <b>Natural and Environmental Assets Total</b>  |   |   |             | <b>348</b>                | <b>647</b>         | <b>995</b>                |
| <b>Open Space and Recreation</b>               |   |   |             |                           |                    |                           |
| 24263  | Kurraba Oval District Playspace Shade Sail                        | Transfer from generic budget to cover additional scope  | G           | 25                        | 30                 | 55                        |
| 24583  | Shade Sail Renewal Program for Play spaces                        | Transfer to Kurraba Oval Playspace 24263  | G           | 120                       | (30)               | 90                        |

| Project Number | Project Description  | Description of Proposed Budget Amendment   | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|----------------|--|--|-------------|---------------------------|--------------------|---------------------------|
| 24535          | Play space 20 year Renewal Program - design and construction of Local Play Space at Irene Parade Reserve | Project completed ahead of schedule in 2018-19 - Transfer budget to Hillcrest Avenue Reserve Tacoma  | C           | 100                       | (100)              | -                         |
| 24130          | Design and construct Regional Playspace at Sun Valley Park   | Re-Phasing of budget required to align with timing of works - this project will continue into 2020-21  | D           | 900                       | (500)              | 400                       |
| 24131          | Upgrade amenities at Adelaide St Oval, Tumbi Umbi  | Delays to construction in 2019-20 due to lengthy stakeholder negotiations and environmental constraints - project will continue into 2020-21 | D           | 909                       | (740)              | 169                       |
| 24511          | Maidens Brush Oval - drainage and irrigation installation  | Scope Change to bring field to a representative training level   | E           | 120                       | 220                | 340                       |
| 24565          | Replacement of Leagues Club Field  | No longer required as Maidens Brush Oval has increased scope to bring field to representative training level                                 | H           | 50                        | (50)               | -                         |
| 24574          | Rogers Park - Carpark repairs and stabilisation  | With amenities work taking place in 2019-20 best practice is to wait for car park repairs and continue in 2020-21                            | D           | 110                       | (110)              | -                         |
| 22483          | Upgrade Lemongrove Netball Courts  | Drainage works commencing 2019-20 funded from grant funds received 2018-19   | A           | -                         | 55                 | 55                        |
| 22267          | Upgrade Floodlighting at Lemongrove Netball courts   | Completion of project commenced in 2018-19   | B           | -                         | 7                  | 7                         |
| 24528          | Play space 20 year Renewal Program - District Play Space at Swadling Reserve                             | Re-Phasing of budget required to align with timing of works - this project will continue into 2020-21  | D           | 300                       | (150)              | 150                       |
| 18276          | Central Coast Regional Sporting Complex Construction   | Transfer to 24203 - Turf Wickets delivered as a separate project   | G           | 600                       | (165)              | 435                       |
| 24203          | Install turf wickets at CC regional sporting complex   | \$95k funded from grants received 2018-19. \$165k transferred from project 18276   | A           | -                         | 260                | 260                       |
| 22505          | Upgrade skate park surface, fencing, landscaping and pathway at Berkeley Park Skate Park                 | Funded from grants received 2018-19 to continue upgrade  | B           | -                         | 22                 | 22                        |
| 24836          | Land Acquisition 20 Lake Rd Tuggerah - Regional Sporting Complex   | Payment for acquisition of 20 Lake Rd Tuggerah   | A           | 722                       | -                  | 722                       |
| 18432          | Lake Munmorah District Skate Park Investigation and Design - Incl Carpark                                | Re-Phasing of budget required to align with timing of works - this project will continue into 2020-21  | D           | 1,850                     | (1,550)            | 300                       |

| Project Number                         | Project Description  | Description of Proposed Budget Amendment  | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|--|--|---|-------------|---------------------------|--------------------|---------------------------|
| 24459                                  | Carpark repairs and stabilisation at Sports grounds  | Budget no longer required   | H           | 125                       | (125)              | -                         |
| 24599                                  | Tennis facility program. Program of rolling works projects to renew and upgrade the existing tennis assets | Budget no longer required   | H           | 299                       | (299)              | -                         |
| NEW27                                  | Design and Construction of Local Playspace at Hillcrest Ave Tacoma   | Priority Playspace to be completed in 2019-20 - transfer from Irene Parade Reserve which was completed ahead of schedule in 2018-19 | A           | -                         | 100                | 100                       |
| NEW28                                  | Gavenlock Oval amenities upgrade   | Urgent work is required to bring Gavenlock Oval amenities to an acceptable condition and accessibility                              | A           | -                         | 157                | 157                       |
| NEW29                                  | Gwandalan Bowling Club Jetty - accessibility upgrade   | Grant Funding agreement to upgrade the accessibility at Gwandalan Bowling Club Foreshore/Jetty                                      | A           | -                         | 24                 | 24                        |
| NEW31                                  | Land Purchase Wadalba sports fields  | Land Purchase Wadalba sports fields   | A           | 11,000-                   | -                  | 11,000                    |
| <b>Open Space and Recreation Total</b> |  |   |             | <b>17,230</b>             | <b>(2,944)</b>     | <b>14,286</b>             |
| <b>Plant and Fleet</b>                 |  |   |             |                           |                    |                           |
| NEW32                                  | Installation Electric Vehicles Charging Stations   | Installation Electric Vehicles Charging Stations to facilitate Council's Green Policy   | A           | -                         | 84                 | 84                        |
| <b>Plant and Fleet Total</b>           |  |   |             | <b>0</b>                  | <b>84</b>          | <b>84</b>                 |
| <b>Procurement and Projects</b>        |  |   |             |                           |                    |                           |
| 24587                                  | Sprinkler system for Bulk Materials yard for dust control at Erina Depot                                   | Current dust suppression controls will remain in place until suitable non-potable water supply is found.                            | D           | 50                        | (50)               | -                         |
| NEW1                                   | Concrete slab, drainage and hardstand floor for Bulk yard W&S fittings storage                             | Required to address drainage issues and hardstand floor for safe loading and unloading of trucks and delivery vehicles              | A           | -                         | 123                | 123                       |
| <b>Procurement and Projects Total</b>  |  |   |             | <b>50</b>                 | <b>73</b>          | <b>123</b>                |

| Project Number                                 | Project Description  | Description of Proposed Budget Amendment   | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|--|--|--|-------------|---------------------------|--------------------|---------------------------|
| <b>Roads, Transport and Drainage and Waste</b> |  |  |             |                           |                    |                           |
| 23537  | Upgrade Louisiana Road drainage                                    | Budget increased to address adverse environmental conditions                                   | E           | -                         | 317                | 317                       |
| 18051  | Sohier Park Bridge Timber Bridge Replacement                       | Budget increased to address poor ground conditions   | E           | 150                       | 295                | 445                       |
| 24736  | Racecourse Rd - Road Reconstruction                                | Scope increased to rehabilitate the adjacent road pavement and deliver a place-based outcome   | E           | 501                       | 250                | 751                       |
| 23254  | Install safety facilities at Gwandalan Public School               | Budget increased to address adverse environmental conditions                                   | E           | 436                       | 230                | 666                       |
| 23251  | Implement pavement testing and design program                      | Pavement Investigation budget to support design of pending grant funded projects               | A           | -                         | 150                | 150                       |
| 24812  | Buckingham Rd Footpath Works                                       | Scope increased to undertake footpath construction adjacent to recently completed road upgrade | E           | -                         | 110                | 110                       |
| 24723  | Natuna Ave - Road Reconstruction                                   | Budget increased to address poor ground conditions   | E           | 206                       | 50                 | 256                       |
| 23255  | Install safety facilities on Boronia Road                          | Unforeseen expenditure continued from 2018-19  | B           | -                         | 42                 | 42                        |
| 23918  | Tumbi Road and The Ridgeway Intersection Improvements              | Unforeseen expenditure continued from 2018-19  | B           | -                         | 35                 | 35                        |
| 23231  | Design and upgrade Torrens Avenue and Fairview Avenue intersection | Continuation of design from 2018-19  | B           | -                         | 20                 | 20                        |
| 23221  | Design and upgrade Hillcrest Street                                | Continuation of design from 2018-19  | B           | -                         | 20                 | 20                        |
| 23566  | Upgrade Willoughby Road  | Unforeseen expenditure continued from 2018-19  | B           | -                         | 18                 | 18                        |
| 23559  | Upgrade The Ridgeway - Stage 3                                     | Unforeseen expenditure continued from 2018-19  | B           | -                         | 15                 | 15                        |



| Project Number | Project Description                                      | Description of Proposed Budget Amendment   | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|----------------|--|--|-------------|---------------------------|--------------------|---------------------------|
| 23213          | Design and upgrade Cross Street drainage                 | Continuation of design from 2018-19  | B           | -                         | 15                 | 15                        |
| 23540          | Upgrade Morgans Road - Stage 3                           | Unforeseen expenditure continued from 2018-19  | B           | -                         | 14                 | 14                        |
| 22818          | Reconstruct Kurrawyba Avenue - Grosvenor Rd to Wilson Rd | Unforeseen expenditure continued from 2018-19  | B           | -                         | 12                 | 12                        |
| 23552          | Upgrade South Debenham Road                              | Unforeseen expenditure continued from 2018-19  | B           | -                         | 11                 | 11                        |
| 24781          | Willoughby Rd - Drainage Upgrade Design                  | The project budget has been completed with savings   | C           | 60                        | (20)               | 40                        |
| 24159          | PACIFIC HWY Shared Pathway Design                        | Design reprioritised to offset delivery of priority pathway, development funded and grant projects | E           | 45                        | (25)               | 20                        |
| 24158          | NIRVANA ST & ANZAC RD - Intersection Upgrade Design      | The project budget has been forecast to be completed with savings                                  | C           | 53                        | (25)               | 28                        |
| 24759          | Wycombe Rd - Road Reconstruction                         | This project was completed at the end of 2018-19 financial year                                    | D           | 30                        | (30)               | -                         |
| 24775          | Mimosa Avenue - Drainage Upgrade Design                  | The project budget has been forecast to be completed with savings                                  | C           | 80                        | (30)               | 50                        |
| 24763          | Althorp St - Drainage Upgrade Design                     | The project budget has been forecast to be completed with savings                                  | C           | 80                        | (30)               | 50                        |
| 24782          | Willow Road - Road Upgrade Design                        | The project budget has been forecast to be completed with savings                                  | C           | 80                        | (30)               | 50                        |
| 24667          | Bridge St - Timber Bridge Replacement Design             | The project budget has been forecast to be completed with savings                                  | C           | 50                        | (40)               | 10                        |
| 23237          | Design footpath on Wilfred Barrett Drive                 | The project budget has been forecast to be completed with savings                                  | C           | 40                        | (40)               | 0                         |
| 24686          | Hanlan St - Footbridge Renewal Design                    | The project budget has been forecast to be completed with savings                                  | C           | 51                        | (41)               | 10                        |

| Project Number | Project Description                               | Description of Proposed Budget Amendment  | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|----------------|---|---|-------------|---------------------------|--------------------|---------------------------|
| 24660          | Baker St - Public Domain and Road Upgrade Stage 1 | The project budget has been forecast to be completed with savings   | C           | 100                       | (50)               | 50                        |
| 24753          | Webb Rd - Road Upgrade Design                     | Design reprioritised to offset delivery of priority pathway, development funded and grant projects          | E           | 60                        | (57)               | 3                         |
| 24747          | Teloepa St - Road Upgrade Design                  | Design reprioritised to offset delivery of priority pathway, development funded and grant projects          | E           | 60                        | (57)               | 3                         |
| 24680          | Eastern Rd - Road Upgrade Design                  | Design reprioritised to offset delivery of priority pathway, development funded and grant projects          | E           | 60                        | (58)               | 2                         |
| 24730          | Painters Ln - Road Upgrade Design                 | Design reprioritised to offset delivery of priority pathway, development funded and grant projects          | E           | 60                        | (60)               | -                         |
| 24679          | Del Monte Pl - Road Reconstruction Block 3        | Proposed rehabilitation works removed to accommodate full road upgrade as part of active transport project. | E           | 72                        | (72)               | -                         |
| 24774          | Macathur Pde - Drainage Upgrade Design            | Design reprioritised to offset delivery of priority pathway, development funded and grant projects          | E           | 75                        | (75)               | -                         |
| 24746          | St James Ave - Road Upgrade Stage 4               | The project budget has been forecast to be completed with savings   | C           | 1,815                     | (110)              | 1,705                     |
| 23536          | Upgrade Louisiana Road                            | The project budget has been forecast to be completed with savings   | C           | 400                       | (175)              | 225                       |
| 24675          | Coachwood Rd - Road Reconstruction                | This project was completed at the end of 2018-19 financial year   | D           | 189                       | (189)              | -                         |
| NEW39          | The Ridgeway - Safety improvement                 | New Grant Project under the Black Spot Program  | A           | -                         | 650                | 650                       |
| NEW40          | South Tacoma Road - Pavement widening             | New Grant Project under the Safer Roads Program   | A           | -                         | 610                | 610                       |
| NEW41          | Cullens Road - Safety improvement                 | New Grant Project under the Black Spot Program  | A           | -                         | 340                | 340                       |

| Project Number                                       | Project Description  | Description of Proposed Budget Amendment   | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|--|--|--|-------------|---------------------------|--------------------|---------------------------|
| NEW42  | Scenic Highway - Guardrail Installation and Footpath Works                   | New Grant Project under the Safer Roads Program  | A           | -                         | 235                | 235                       |
| NEW43  | Yarramalong Road, Hue Hue Road, Wyong to Bumble Hill Road safety improvement | New Grant Project under the Black Spot Program   | A           | -                         | 155                | 155                       |
| NEW44  | Wyee Road - Traffic Safety Improvements                                      | New Grant Project under the Safer Roads Program  | A           | -                         | 140                | 140                       |
| NEW45  | Ocean Beach and Victoria Road - Traffic Safety Improvements                  | New Grant Project under the Safer Roads Program  | A           | -                         | 90                 | 90                        |
| NEW46  | Woy Woy Road - Traffic Safety Improvements                                   | New Grant Project under the Safer Roads Program  | A           | -                         | 50                 | 50                        |
| NEW2   | Mann Street - Drainage Construction  | Project identified in consultation with adjacent private development to address poor asset condition | A           | -                         | 150                | 150                       |
| NEW3   | Road Upgrade Design Program  | Road design to support development of pending grant funded projects                                  | A           | -                         | 145                | 145                       |
| NEW4   | Drainage Upgrade Design  | Drainage design budget to support development of pending grant funded projects                       | A           | -                         | 100                | 100                       |
| NEW5   | Kalakau Avenue - Drainage Upgrade  | Design project continued from 18/19 to restore the Foresters beach drainage outlet                   | B           | -                         | 10                 | 10                        |
| <b>Roads, Transport and Drainage and Waste Total</b> |  |  |             | <b>4,753</b>              | <b>3,064</b>       | <b>7,817</b>              |
| <b>Technology and Customer Service</b>               |  |  |             |                           |                    |                           |
| 20866  | Upgrade of Core Switching Infrastructure                                     | Phasing and Transfer of remaining WAP budget to be delivered with Switching Project                  | G           | 380                       | 195                | 575                       |
| 24650  | Wireless Access Points Replacements  | Transfer of remaining budget to be delivered with Core Switching Project                             | G           | 380                       | (195)              | 185                       |
| <b>Technology and Customer Service Total</b>         |  |  |             | <b>760</b>                | <b>-</b>           | <b>760</b>                |
| <b>Waste Services and Business Development</b>       |  |  |             |                           |                    |                           |

| Project Number                                       | Project Description   | Description of Proposed Budget Amendment                       | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|--|---|--|-------------|---------------------------|--------------------|---------------------------|
| 24256  | Woy Woy Waste Management Facility Stormwater management works | Project brought forward and commenced in 2018-19               | D           | 1,755                     | (300)              | 1,455                     |
| <b>Waste Services and Business Development Total</b> |   |  |             | <b>1,755</b>              | <b>(300)</b>       | <b>1,455</b>              |
| <b>Waterways and Coastal Protection</b>              |   |  |             |                           |                    |                           |
| 21968  | Streambank Rehab Spring Creek - TLE&C IYLPE57028              | Works will be maintenance in nature                            | H           | 15                        | (15)               | -                         |
| 22008  | Tuggerah Lakes Catchment SW Management Planning               | Completion of works commenced in 2018-19                       | B           | -                         | 35                 | 35                        |
| 22044  | Berkeley Vale Site 1 Sub-catchment - TLE&C IYLPE57028         | Completion of works commenced in 2018-19                       | B           | -                         | 23                 | 23                        |
| 22045  | Berkeley Vale Site 2 Sub-catchment - TLE&C IYLPE57028         | Completion of works commenced in 2018-19                       | B           | -                         | 25                 | 25                        |
| 23666  | Upgrade stormwater gross pollutant traps - south              | Extra funding required to enable asbestos management           | E           | 450                       | 25                 | 475                       |
| 23659  | Upgrade Tuggerah Lakes stormwater gross pollutant traps       | Original budget not required to complete scope of works        | C           | 300                       | (100)              | 200                       |
| 20173  | Install beach safety signage                                  | Additional safety signage for 2019-20 required                 | A           | -                         | 15                 | 15                        |
| 22358  | Elfin Hill Road Foreshore Stabilisation                       | Completion of works commenced in 2018-19                       | B           | -                         | 1                  | 1                         |
| 23662  | Upgrade disabled beach accesses                               | Transfer of accessibility grant funding for Open Space Project | G           | 400                       | (60)               | 340                       |
| <b>Waterways and Coastal Protection Total</b>        |   |  |             | <b>1,165</b>              | <b>(51)</b>        | <b>1,114</b>              |
| <b>Water and Sewer</b>                               |   |  |             |                           |                    |                           |
| 22686  | Upgrade cleaning system at Woy Woy Sewage Treatment Plant     | Completion of works commenced in 2018-19                       | B           | -                         | 51                 | 51                        |

| Project Number | Project Description   | Description of Proposed Budget Amendment   | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|----------------|---|--|-------------|---------------------------|--------------------|---------------------------|
| 20832          | Somersby Water Treatment Plant - Fluoride Bulk Storage Tank Replacement           | Completion of works commenced in 2018-19   | B           | -                         | 28                 | 28                        |
| 23778          | Replace operational cabling at Woy Woy Sewer Treatment Plant                      | Completion of works commenced in 2018-19   | B           | -                         | 46                 | 46                        |
| 20769          | Region Wide - Upgrade Sewer Technical Control Network                             | Completion of works commenced in 2018-19   | B           | -                         | 39                 | 39                        |
| 20804          | Mangrove Mountain - Mangrove Creek Dam - Upgrade Fire Trails                      | Annual allocation for fire trail maintenance   | A           | -                         | 150                | 150                       |
| 22670          | Upgrade SCADA boosters at various water pump stations                             | Completion of works commenced in 2018-19   | B           | -                         | 9                  | 9                         |
| 20812          | Water Pump Station - MacMaster Beach - Refurbishment                              | Completion of works commenced in 2018-19   | B           | -                         | 7                  | 7                         |
| 22668          | Upgrade Mooney Dam fibre link   | Project initially scheduled for construction in 2020-21 brought forward to alleviate business risk | D           | -                         | 136                | 136                       |
| 23773          | New high voltage substation at Kincumber sewer pump station                       | Completion of works commenced in 2018-19 as project slightly delayed                               | B           | -                         | 39                 | 39                        |
| 20797          | Region Wide - Water Mains Renewal Program   | Completion of works commenced in 2018-19   | B           | -                         | 45                 | 45                        |
| 22237          | Minor & Major Construction Works & Storage Shed                                   | Completion of works commenced in 2018-19   | B           | -                         | 15                 | 15                        |
| 21998          | Somersby Water Treatment Plant Filter Media Replacement                           | Completion of works commenced in 2018-19   | B           | -                         | 9                  | 9                         |
| 22702          | Upgrade Mangrove Creek Dam intake tower   | Project initially scheduled for construction in 2020-21 brought forward to alleviate business risk | D           | -                         | 132                | 132                       |
| 22697          | Upgrade truck operator for biosolids outloading at Woy Woy Sewage Treatment Plant | Initial planning works, project scheduled for construction in 2020-21                              | D           | -                         | 16                 | 16                        |
| 19297          | Sewer Pump Station - Wwmj   | Completion of works commenced in 2018-19   | B           | -                         | 4                  | 4                         |

| Project Number               | Project Description   | Description of Proposed Budget Amendment                              | Change Type | Approved Full Year Budget | Proposed Q1 change | Proposed Full Year Budget |
|------------------------------|---|---|-------------|---------------------------|--------------------|---------------------------|
| 20803                        | Gosford - Glennie St 1 And 2 Internal Lining                | Completion of works commenced in 2018-19                              | B           | -                         | 6                  | 6                         |
| 15809                        | Sewerage System Low Pressure Installation - South Tacoma    | Reduction to offset other projects                                    | C           | 1,315                     | (911)              | 404                       |
| 22678                        | Upgrade Somersby Water Treatment inlet valve                | Completion of works commenced in 2018-19                              | B           | -                         | 58                 | 58                        |
| 22644                        | Replace sludge scrapers at Kincumber Sewage Treatment Plant | Completion of works commenced in 2018-19 as project slightly delayed  | B           | -                         | 18                 | 18                        |
| 19296                        | Sewer Pump Station - Narara7 and Narara7A                   | Initial planning works, project scheduled for construction in 2020-21 | D           | -                         | 17                 | 17                        |
| 19274                        | Sewer Treatment Plant-K - Tanker Drop Point                 | Initial planning works, project scheduled for construction in 2020-21 | D           | -                         | 12                 | 12                        |
| 20783                        | Kincumber Sewage Treatment Plant - Building Refurbishment   | Initial planning works, project scheduled for construction in 2020-21 | D           | -                         | 9                  | 9                         |
| 20824                        | Region Wide - Replacement of Defective Stop Valves          | Completion of works commenced in 2018-19 as project slightly delayed  | B           | -                         | 19                 | 19                        |
| 19325                        | Sewer Main - WW - Edm Critical Valves                       | Completion of works commenced in 2018-19 as project slightly delayed  | B           | -                         | 45                 | 45                        |
| <b>Water and Sewer Total</b> |   |   |             | <b>1,315</b>              | <b>-</b>           | <b>1,315</b>              |
| <b>Total</b>                 |   |   |             | <b>39,358</b>             | <b>79</b>          | <b>39,438</b>             |