



Central
Coast
Council

OPERATIONAL PLAN

2021-2022





ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional owners
of the land on which we live, and pay our
respects to elders past and present.

CONTENTS

Introduction

| | |
|----------------------------|----|
| Acknowledgement of Country | 3 |
| Our Community Vision | 5 |
| Our Local Government Area | 6 |
| About the Central Coast | 8 |
| About this Plan | 10 |
| Introduction | 11 |
| Our Services | 12 |
| Community Strategic Plan | 13 |
| Our Organisation | 14 |

Operational Plan

| | |
|-----------------------|----|
| How to Read this Plan | 18 |
| Belonging | 20 |
| Smart | 22 |
| Green | 24 |
| Responsible | 28 |
| Liveable | 34 |

Financial Information

| | |
|---------------------------------|----|
| Financial Summary | 40 |
| Financial Income | 42 |
| Financial Expenditure | 46 |
| Four Year Capital Works Program | 50 |

Long Term Financial Plan

| | |
|----------------------------------|-----|
| Long Term Financial Plan Summary | 106 |
| Financial Drivers | 108 |
| Financial Impacts | 109 |
| Financial Income Assumptions | 112 |
| Financial Expenses Summary | 114 |
| Scenarios | 115 |
| Financial Performance | 119 |

Statement of Revenue

| | |
|----------------------------------|-----|
| Ordinary Rates and Special Rates | 125 |
| Annual Charges | 154 |
| Developer Contributions | 171 |
| Works on Private Land | 172 |
| Statement of Borrowings | 173 |

Fees and Charges

| | |
|-------------------------------|--|
| Provided under separate cover | |
|-------------------------------|--|

OUR COMMUNITY VISION

We are ONE Central Coast
A smart, green and liveable
region with a shared sense of
belonging and responsibility



OUR LOCAL GOVERNMENT AREA





-  Holiday Park
-  Library
-  Childcare Centre
-  Patrolled beaches
-  Information Centre
-  Waste Facility
-  Leisure Centres
-  Swimming Pools
-  Stadiums
-  Cemetaries
-  Theatres

ABOUT THE CENTRAL COAST

Population: 342,047

Area: 1,680km²



Average Temperature:

23.2c



Average Rainfall:

1,105mm



Gross Regional Product:

\$14.33b



Businesses:

23,617



Local
Jobs:

121,245



Public Transport
to work:

9%



Tourism overnight
visitors

5.2m



Aboriginal and Torres
Strait Islanders:

3.8%



Born
overseas:

14.6%



Persons with a
disability:

6.4%



Senior
citizens:

20%

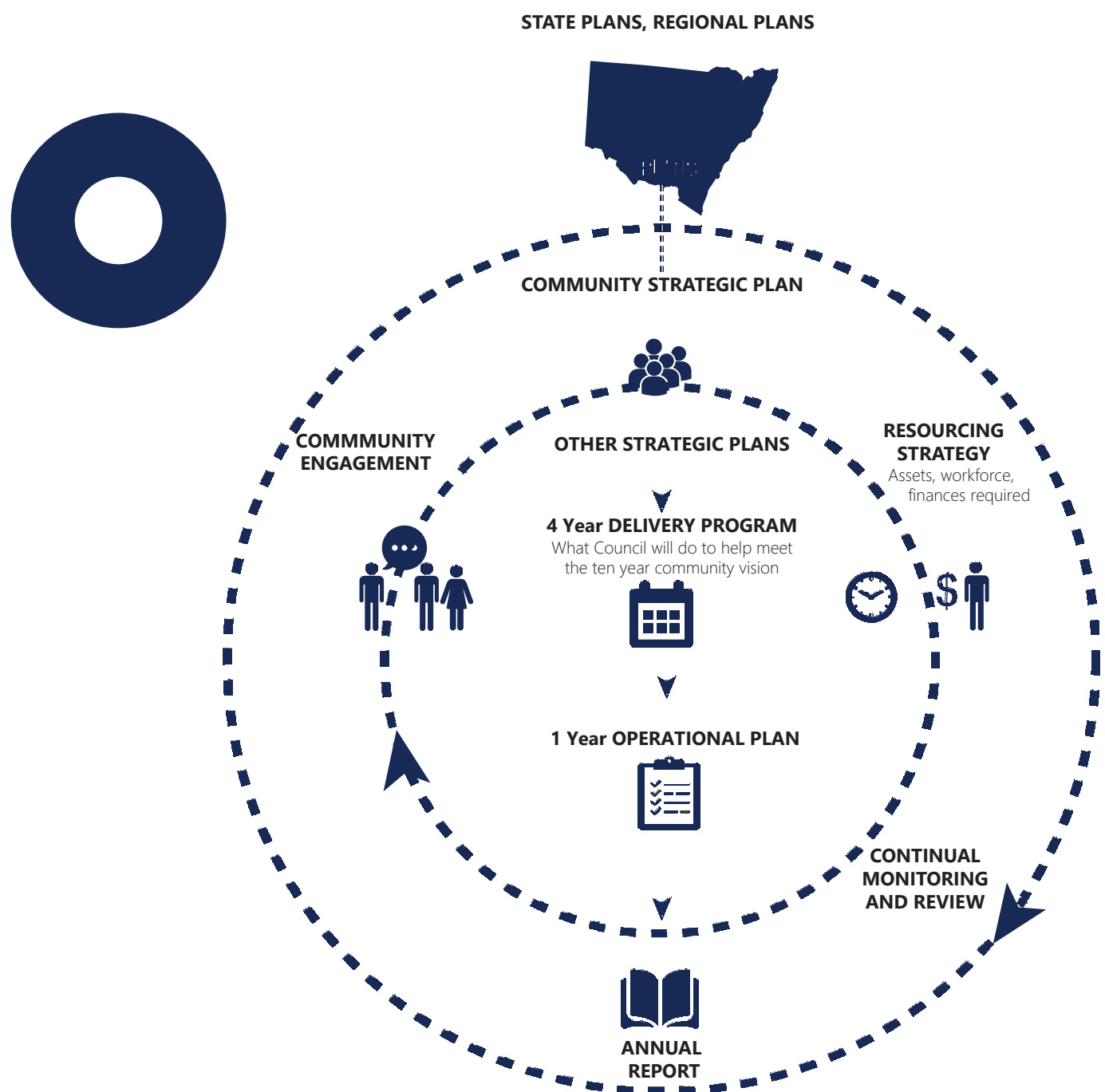


ABOUT THIS PLAN

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework promotes integration with community based objectives, informed by state-level plans and cascading down through to implementation across Council.

The Operational Plan details those actions that Council will take (through projects, plans and actions) to deliver the priorities that are aligned to the objectives of the Community Strategic Plan, One – Central Coast.



INTRODUCTION



The draft Operational Plan 2021-2022 was developed with the focus of addressing the serious financial situation advised by Council in October 2020. Since exhibition, new information has come to light, resulting in a number of changes that provide clearer direction for 2021-2022 and following three financial years. The information presented in this final Operational Plan 2021-2022 includes these changes and differs to what was presented in the draft Operational Plan 2021-2022. Progress reporting and further updates will be included as part of Council's usual quarterly reporting process.

Public Inquiry Announcement

On 26 April 2021, the Minister for Local Government announced that a public inquiry into Central Coast Council would be conducted. As a result, Council will remain under Administration, with Mr Dick Persson stepping down as Administrator and Mr Rik Hart assuming the role. This also means that the local government elections that were due to be held September 2021 will be postponed until late 2022.

For more information on the public inquiry please visit the Office of Local Government's website:

<https://www.olg.nsw.gov.au/public-inquiries/central-coast-council-public-inquiry/>

Current Financial Position

Council's financial situation included an accumulated debt of \$565M, with a number of actions implemented or well underway. As reported in the Q3 Business Report, this includes:

- Obtaining \$150M in bank loans
- Major reduction in operating expenses
- Reduction in employee numbers resulting cost savings of \$31M
- Reducing expenditure in materials and contracts by \$22M
- Ensuring infrastructure spending budget is capped at \$170M per year
- Commenced proceedings to sell \$40-\$60M in underutilised assets

Council's projected financial position at 30 June 2021 was reported in the Q1 Business Report as an operating deficit of \$115M (excluding capital grants and contributions). As a result of the above actions initiated to date the Q3 Business Report now indicates an operating deficit of \$103.3M (excluding capital grants and contributions).

Special Rate Variation Determination

Council applied to Independent Pricing and Regulatory Tribunal (IPART) for a 15% permanent rate increase. IPART announced its determination in May 2021, with a 15% rate increase approved for three years starting from the 2021-2022 financial year.

Council may resolve at a future point in time to apply once again for Special Rate Variation for the 2024-2025 financial year and onwards.

OUR SERVICES

A Airport
Beach Management
Beach Safety
B Boat Ramps
Bridges
Building Regulation Compliance
Business Development And Innovation
Car Parking Operations
C Cemeteries
Childcare
Civic Services
Commercial Properties And Leasing
Communications
Community Development
Community Education
Community Engagement
Community Events
Community Facilities Management
Community Grants And Sponsorship
Community Programs
Contract Management
Contribution Plans
Corporate Facilities Management
Customer Services
D Development Advisory Service
Development Application Determination
Drainage Network
E Energy Advisory Service
Environmental And Sustainability Education
External Funding
F Financial Analysis And Business Support
Financial Control And Compliance
G Galleries
Governance
H Health And Environmental Compliance
Holiday Parks
I Information Management And Insights
Insurance And Risk Management
Integrated Planning And Reporting
Internal Audit
L Legal
Leisure Centres And Pools
M Libraries
Major Economic Projects
N Natural Bushland Reserves
Natural Disaster Impact Mitigation

O Ombuds Services
Organisational Development
And Culture
Organisational Performance
And Improvement
P Parks And Playgrounds
Payroll
Plant And Fleet Management
Project Management
Public Conveniences
Public Place Waste
Management
Purchasing
R Rangers
Recruitment
Resource Recovery
S Roads
Sewer Network Infrastructure
Shared Paths
Sportsgrounds
Stadium
Stores and Inventory
Strategic asset management
Street Lighting
Street Scapes
Systems Development
Systems Maintenance &
Support
T Theatres
Town And City Centre
Management
Traffic And Safety Regulation
Tree Management
U Urban Planning
Visitor Economy
V Waste and Recycling Collection
W Water Collection And
Treatment
Water Distribution
Waterways And Coasts
Wharves And Jetties
Workplace Health And Safety

COMMUNITY STRATEGIC PLAN

Belonging



OUR COMMUNITY
SPIRIT IS OUR
STRENGTH



CREATIVITY,
CONNECTION AND
LOCAL IDENTITY



A GROWING
AND COMPETITIVE
REGION



A PLACE OF
OPPORTUNITY
FOR PEOPLE

Green



ENVIRONMENTAL
RESOURCES
FOR THE FUTURE



CHERISHED AND
PROTECTED
NATURAL BEAUTY



GOOD GOVERNANCE
AND GREAT
PARTNERSHIPS



DELIVERING
ESSENTIAL
INFRASTRUCTURE



BALANCED AND
SUSTAINABLE
DEVELOPMENT

Responsible

Liveable



RELIABLE PUBLIC
TRANSPORT AND
CONNECTIONS



OUT AND
ABOUT IN
THE FRESH AIR



HEALTHY LIFESTYLES
FOR A GROWING
COMMUNITY

OUR ORGANISATION

Our Values



SERVE



IMPROVE



COLLABORATE



BE YOUR BEST



BE POSITIVE

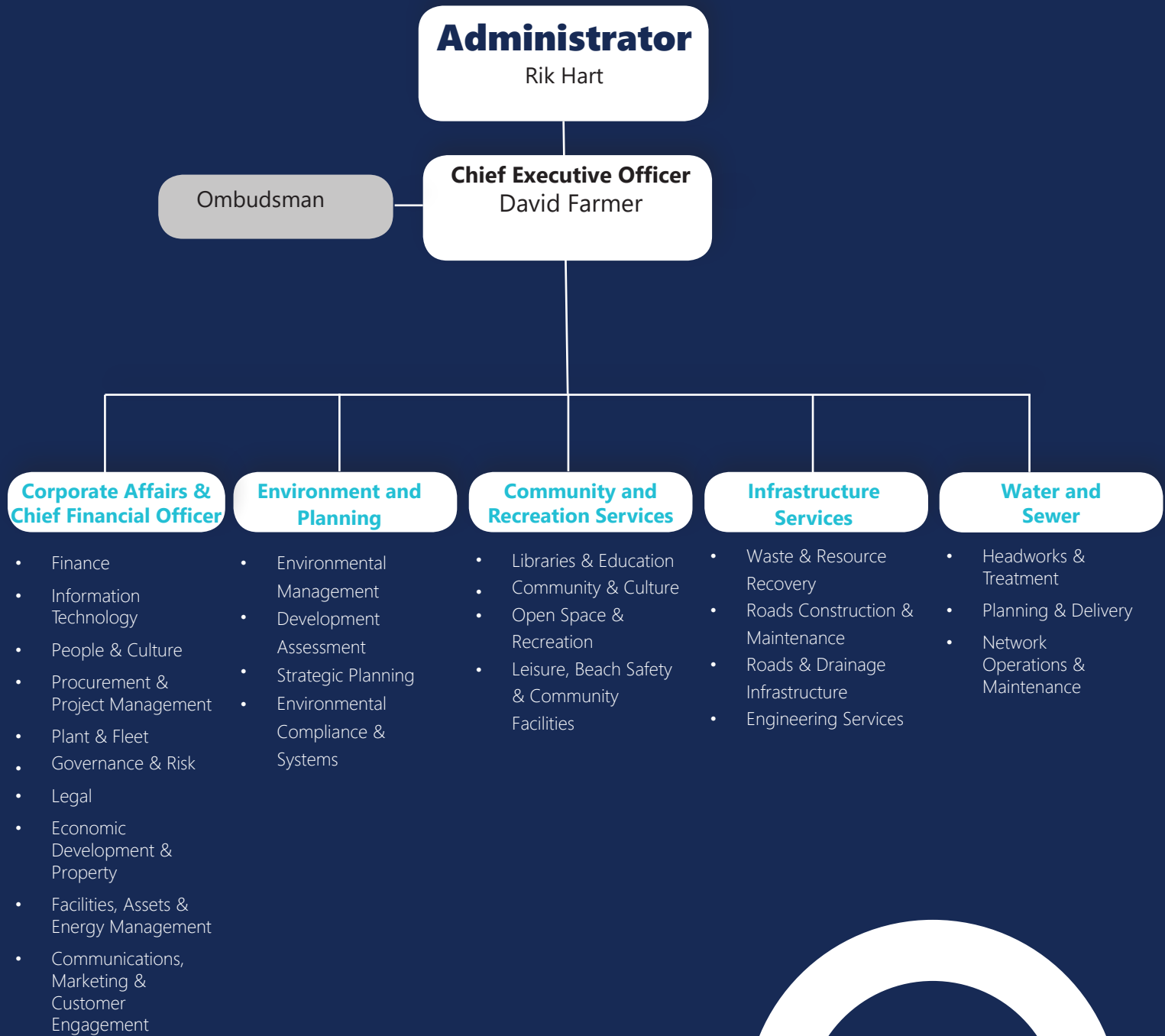


BE SAFE

The core values of Central Coast Council are reflected in every decision we make relating to our employees and our community. They connect us to one another and unite us as we work together to achieve the Council vision and implement the community's vision.



Organisational Structure







OPERATIONAL PLAN

HOW TO READ THIS PLAN

The Operational Plan is aligned to the five themes of the Community Strategic Plan (CSP) and links to the Focus Areas and Objectives.

The diagram below demonstrates these linkages.



Community Vision

The community vision is a statement that captures the community's aspirations for the future of the Central Coast



CSP Theme

The Operational Plan is aligned to the five themes of the CSP and links to the Focus Areas and Objectives:

Belonging
Smart
Green
Responsible
Liveable



Delivery Program

Details the outcome to be achieved at the end of the Delivery Program period



Operational Plan

Details the specific action or indicator to be undertaken or measured within the 2021-22 financial year



Responsible Unit

Details the unit responsible for delivering this item in accordance with Council's operational structure



BELONGING



OUR COMMUNITY SPIRIT IS OUR STRENGTH

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



CREATIVITY, CONNECTION AND LOCAL IDENTITY

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



Services

- Galleries
- Stadium
- Theatres
- Community Development
- Community Education
- Community Programs
- Rangers
- Events
- Beach Safety
- Street Lighting

Operational Plan 2021-2022

| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
|---|-------------|--|-------------------------|--|
| Provide beach lifeguard services to patrolled beaches from September to April each year. | 2122_OP_082 | Council to safely patrol 15 beach locations and beach safety, education and messaging programs provided (in partnership with Surf Life Saving Central Coast) | 30 April 2022 | Leisure, Beach Safety and Community Facilities |
| Efficient delivery of community facilities that meets the community needs | 2122_OP_090 | Delivery of high-quality exhibitions and programs at Gosford Regional Art Gallery that attracts 155,000 visitors per year | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_091 | Delivery of 195 cultural productions, events and performances at Laycock Street Community Theatre | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| Increase positive community attitudes and behaviours towards people with disability | 2122_OP_107 | Implement relevant actions from the Central Coast Disability Inclusion Action Plan | Four projects delivered | Community and Culture |
| Provide a premier venue for sports and entertainment on the Central Coast community | 2122_OP_144 | Conduct survey of respondents that are either satisfied or very satisfied with Central Coast Stadium | 67% | Economic Development and Property |
| Improved management of companion animals throughout the Central Coast | 2122_OP_197 | Develop a Responsible Pet Ownership Policy for the Central Coast | By 30 June 2022 | Environmental Compliance and Systems |



SMART



A GROWING AND COMPETITIVE REGION

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



A PLACE OF OPPORTUNITY FOR PEOPLE

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



Services

- Airport
- Business Development and Innovation
- Holiday Parks
- Major Economic Projects
- Town and City Centre Management
- Visitor Economy

Operational Plan 2021-2022

| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
|--|-------------|---|---|---|
| Create opportunities to expand tourism | 2122_OP_130 | Destination Management Plan - Implement revised Strategic Priorities and Supporting Actions from 2018-2021 DMP | 100% of actions delivered by 31 December 2021 | Communications, Marketing and Customer Engagement |
| | 2122_OP_131 | Develop 2022-2025 Destination Management Plan | By 31 December 2021 | Communications, Marketing and Customer Engagement |
| | 2122_OP_132 | Tourism Opportunity Plan - Implement Revised Year 2 Actions from 2019-2024 Tourism Opportunity Plan | 90% of actions completed by 30 June 2022 | Communications, Marketing and Customer Engagement |
| Grow tourism and profitability of the Holiday Parks | 2122_OP_153 | Implement business strategy plan focussing on the future requirements of the business (pending approval from Council) | 30 June 2022 | Economic Development and Property |

GREEN



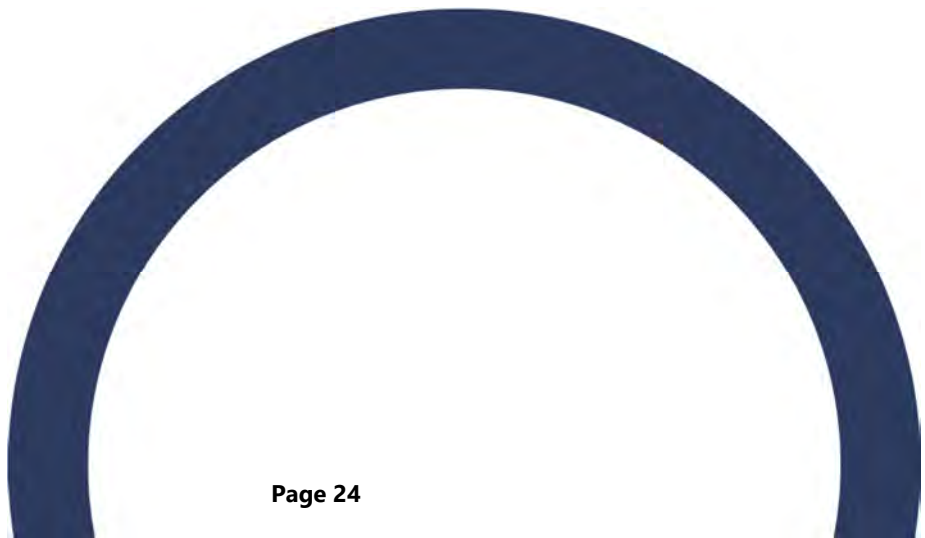
ENVIRONMENTAL RESOURCES FOR THE FUTURE

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



CHERISHED AND PROTECTED NATURAL BEAUTY

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



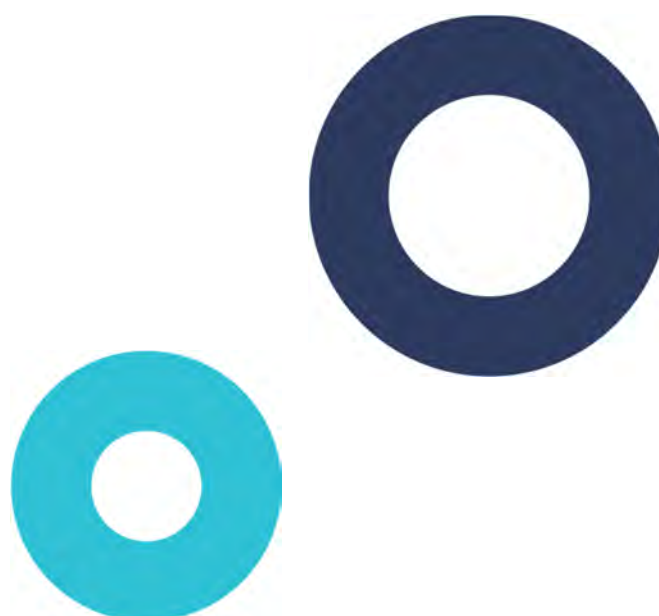
Services

- Energy Advisory Service
- Health and Environmental Compliance
- Natural Disaster Impact Mitigation
- Beach Management
- Environmental and Sustainability Education
- Natural Bushland Reserves
- Tree Management
- Waterways and Coasts
- Street Scapes
- Public Place Waste Management
- Resource Recovery
- Waste and Recycling Collection

Operational Plan 2021-2022

| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
|---|-------------|---|--|--|
| Reducing Council's energy cost, improve energy productivity and reduce Council's greenhouse gas emissions | 2122_OP_071 | Review emissions reduction targets in alignment with IPCC recommendations. | Revision of targets to Council by 30 June 2021 Draft emissions Reduction Pathway approved by 30 June 2022 | Facilities, Assets and Energy Management |
| Regular operation wrack and algae collection (and other equipment under contract) in near-shore zones of Tuggerah Lakes | 2122_OP_97 | Removal of 5,000m3 of floating wrack and macro algae from the Tuggerah Lakes Estuary annually | By 30 June 2022 | Environmental Management |
| Implementation of Council's Biodiversity Strategy | 2122_OP_98 | Deliver priority actions (1.2.1, 1.4.2 and 2.3.1) of the Central Coast Council Biodiversity Strategy | By 30 June 2022 | Environmental Management |
| Complete Flood Studies and Floodplain Risk Management Plans in consultation with the community. | 2122_OP_99 | Complete the following flood studies: <ul style="list-style-type: none"> • Northern Lakes Floodplain Risk Management Plan • Wallarah Creek Floodplain Risk Management Plan • Davistown and Empire Bay Floodplain Risk Management Plan • Woy Woy Peninsula Floodplain Risk Management Plan | By 30 June 2022 | Environmental Management |
| Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the Central Coast region | 2122_OP_178 | Percentage of domestic waste bins collected on scheduled date | >99% | Waste and Resource Recovery |

| Operational Plan 2021-2022 | | | | |
|--|-------------|---|-------------------|--------------------------------------|
| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
| Expand the diversion of domestic waste from landfill through increased resource recovery resulting in environmentally responsible waste collection services | 2122_OP_179 | Percentage of domestic solid waste diverted from landfill | >40% | Waste and Resource Recovery |
| An Environmental Management System (EMS) for Central Coast Council that is consistent with AS/NZ ISO 14001:2016 | 2122_OP_198 | Implement Phase 3 of the EMS Project | By 30 June 2022 | Environmental Compliance and Systems |





RESPONSIBLE



GOOD GOVERNANCE AND GREAT PARTNERSHIPS

- G1** Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice
- G2** Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect
- G3** Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions
- G4** Serve the community by providing great customer experience, value for money and quality services



DELIVERING ESSENTIAL INFRASTRUCTURE

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



BALANCED AND SUSTAINABLE DEVELOPMENT

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

Services

- Cemeteries
- Community Grant and Sponsorships
- Community Engagement
- Customer Services
- Communications
- Corporate Facilities Management
- Plant and Fleet Management
- Stores and Inventory
- Civic Services
- Governance
- Insurance and Risk Management
- Internal Audit
- Legal
- Ombudsman Services
- External Funding
- Integrated Planning and Reporting
- Organisational Performance and Improvement
- Strategic Asset Management
- Development Advisory Service
- Development Application Determination
- Building Regulation Compliance
- Commercial Properties and Leasing
- Financial Analysis and Business Support
- Financial Control and Compliance
- Organisational Development and Culture
- Recruitment
- Workplace Health and Safety
- Information Management and Insights
- Systems Development
- Systems Maintenance and Support
- Contract Management
- Project Management
- Purchasing
- Sewer Network Infrastructure
- Drainage Network
- Contribution Plans
- Urban Planning
- Bridges
- Car Parking Operations
- Roads
- Traffic and Safety Regulation
- Water Collection and Treatment
- Water Distribution

Operational Plan 2021-2022

| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
|---|-------------|---|-------------------|-----------------------------------|
| Region wide improvement to road pavement condition to ensure long term sustainability of the road network and to support economic growth | 2122_OP_006 | Kilometres of road pavement to be renewed each year | 10 km | Roads and Drainage Infrastructure |
| | 2122_OP_007 | Kilometres of road resurfacing to be renewed each year | 26 km | Roads and Drainage Infrastructure |
| Region wide improvements to bus stop infrastructure to improve access to public transport and ensure legislative compliance | 2122_OP_008 | Number of bus stops upgraded to meet Disability Discrimination Act compliance each year | 45 bus stops | Roads and Drainage Infrastructure |
| Expansion and upgrade of the drainage network across the Central Coast to reduce flooding, improve stormwater management, and | 2122_OP_011 | Kilometres of drainage infrastructure constructed each year | 4.1 km | Roads and Drainage Infrastructure |

| Operational Plan 2021-2022 | | | | |
|---|-------------|---|--|-----------------------------------|
| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
| maintain accessibility around the Central Coast | | | | |
| Capital expenditure projects are completed as planned | 2122_OP_017 | Percentage of road and drainage capital works projects completed within scope and budget | 90% | Roads and Drainage Infrastructure |
| Support Councillors in effective decision making and promote transparency and accountability | 2122_OP_054 | Percentage of Council resolutions actioned within agreed timeframes | 90% of actions in agreed timeframes | Governance and Risk |
| | 2122_OP_056 | Percentage of Council matter considered in confidential session | <5% of matters considered in confidential every year | Governance and Risk |
| Ensure compliance with the statutory requirement and promote transparency and accountability | 2122_OP_060 | Number of non-compliances with legislative compliance requirements each year | Zero | Governance and Risk |
| | 2122_OP_061 | Number deemed refusals for Formal GIPA applications due to missed deadlines | Zero | Governance and Risk |
| To provide independent assurance to the CEO and Audit, Risk and Improvement Committee (ARIC) on the effectiveness of management controls and to make recommendations on ways to mitigate identified risk exposures | 2122_OP_063 | Reporting to ARIC at each meeting in line with Internal Audit and ARIC Charter obligations | 30 June 2022 | Governance and Risk |
| Meet legislative and business requirements | 2122_OP_072 | Complete Council's Integrated Planning and Reporting (IP&R) requirements (in line with the Office of Local Government direction), including at a minimum development of the Delivery Program (2022-23 to 2024-25) incl. Operational Plan 2022-23, quarterly reporting against the Operational Plan 2021-22 and development of the Annual Report 2020-21 | 30 June 2022 | Strategic Planning |
| Comprehensive Local Environment Plan | 2122_OP_073 | Complete Central Coast Housing Strategy (Phase 1) | 30 June 2022 | Strategic Planning |
| | 2122_OP_074 | Report the draft Central Coast Employment Land Audit and Strategy to Council for exhibition | 30 June 2022 | Strategic Planning |

| Operational Plan 2021-2022 | | | | |
|---|-------------|---|---|---|
| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
| | 2122_OP_077 | Commence phase 2 of the Environmental Lands Review (Deferred Lands - non Council owned) | 30 June 2022 | Strategic Planning |
| Provide a clear approach to the planning and development of key growth regions | 2122_OP_075 | Report the draft Lake Munmorrah Structure Plan for endorsement | 30 June 2022 | Strategic Planning |
| | 2122_OP_079 | Prepare Character Statements for northern part of LGA | 30 June 2022 | Strategic Planning |
| | 2122_OP_080 | Exhibit the draft Greater Warnervale Area Structure Plan | 30 June 2022 | Strategic Planning |
| Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability. | 2122_OP_078 | Complete development of a Street Design Manual | 30 June 2022 | Strategic Planning |
| Integrated approach to the funding of infrastructure to meet the needs of the Central Coast population | 2122_OP_076 | Undertake a review to consolidate the Central Coast S7.11 Contribution Plan | 30 June 2022 | Strategic Planning |
| Define what matters for customers and deliver an improved customer experience | 2122_OP_124 | Implement Customer Experience Change program | Revised program in place with 3 key actions delivered by 30 June 2022 | Communications, Marketing and Customer Engagement |
| | 2122_OP_128 | Answer calls to the Contact Centre within 4 minutes | 90% compliance quarterly | Communications, Marketing and Customer Engagement |
| Provide a positive customer experience | 2122_OP_127 | Respond to customer non-urgent enquiries within 5 business days | 100% Unit compliance quarterly | Communications, Marketing and Customer Engagement |
| Ensure complaints are being addressed and feedback is being actioned against service levels | 2122_OP_129 | Resolve customer complaints and compliments within the specified timeframes | 95% compliance quarterly | Communications, Marketing and Customer Engagement |
| Increased utilisation of parking station | 2122_OP_146 | Implement pricing strategy for Gosford City Car Park subject to COVID-19 Restrictions | By 30 June 2022 | Economic Development and Property |
| Better visibility of parking availability in Gosford | 2122_OP_145 | Implement online customer payment portal at Gosford City Car Park | By 30 June 2022 | Economic Development and Property |

| Operational Plan 2021-2022 | | | | |
|--|-------------|--|---|-----------------------------------|
| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
| | 2122_OP_147 | Integrate the available spaces at the Gosford City Car Park into the adopted parking app | By 30 June 2022 | Economic Development and Property |
| | 2122_OP_148 | Integrate the available spaces at the Terrigal Wilson Rd Car Park into the adopted parking app | By 30 June 2022 | Economic Development and Property |
| Optimise the usage of the Baker Street Car Park for visitors to the Gosford City Centre | 2122_OP_149 | Maintain average occupancy rates for business hours - Monday to Friday | 60% | Economic Development and Property |
| Ensure short term burial capacity is not compromised | 2122_OP_150 | Maintain minimum (10 years) capacity for burial sites across each operational cemetery | Noraville: 600 Jilliby: 160 Wamberal: 300 Point Clare: 610 (to be reviewed annually by 30 June 2022) | Economic Development and Property |





LIVEABLE



RELIABLE PUBLIC TRANSPORT AND CONNECTIONS

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



OUT AND ABOUT IN THE FRESH AIR

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



HEALTHY LIFESTYLES FOR A GROWING COMMUNITY

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

Services

- Childcare
- Community Facilities Management
- Public Conveniences
- Libraries
- Leisure Centres and Pools
- Parks and Playgrounds
- Shared Paths
- Sportsgrounds
- Wharves and Jetties

Operational Plan 2021-2022

| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
|---|-------------|--|-------------------|--|
| 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 | 2122_OP_010 | Kilometres of shared path and footpath constructed each year | 6.5 km | Roads Assets Planning and Design |
| Efficient delivery of community facilities that meets the community needs | 2122_OP_083 | Delivery of a high-quality leisure facility and programs at Gosford Olympic Pool that attracts 185,000 visitors per year | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_084 | Delivery of a high-quality leisure facility and programs at Peninsula Leisure Centre that attracts 400,000 visitors per year | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_085 | Delivery of a high-quality leisure facility and programs at Niagara Park Stadium that attracts 100,000 visitors per year | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_086 | Delivery of a high-quality leisure facility and programs at Lake Haven Recreation Centre that attracts 100,000 visitors per year | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_087 | Delivery of a high-quality leisure facility and programs at Toukley Aquatic Centre that attracts 100,000 visitors per year | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_088 | Delivery of a high-quality leisure facility and programs at Wyong Olympic Pool that attracts 30,000 visitors per year | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_089 | Complete business plans for each of the six leisure facilities, ensuring financial sustainability and best practice operating | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_92 | Manage and administer the bookings of community halls and | 30 June 2022 | Leisure, Beach Safety and |

Operational Plan 2021-2022

| Delivery Program | Reference | Project / KPI | Target / Timeline | Responsible Unit |
|--|-------------|---|---------------------|--|
| | | facilities, facilitating 12,000 annual bookings for the community | | Community Facilities |
| | 2122_OP_93 | 100% of all community leases and licences commencing a due diligence process within a week of the original request | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_94 | A minimum of six-monthly inspections completed for 100% of community facilities operating under a lease, licence or hired agreement | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| | 2122_OP_95 | Undertake a review of the future planning of community facilities across the region, and any possible rationalisation | 30 June 2022 | Leisure, Beach Safety and Community Facilities |
| Provision of 8 education and care services for children aged 6 weeks to 6 years | 2122_OP_204 | Number of vulnerable children who receive inclusive opportunities to maximise their learning, development and wellbeing | 70 children | Libraries and Education |
| | 2122_OP_212 | Number of families receiving education and care services | 490 | Libraries and Education |
| Education and care operate in a financially responsible manner | 2122_OP_206 | Investigate and apply for external grant funding opportunities | 30 June 2022 | Libraries and Education |
| Provide technology that meets the community's needs | 2122_OP_207 | Number of public internet and Wi-Fi usage | 85,000 sessions | Libraries and Education |
| Provide programs that addresses identified needs and interests of the community and increases lifelong learning opportunities | 2122_OP_208 | Average number of activity sessions implemented per library per week that cater for all ages and stages delivered | 2 | Libraries and Education |
| | 2122_OP_209 | Number of outreach sessions delivered to the community outside of library buildings | 80 | Libraries and Education |
| Loans for print and resources are maintained | 2122_OP_210 | Number of annual library loans | 1,000,000 loans | Libraries and Education |
| Provide facilities that meet the needs of the community | 2122_OP_211 | Number of visitations at library branches | 530,000 visitations | Libraries and Education |









FINANCIAL INFORMATION

FINANCIAL SUMMARY



Overview

Council continues to face a serious financial situation and has implemented a number of measures to manage costs and increase income to achieve long-term financial sustainability including: obtaining \$150 million in bank loans, major reduction in operating expenses, reducing staff back to pre-amalgamation numbers from over 2,500 to under 2,000, selling \$40-\$60 million in underperforming assets, reviewing fees and charges and finding new revenue sources. In May 2021, the Independent Pricing and Regulatory Tribunal (IPART) approved a 15% Special Rate Variation (SRV) rates increase for the Central Coast for three years starting from the 2021-2022 financial year. Whilst the approved SRV provides Council short term stability, it does not provide for long term financial sustainability and a further SRV will be required. The financial scenario below assumes Council will apply and be awarded a permanent 15% increase at the expiration of the three-year period.

It is also noted that the financial information is subject to rounding.

Financial Summary

| Financial Summary | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 |
|--|----------------|----------------|----------------|----------------|
| | \$ million | \$ million | \$ million | \$ million |
| Operating Income | 666,792 | 693,922 | 701,290 | 708,798 |
| Operating Expenditure | 659,748 | 670,467 | 681,300 | 692,250 |
| Net Operating Result (excluding Capital Grants and Contributions) | 7,043 | 23,456 | 19,990 | 16,548 |
| Capital Grants and Contributions | 42,890 | 42,722 | 42,529 | 42,872 |
| Net Operating Result (including Capital Grant and Contributions) | 49,934 | 66,178 | 62,519 | 59,420 |
| Capital Works Program | 175,040 | 182,606 | 188,106 | 193,606 |

Operating Statement

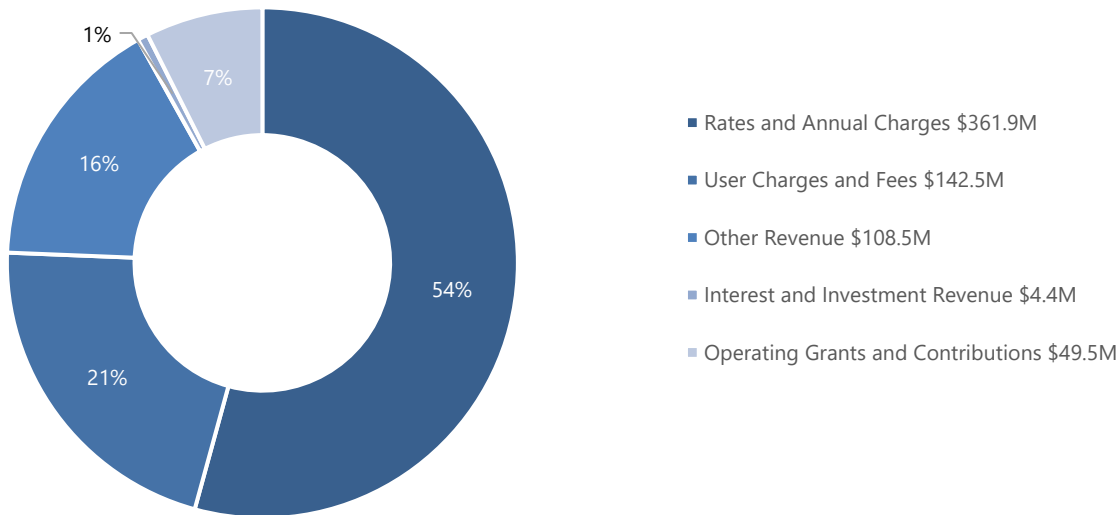
| Operating Statement | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 |
|--|----------------|----------------|----------------|----------------|
| | \$ million | \$ million | \$ million | \$ million |
| Operating Income | | | | |
| Rates and Annual Charges | 361,872 | 387,725 | 393,809 | 400,027 |
| User Charges and Fees | 142,512 | 143,224 | 143,940 | 144,660 |
| Other Revenue | 108,475 | 109,018 | 109,563 | 110,111 |
| Interest and Investment Revenue | 4,442 | 4,464 | 4,487 | 4,509 |
| Operating Grants and Contributions | 49,491 | 49,491 | 49,491 | 49,491 |
| Gain on Disposal | - | - | - | - |
| Total Income Attributable to Operations | 666,792 | 693,922 | 701,290 | 708,798 |
| Operating Expenses | | | | |
| Employee Costs | 175,842 | 180,228 | 184,733 | 189,352 |
| Borrowing Costs | 17,471 | 17,351 | 17,231 | 17,111 |
| Materials and Contracts | 188,518 | 189,460 | 190,407 | 191,359 |
| Depreciation and Amortisation | 177,106 | 182,606 | 188,106 | 193,606 |
| Other Expenses | 100,822 | 100,822 | 100,822 | 100,822 |
| Total Expenses Attributable to Operations | 659,748 | 670,467 | 681,300 | 692,250 |
| Operating Result excluding Capital Income | 7,043 | 23,456 | 19,990 | 16,548 |
| Capital Grants and Contributions | 42,890 | 42,722 | 42,529 | 42,872 |
| Operating Result including Capital Income | 49,934 | 66,178 | 62,519 | 59,420 |



FINANCIAL INCOME

Operating Income

Council is budgeted to receive \$666.8 million in operating income in 2021-2022.



Sources of Revenue

Council's rates, annual charges, and user charges and fees make up approximately 75% of Council's total operating revenue. These amounts are applied in accordance with the relevant legislation and are explained in detail below.

Rates

The total amount of ordinary and special rates Council can levy is defined by legislation.

Rates income is regulated by the Office of Local Government, which uses a rate peg system to allow Councils to recover income from the community to deliver services. Rate pegging has been in place since 1977. Under the rate pegging system, Councils can only increase certain rates and charges by the maximum approved annual percentage allowed by the Independent Pricing and Regulatory Tribunal (IPART). As part of addressing the financial crisis Council has received approval for a three-year increase to ordinary and special rates of 15% (including the rate peg).

Under the *Local Government Act 1993*, there was a rate path freeze for merged Councils which included Central Coast Council. This meant that Council was required to maintain the rate path that was last applied by the former Gosford City and Wyong Shire Councils. From 1 July 2021 however, rates will be harmonised across the Central Coast local government area. For more information on rates harmonisation please refer to the Statement of Revenue section.

The freeze in the rate paths was not a freeze on the amount Council could levy by way of rates. What it meant was that Council's permissible rates income was the sum of the rates income for each of the former local government areas within Central Coast Council's local government area, as if the amalgamation had not occurred, plus the allowable rate peg set annually by IPART. For 2021-2022 IPART approved a rate peg of 2.0% as the allowable increase in Councils permissible rates income.

Under the *Valuation of Land Act 1916* Council is required to use the most current land values when calculating ordinary and special rates. These values are provided by the NSW Valuer General (VG), the independent statutory authority responsible for determining land values in NSW. The latest values provided by the VG are being used for levying rates in 2021-2022 and have a base date of 1 July 2019.

Annual Charges

Water, Sewerage and Stormwater Drainage Service Charges

Central Coast Council's water, sewerage and stormwater drainage services and a number of its associated ancillary services are levied under the *Water Management Act 2000*. Those services are declared monopoly services under s. 4 of the *Independent Pricing and Regulatory Tribunal Act 1992*.

Council's prices must therefore be set in accordance with any IPART determined methodologies and/or maximum prices and are subject to approval by the relevant Minister.

IPART issued two determinations on the maximum prices that Council can charge for water, sewerage and stormwater services on 24 May 2019. The determinations apply for three years from 1 July 2019 to 30 June 2022 (the 2019 determination period):

1. Central Coast Council - Maximum prices for water, sewerage, stormwater drainage and other services from 1 July 2019
2. Bulk water transfers between Hunter Water Corporation and Central Coast Council – Maximum prices from 1 July 2019

In April 2021 IPART Clarification Notice No. 1 of 2021 was published in the NSW Government Gazette due to the fact a clerical error was identified in the original IPART modelling by Council. Amendments have been made by IPART in the Notice to the 2020-21 sewer service charges to correct the impact of this error. The error set sewer service charges marginally lower than they should have been. This reduced the sewer service charge revenue that Council was able to collect over the three-year determination period by \$1.8 million or 1% and resulted in customers paying around \$5 to \$10 less in each of the last two years. So that Council can recover this revenue, sewer service charges will increase from 1 July 2021. While customers will pay slightly higher prices in 2021-2022, they will pay no more in total than was intended over the three-year determination period. This is because lower prices were applied for the first two years of the determination period

All prices for water, sewerage, stormwater drainage and ancillary services for 2021-2022 are in accordance with IPART's final determinations issued on 24 May 2019 and IPART Clarification Notice No. 1 of 2021 which was published in the NSW Government Gazette on 30 April 2021 adjusted by the 2021-2022 CPI multiplier of 3.3% as the final determinations were made in 2019-2020 dollars.

The CPI multiplier as per the IPART determinations is the consumer price index All Groups index number for the weighted average of eight capital cities, published by the Australian Bureau of Statistics. The maximum prices in the determinations are to be adjusted for inflation by multiplying the specified price in 2019-2020 dollars by the specified CPI multiplier.

For 2021-2022 that is calculated as the percentage change from the March Quarter 2019 to March Quarter 2021, which equals 3.3%,

$$\text{CPI} = \frac{\text{CPI March 2021}}{\text{CPI March 2019}}$$

The multiplier for 2021-2022 is a two-year multiplier and is the sum of the March 2019 to March 2020 Consumer Price Index movement of 2.2% and the March 2020 to March 2021 Consumer Price Index movement of 1.1%.

Domestic Waste Management Charge

Central Coast Council provides domestic waste management services including weekly domestic waste (red) bin collection, alternate fortnightly recycling (yellow) and vegetation (green) bin collection and six free kerbside collections per year.

Any amounts charged to residents for the domestic waste management service is “restricted for purpose”, which means Council can only recover the cost of providing the service from residents without any profit. Any unspent funds must be restricted and used only to pay for the costs of providing domestic waste management services.

User Charges and Fees

This category of income represents a user pay system and relies wholly on demand. It includes both statutory charges, where the price is set by regulation and Council determined charges, where the fee is set to reflect market rates and/or contribute towards the cost recovery of providing the service.

Examples of both types of fees and charges include water usage charges, sewer user charges, waste facility fees, holiday park user charges, child care fees, Roads and Maritime Services (RMS) user charges, development application fees, community facility hire fees, building and shop inspections, construction certificates and companion animal registrations.

Council sets other fees and charges based on partial (subsidised) cost recovery, full cost recovery or subject to market forces. Pricing categories are disclosed against each fee in the Fees and Charges schedule appearing in Fees and Charges section of the Operational Plan.

Operating and Capital Grants

Operating grants are provided to Council to fund the delivery of services. Some of the grants are for the delivery of specific services and others are general grants or “untied” grants which means Council can use the funding based on local priorities.

Income received for specific purpose means that it is restricted in use and cannot be used for any purpose other than that identified in the funding agreement. This income is kept as a separate cash reserve until such time as the expenditure occurs. Common examples of specific purpose grants received by Council include roads, street lighting, bushfire prevention, waste and recycling, child care, library services and recreational facilities.

Each specific purpose grant has been considered individually for the LTFP and only those that have been ongoing in recent years have been included as recurrent future income e.g. street lighting. Many of the specific purpose grants received by Council are capital and non-recurrent in nature.

Capital grants are provided to Council to fund renewal or upgrade works on Council assets or for the purchase or construction of new assets. Capital grants are reflected in Council's budget when the grant funding has been confirmed as approved by an external grant funding body. During the financial year as part of Council's quarterly budget reviews any new capital grants confirmed will be reflected in the latest financial forecast.

Financial Assistance Grants

The Federal Government provides the Financial Assistance Grant program to local government under the *Local Government (Financial Assistance) Act 1995* (Commonwealth). The Financial Assistance Grant (FAG) program consists of two components:

- A general purpose component which is distributed between the states and territories according to population (i.e. per capita basis)
- An identified local road component which is distributed between the states and territories according to fixed historical shares.

Both components of the grant are untied in the hands of local government, allowing Councils to spend the grants according to local priorities.

The NSW Local Government Grants Commission recommends the distribution of the funding under the FAG program to NSW local governing bodies in accordance with the *Local Government (Financial Assistance) Act 1995* (Commonwealth) and the National Principles for allocating grants. The grant is paid in equal quarterly instalments by the Australian Government to the NSW Local Government Grants Commission for immediate distribution to local governing bodies in August, November, February and May.

The Australian Government prepaid a portion of the 2021-2022 FAG as it has historically in June. Historically there has been a prepayment of the FAG to Council in June when the Government has additional funds to expend or in extenuating circumstances such as COVID-19 to support Council to deliver essential services. The prepayment of the FAG impacts the timing of when the income is recognised (in which financial year) but does not impact the amount which Council receives overall to fund essential services. The 2021-2022 budget includes an assumed partial prepayment of 2022-2023 FAG based on historical trends. Any changes to the timing of FAG payments will be reflected in the quarterly budget review process.

Other Revenue

Other sources of revenue include commercial and residential rent, fines and infringements, cemetery plots and memorials, water and sewerage service connections and royalty payments for landfill gas.

The majority of income projections related to other revenues contained within the LTFP are based on historical trend, escalated with CPI.

Interest and Investment Revenue

Council's investments are made in accordance with the *Local Government Act 1993*, the *Local Government (General) Regulation 2005*, Council's Investment Policy, the Ministerial Investment Order issued in 2011 and the Office of Local Government Investment Policy Guidelines published in 2010.

Council invests cash in fixed rate term deposits with Approved Deposit Institutions, keeping risk low while at the same time securing ongoing returns.

Interest rates have been low in historical terms since 2010-2011 and therefore the LTFP has adopted a conservative stance and assumes a stable interest rate over the next few years consistent with recent yields. The amount of interest revenue calculated in the LTFP is directly linked to the available cash balances from the cash flow statement.

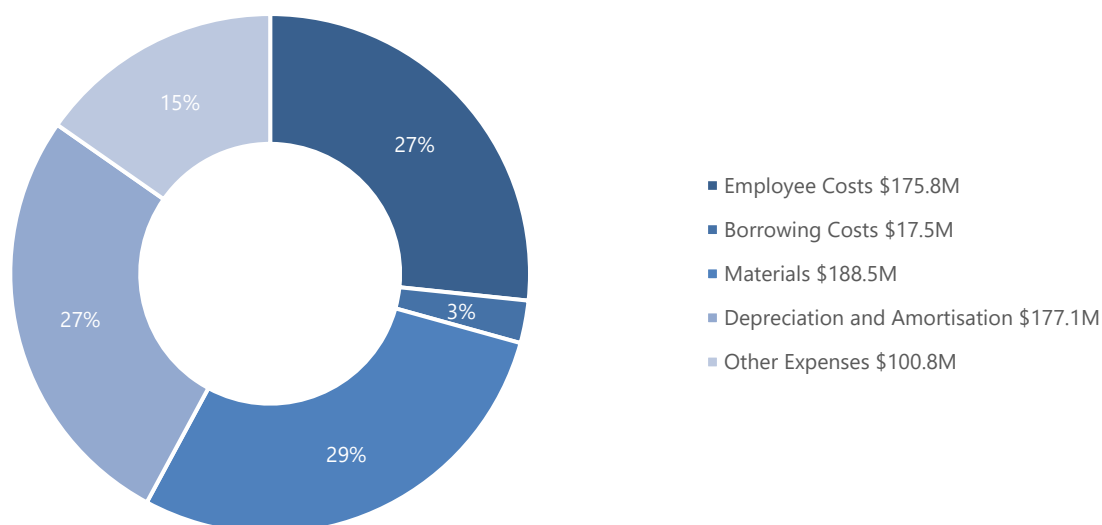
Other income in this category relates to interest imposed on overdue rates and charges. Further information on the rate of interest payable on overdue rates and charges can be found in the *Statement of Revenue* section of the Operational Plan.



FINANCIAL EXPENDITURE

Operating Expenditure

Council's budgeted operating is \$659.7 million for 2021-2022.



Employee Benefits and On-Costs

Employee benefits and on-costs includes salary and wages paid to staff and other direct staff costs such as superannuation, payroll tax, fringe benefits tax and workers compensation.

Borrowing Costs

Traditionally Council has used long term loans to finance large capital expenditures, particularly related to major water and sewerage network projects. The practice of borrowing funds to generate cash flow to deliver large infrastructure allows the cost of the project to be spread across the useful life of the asset in order to facilitate intergenerational equity for these assets.

Council secured \$150 million in new borrowings during 2020-2021. External loan balances are forecast to be \$347 million at 30 June 2021. Interest expense has been projected based on the rates applicable for each loan.

Materials and Contracts

The Materials and Contracts budget includes materials, consumables, contractor and consultancy costs and contracts including Council's waste collection contract, equipment hire and fuel, information management hardware and chemicals (for water and sewage treatment).

Depreciation and Amortisation

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Even though this expense item has no cash consequence, we must invest in equivalent renewal or upgrade works to ensure that the assets are held to their optimal levels of serviceability.

Depreciation expense assumptions are based on the effective lives of existing assets and the expected useful lives of new assets. This information is reviewed annually.

Other Expenses

The other expenses budget reflects costs not included in other operating statement expenditure groupings and includes: Council's contributions to emergency services, the Environment Protection Authority waste levy, insurances, electricity, street lighting and gas, software expenses, Mayoral / Councillor fees, Holiday Park management costs, telecommunication costs, bank charges and Local Government election costs.

Capital Expenditure

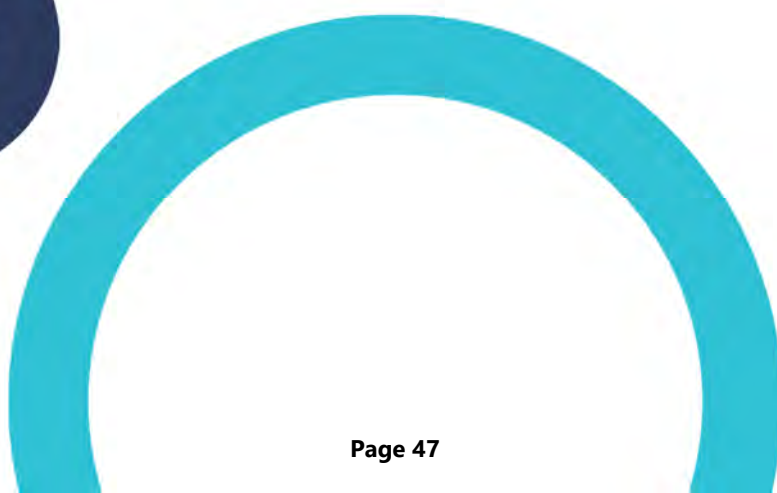
Council has budgeted to invest \$175.0 million on assets in 2021-2022 to improve and add to Council's asset portfolio, which has a gross replacement cost of over \$10.2B.

Capital Works by Expenditure Type

The 2021-2022 capital works program is targeted at renewal and upgrade works to existing assets, with 84.7% or \$148.2 million focussed on renewals and upgrades of existing assets. This allocation allows Council to maintain and renew existing assets and to address the asset backlog.

Council has also budgeted \$26.8 million, or 15.0% of the capital works program, for new and regionally significant assets.

| Capital Works Program Summary by Expenditure Type | 2021-22 Budget \$ | % of capital works program |
|---|--------------------|----------------------------|
| New and Strategic | 26,839,984 | 15% |
| Renewal | 74,815,004 | 43% |
| Upgrade | 73,385,006 | 42% |
| Total | 175,039,994 | 100% |



| Capital Works Program Summary by Expenditure Type | 2021-22 Budget \$ | Expenditure Type | | |
|--|-------------------------|-------------------|-------------------|-------------------|
| | | New | Renewal | Upgrade |
| Grants | 63,219,168 | 8,782,392 | 15,010,905 | 39,425,871 |
| Restricted Funds (Inc. Developer Contributions) | 23,124,155 | 11,622,431 | 5,893,657 | 5,608,067 |
| General Revenue | 88,696,671 | 6,435,161 | 53,910,442 | 28,351,068 |
| Total | 175,039,994 | 26,839,984 | 74,815,004 | 73,385,006 |

Capital Works by Asset Type

The table below provides a summary of the proposed capital works program by the asset type and the percentage of the total capital works program.

| Capital Works Program Summary by Asset Type | 2021-22 Budget \$ | % of capital works program |
|--|-------------------------|-------------------------------------|
| Aquatic Facilities | 102,000 | 0.1% |
| Bridges | 4,750,000 | 2.7% |
| Buildings | 14,189,477 | 8.1% |
| Car Parks | 1,366,750 | 0.8% |
| Footpaths | 8,106,392 | 4.6% |
| Furniture and Fittings | 450,000 | 0.3% |
| Information Technology | 6,120,210 | 3.5% |
| Land Improvements | 971,690 | 0.6% |
| Library Books | 793,600 | 0.5% |
| Natural Assets | 142,849 | 0.1% |
| Open Space Assets | 4,348,214 | 2.5% |
| Other Assets | 113,642 | 0.1% |
| Plant and Equipment | 13,560,700 | 7.7% |
| Roads | 35,624,344 | 20.4% |
| Sewerage Network | 35,867,091 | 20.5% |
| Stormwater Drainage | 12,077,670 | 6.9% |
| Waste Management Facility Assets | 6,964,453 | 4.0% |
| Water Supply | 29,490,911 | 16.8% |
| Total | 175,039,994 | 100.0% |



Capital Works by Community Strategic Plan Theme

The table below provides a summary of the proposed capital works program by the primary Community Strategic Plan (CSP) Theme and the percentage of the total capital works program.

| Capital Works Program Summary by primary CSP theme | 2021-22 Budget \$ | % of capital works program |
|--|--------------------|----------------------------|
| Belonging | 1,413,000 | 0.8% |
| Smart | 5,074,017 | 2.9% |
| Green | 7,851,604 | 4.5% |
| Responsible | 133,193,025 | 76.1% |
| Liveable | 27,508,348 | 15.7% |
| Total | 175,039,994 | 100.0% |





FOUR YEAR CAPITAL WORKS PROGRAM

Four Year Capital Works Projects

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|------------------|--|-------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| Belonging | | | | | | | | | |
| B001 | Renovate food and Beverage concessions at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 300,000 | - | - | - |
| B002 | Laycock Street Theatre - Airconditioning Replacement | Wyoming | Wyong | General Revenue | Community and Culture | 250,000 | - | - | - |
| B003 | Risk Mitigation Devices at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 150,000 | - | - | - |
| B004 | Avoca Lifeguard Tower Stand - Observation Tower | Avoca | Gosford East | General Revenue | Leisure Recreation and Community Facilities | 100,000 | - | - | - |
| B005 | Council Wide CCTV Systems Works - Upgrades to some cameras and network to Safer Streets Network and new installation | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | 96,000 | - | - | - |
| B006 | Laycock Street Community - Replace cooling tower with split system | Wyoming | Wyong | General Revenue | Community and Culture | 96,000 | - | - | - |
| B007 | Cool Room upgrade at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 90,000 | - | 90,000 | - |
| B008 | Install roof inspection hatches at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 90,000 | 60,000 | - | - |
| B009 | Air Conditioners at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 80,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|---------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| B010 | Reactive renewal at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 55,000 | 55,000 | 55,000 | 55,000 |
| B011 | Gosford Regional Art Gallery - replace exterior fence | Gosford | Gosford West | General Revenue | Community and Culture | 36,000 | - | - | - |
| B012 | Merchandise outlet at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 35,000 | - | - | - |
| B013 | Stadium internal LED lighting at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 30,000 | - | - | - |
| B015 | Irrigation Control unit at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | 5,000 | - | - | - |
| B016 | Gosford Regional Art Gallery - Cafe and Shop - Replace Air Conditioning | Gosford | Gosford West | General Revenue | Community and Culture | - | 220,000 | - | - |
| B017 | Gosford Regional Art Gallery - Replace office and foyer carpet | Gosford | Gosford West | General Revenue | Community and Culture | - | - | 30,000 | - |
| B018 | Gosford Regional Gallery - Create corridor to link from studio 3 to the bathrooms, | Gosford | Gosford West | General Revenue | Community and Culture | - | 25,000 | - | - |
| B019 | Gosford Regional Gallery - Gallery Building - HVAC Upgrade | Gosford | Gosford West | General Revenue | Community and Culture | - | 450,000 | - | - |
| B020 | Install corporate TV and LED signs at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | - | 220,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| B021 | Laycock Street Theatre - replacement of smoke vents above stage with extraction fans | Wyoming | Wyong | General Revenue | Facilities Asset and Energy Management | - | - | 400,000 | - |
| B022 | Laycock Street Theatre - Rolling replacement of aging incandescent stage lighting with LED | Wyoming | Wyong | General Revenue | Community and Culture | - | 120,000 | - | - |
| B023 | Refurbish eastern corporate facilities at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | - | 200,000 |
| B024 | Refurbish western corporate facilities at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | 200,000 | - |
| B025 | Renewal program off CCTV infrastructure - various community facilities | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 100,000 | 100,000 | 100,000 |
| B026 | Renovate broadcast facilities at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | 200,000 | - | - |
| B027 | Renovate corporate amenities at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | 350,000 | - |
| B028 | Renovate East Ground Floor toilets at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | 400,000 | - | - |
| B029 | Replace stadium lighting at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | - | 250,000 |
| B030 | Toukley Tourist and Art Centre - detailed design and DA for new art studio | Toukley | Budgewoi | General Revenue | Facilities Asset and Energy Management | - | - | 60,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|--------------|--|--------------|--------------|--------------------------------------|--|----------------|----------------|----------------|----------------|
| B032 | Upgrade fire control services at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | 65,000 | - | - |
| B033 | Upgrade master TV antenna at Central Coast Stadium | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | 5,000 | - |
| Smart | | | | | | | | | |
| S001 | Visitor Information Centre, The Entrance - Upgrade and Renewal | The Entrance | The Entrance | Restricted Funds and General Revenue | Communications Marketing and Customer Engagement | 2,394,327 | - | - | - |
| S002 | Design and replacement of street lights and posts at Norah Head Holiday Park | Norah Head | Budgewoi | Restricted Funds | Economic Development and Property | 200,000 | - | - | - |
| S003 | Design and replacement of street lights and posts at Canton Beach Holiday Park | Canton Beach | Budgewoi | Restricted Funds | Economic Development and Property | 180,000 | - | - | - |
| S004 | CCC Website enhancement | Region wide | Region Wide | Restricted Funds | Communications Marketing and Customer Engagement | 150,000 | - | - | - |
| S005 | Renovate cabins at Toowoona Bay Holiday Park | Toowoona Bay | The Entrance | Restricted Funds | Economic Development and Property | 150,000 | 150,000 | 150,000 | 150,000 |
| S006 | Renovate cabins at Norah Head Holiday Park | Norah Head | Budgewoi | Restricted Funds | Economic Development and Property | 120,000 | 120,000 | 120,000 | 120,000 |
| S007 | Renovate cabins at Canton Beach Holiday Park | Canton Beach | Budgewoi | Restricted Funds | Economic Development and Property | 100,000 | 120,000 | 100,000 | 120,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|----------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| S008 | Renovate Guest Facilities at Budgewoi Holiday Park | Budgewoi | Budgewoi | Restricted Funds | Economic Development and Property | 100,000 | 120,000 | 100,000 | 120,000 |
| S009 | Renovate Guest Facilities at Canton Beach Holiday Park | Canton Beach | Budgewoi | Restricted Funds | Economic Development and Property | 100,000 | 120,000 | 100,000 | 120,000 |
| S010 | Renovate Guest Facilities at Norah Head Holiday Park | Norah Head | Budgewoi | Restricted Funds | Economic Development and Property | 100,000 | 120,000 | 100,000 | 120,000 |
| S011 | Renovate Guest Facilities at Toowoong Bay Holiday Park | Toowoong Bay | The Entrance | Restricted Funds | Economic Development and Property | 100,000 | 120,000 | 100,000 | 120,000 |
| S012 | Renovate cabins at Budgewoi Holiday Park | Budgewoi | Budgewoi | Restricted Funds | Economic Development and Property | 80,000 | 120,000 | 80,000 | 120,000 |
| S013 | Wyong Town Centre - bin enclosure upgrades | Wyong | Wyong | General Revenue | Community and Culture | 79,170 | - | - | - |
| S014 | Gosford Town Centre - Kerb Upgrades | Gosford | Gosford West | General Revenue | Community and Culture | 60,000 | - | - | - |
| S015 | Road Construction at Toowoong Bay Holiday Park | Toowoong Bay | The Entrance | Restricted Funds | Economic Development and Property | 60,000 | - | - | - |
| S016 | Wyong Town Centre - seating upgrade | Wyong | Wyong | General Revenue | Community and Culture | 56,000 | - | - | - |
| S017 | Ettalong Town Centre - Kerb Ramp Upgrades Stage 3 | Ettalong Beach | Gosford West | General Revenue | Community and Culture | 54,000 | - | - | - |
| S018 | Woy Woy Town Centre - Kerb Ramp Upgrades Stage 2 | Woy Woy | Gosford West | General Revenue | Community and Culture | 48,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|--------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| S019 | Budgewoi Holiday Park - Reactive Capital Renewal | Budgewoi | Budgewoi | Restricted Funds | Economic Development and Property | 45,000 | 50,000 | 50,000 | 50,000 |
| S020 | Canton Beach Holiday Park - Reactive Capital Renewal | Canton Beach | Budgewoi | Restricted Funds | Economic Development and Property | 45,000 | 50,000 | 50,000 | 50,000 |
| S021 | Norah Head Holiday Park - Reactive Capital Renewal | Norah Head | Budgewoi | Restricted Funds | Economic Development and Property | 45,000 | 50,000 | 50,000 | 50,000 |
| S022 | Toowoona Bay Holiday Park - Reactive Capital Renewal | Toowoona Bay | The Entrance | Restricted Funds | Economic Development and Property | 45,000 | 50,000 | 50,000 | 50,000 |
| S023 | The Entrance Town Centre - street light planter boxes | The Entrance | The Entrance | General Revenue | Community and Culture | 38,400 | - | - | - |
| S024 | Memorial Park - tree surrounds | The Entrance | The Entrance | General Revenue | Community and Culture | 36,720 | - | - | - |
| S025 | Umina Town Centre - Kerb Ramp Upgrades Stage 1 | Umina Beach | Gosford West | General Revenue | Community and Culture | 36,000 | - | - | - |
| S026 | Budgewoi Town Centre - Kerb Ramp Upgrade Stage 3 | Budgewoi | Budgewoi | General Revenue | Community and Culture | 30,000 | - | - | - |
| S027 | Patonga Camp Ground - Reactive Capital Renewal | Patonga | Gosford West | Restricted Funds | Economic Development and Property | 30,000 | 30,000 | 30,000 | 30,000 |
| S028 | Road Construction at Budgewoi Holiday park | Budgewoi | Budgewoi | Restricted Funds | Economic Development and Property | 30,000 | - | - | - |
| S029 | Wyong Town Centre - Kerb Ramp Upgrade Stage 1 | Wyong | Wyong | General Revenue | Community and Culture | 30,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|----------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| S030 | Gosford Town Centre - Tactile upgrade Kibble Park and William Street | Gosford | Gosford West | General Revenue | Community and Culture | 26,400 | - | - | - |
| S031 | Toukley Town Centre - Kerb Ramp Upgrade Stage 2 | Toukley | Budgewoi | General Revenue | Community and Culture | 18,000 | - | - | - |
| S032 | Avoca Town Centre - Beach Viewing Deck Upgrade | Avoca | Gosford East | General Revenue | Community and Culture | - | 20,000 | - | - |
| S033 | Design and replacement of street lights and posts at Budgewoi Holiday Park | Budgewoi | Budgewoi | Restricted Funds | Economic Development and Property | - | 210,000 | - | - |
| S034 | Design and replacement of street lights and posts at Patonga Camp Ground | Patonga | Gosford West | Restricted Funds | Economic Development and Property | - | 85,000 | - | - |
| S035 | Design and replacement of street lights and posts at Toowoan Bay Holiday park | Toowoan Bay | The Entrance | Restricted Funds | Economic Development and Property | - | - | 210,000 | - |
| S036 | Ettalong Town Centre - Seating Upgrade | Ettalong Beach | Gosford West | General Revenue | Community and Culture | - | 26,000 | - | - |
| S037 | Gosford Town Centre - Burns Park LED Bollards | Gosford | Gosford West | General Revenue | Community and Culture | - | 25,000 | - | - |
| S038 | Gosford Town Centre - Pedestrian crossing upgrades in Gosford CBD. | Gosford | Gosford West | General Revenue | Community and Culture | - | - | 45,000 | - |
| S039 | Gosford Town Centre - Public Space Recycling for Gosford CBD | Gosford | Gosford West | General Revenue | Community and Culture | - | - | 200,000 | - |
| S040 | Gosford Town Centre - Round about upgrades | Gosford | Gosford West | General Revenue | Community and Culture | - | 52,000 | - | - |
| S041 | Memorial Park - carpark upgrade | The Entrance | The Entrance | General Revenue | Community and Culture | - | - | 500,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| S042 | Rolling works program - Community Engagement | Region wide | Region Wide | General Revenue | Communications Marketing and Customer Engagement | - | - | - | 680,000 |
| S043 | Rolling works program - Community Partnerships | Region wide | Region Wide | General Revenue | Community and Culture | - | - | - | 680,000 |
| S044 | Signage Actions - Town Centres and Suburb Signs | Region wide | Region Wide | General Revenue | Communications Marketing and Customer Engagement | - | 41,000 | 200,000 | - |
| S045 | Terrigal Town Centre - Bin Hutch upgrades, Terrigal and Avoca | Avoca | Gosford East | General Revenue | Community and Culture | - | 150,000 | - | - |
| S046 | Terrigal Town Centre - Gateway Signs | Terrigal | Gosford East | General Revenue | Community and Culture | - | 132,000 | - | - |
| S047 | The Entrance Town Centre - Main street Outdoor Dining | The Entrance | The Entrance | General Revenue | Community and Culture | - | - | - | 100,000 |
| S048 | The Entrance Town Centre - Outdoor Awnings Waterfront plaza | The Entrance | The Entrance | General Revenue | Community and Culture | - | - | 540,000 | - |
| S049 | The Entrance Town Centre - Waterfront Plaza Synthetic Turf Upgrades | The Entrance | The Entrance | General Revenue | Community and Culture | - | 27,200 | - | - |
| S050 | Toukley Town Centre - Carpark lights - Northern section of Coles carpark | Toukley | Budgewoi | General Revenue | Community and Culture | - | 120,000 | - | - |
| S051 | Umina Town Centre - Seating Upgrade | Umina Beach | Gosford West | General Revenue | Community and Culture | - | 50,000 | - | - |
| S052 | Visit Central Coast website | Region wide | Region Wide | General Revenue | Communications Marketing and Customer Engagement | - | - | 150,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|--------------|---|-------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| S053 | Wyong Town Centre - Decorative Lights | Wyong | Wyong | General Revenue | Community and Culture | - | 25,000 | - | - |
| S054 | Central Coast Airport - Relocation of Aero Club | Warnervale | Wyong | General Revenue | Economic Development and Property | 487,000 | - | - | - |
| Green | | | | | | | | | |
| G001 | Construction of Cell 4.4 Buttonderry Waste Management Facility | Jilliby | Wyong | Restricted Funds | Waste and Resource Recovery | 6,964,453 | - | - | - |
| G002 | Escarpment Stabilisation - Umina (Greenhaven, Homan, Castle) | Umina Beach | Gosford West | General Revenue | Environmental Management | 588,151 | - | - | - |
| G003 | GPT Upgrade Olney Crescent Blue Haven - ERF - Construction 5.9 | Blue Haven | Budgewoi | Grant Funding | Environmental Management | 139,000 | - | - | - |
| G004 | Bush Fire Mitigation Asset Priority Upgrades (Multi Ward) | Region wide | Region Wide | General Revenue | Environmental Management | - | 135,618 | 155,618 | 120,618 |
| G005 | Saltmarsh Swale Highview Av, San Remo - ERF - Construction 5.6 | San Remo | Budgewoi | Grant Funding | Environmental Management | 50,000 | 324,000 | - | - |
| G006 | Clyde Road Holgate Fire Trail | Holgate | Gosford East | General Revenue | Environmental Management | 40,000 | 131,000 | - | - |
| G007 | Upgrade Telemetry Equipment | Region wide | Region Wide | General Revenue | Environmental Management | 40,000 | 40,000 | - | - |
| G008 | Bush fire mitigation activates in response to RFS Notices | Region wide | Region Wide | General Revenue | Environmental Management | 20,000 | 35,000 | 50,000 | 50,000 |
| G009 | Area 5 Access Bridge and Approaches – Buttonderry Waste Management Facility | Jilliby | Wyong | General Revenue | Waste and Resource Recovery | - | 80,000 | 30,000 | - |
| G010 | Bradys Gully Holgate Fire Trail | Holgate | Gosford East | General Revenue | Environmental Management | - | - | 175,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|------------------|--------------|------------------------|-----------------------------|----------------|----------------|----------------|----------------|
| G011 | Brisbane Water priority foreshore and seawall restoration works | Region wide | Region Wide | General Revenue | Environmental Management | - | - | 255,000 | 110,000 |
| G012 | Buttonderry Waste Management Facility access road | Jilliby | Wyong | General Revenue | Waste and Resource Recovery | - | - | 150,000 | - |
| G013 | Buttonderry Waste Management Facility leachate and irrigation renewal | Jilliby | Wyong | General Revenue | Waste and Resource Recovery | - | - | 135,000 | - |
| G014 | Buttonderry Waste Management Facility scrap metal area | Jilliby | Wyong | General Revenue | Waste and Resource Recovery | - | 230,000 | - | - |
| G015 | Cell 4.5 Buttonderry Waste Management Facility | Jilliby | Wyong | General Revenue | Waste and Resource Recovery | - | 100,000 | 300,000 | 4,050,000 |
| G016 | Embellishment of Rumbalara Reserve | Gosford | Gosford West | General Revenue | Environmental Management | - | - | 110,000 | - |
| G017 | Katandra - Mt Elliot Picnic Area | Mount Elliot | Wyong | General Revenue | Environmental Management | - | - | - | 120,000 |
| G018 | MacMasters Beach Seawall | Macmasters Beach | Gosford East | General Revenue | Environmental Management | - | 640,000 | - | - |
| G019 | Mt Ettalong Lookout renewal | Umina Beach | Gosford West | General Revenue | Environmental Management | - | 50,000 | - | 130,000 |
| G020 | New Stormwater Gross Pollutant Trap Del Monte Place Copacabana | Copacabana | Gosford East | General Revenue | Environmental Management | - | - | - | 250,000 |
| G021 | New Stormwater Gross Pollutant Trap Russell Drysdale Street East Gosford | East Gosford | Gosford West | General Revenue | Environmental Management | - | - | 150,000 | - |
| G022 | Nursery Greenhouse | Region wide | Region Wide | General Revenue | Environmental Management | - | 50,000 | - | - |
| G023 | Pearl Beach Lagoon CZMP Actions - Stormwater Treatment | Pearl Beach | Gosford West | General Revenue | Environmental Management | - | - | - | 200,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------|--------------|------------------------|--------------------------------------|----------------|----------------|----------------|----------------|
| G024 | Public Waste Bin Waste Hutch Renewal | Region wide | Region Wide | General Revenue | Waste and Resource Recovery | - | 100,000 | 100,000 | - |
| G026 | Renew DGPT-51801, DGPT-51802 Palomar Avenue Toukley | Toukley | Budgewoi | General Revenue | Environmental Management | - | - | - | 100,000 |
| G027 | Renew DGPT-52030 Quattroville Green Point | Green Point | Gosford East | General Revenue | Environmental Management | - | 10,000 | - | - |
| G028 | RFS - Internal and external upgrades for operational and legislative requirements | Region wide | Region Wide | General Revenue | Environmental Compliance and Systems | - | 175,000 | 120,000 | 90,000 |
| G029 | Rip Road Reserve Seawall | Blackwall | Gosford West | General Revenue | Environmental Management | - | - | 270,000 | 370,000 |
| G030 | Upgrade DGPT-51765 200 Eastern Road Bateau Bay | Bateau Bay | The Entrance | General Revenue | Environmental Management | - | - | - | 50,000 |
| G031 | Upgrade DGPT-51959, DGPT-51760, DGPT-51757, DGPT-51759, DGPT-51783 Sunrise Avenue and MacLeay Drive Halekulani | Halekulani | Budgewoi | General Revenue | Environmental Management | - | - | 250,000 | - |
| G032 | Woy Woy Waste Management Facility south cell liners | Woy Woy | Gosford West | General Revenue | Waste and Resource Recovery | - | 180,000 | 2,500,000 | - |
| G033 | Woy Woy Waste Management Facility - construct eastern platform | Woy Woy | Gosford West | General Revenue | Waste and Resource Recovery | - | 750,000 | - | - |
| G034 | Woy Woy Waste Management Facility electrical upgrade | Woy Woy | Gosford West | General Revenue | Waste and Resource Recovery | - | 180,000 | 90,000 | - |
| G035 | Woy Woy Waste Management Facility leachate system | Woy Woy | Gosford West | General Revenue | Waste and Resource Recovery | - | 135,000 | 90,000 | - |
| G036 | Woy Woy Waste Management Facility north area planning | Woy Woy | Gosford West | General Revenue | Waste and Resource Recovery | - | 50,000 | 100,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|--------------------|---|----------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| G037 | Woy Woy Waste Management Facility south cell bulk excavations | Woy Woy | Gosford West | General Revenue | Waste and Resource Recovery | - | 1,993,000 | 400,000 | - |
| G038 | Barega Close ERF 5.8 | Buff Point | Budgewoi | Grant Funding | Environmental Management | 10,000 | - | - | - |
| Responsible | | | | | | | | | |
| R001 | Sewer Infrastructure Reinforcements - Gosford CBD | Gosford | Gosford West | Grant Funding Pending | WS Planning and Delivery | 5,824,406 | 12,529,916 | 4,786,190 | - |
| R002 | Plant and Fleet Vehicle Acquisitions | Region wide | Region Wide | General Revenue | Plant and Fleet | 8,381,823 | 10,631,770 | 10,813,512 | 11,987,495 |
| R003 | Water Treatment Plant Major Upgrade - Mardi | Mardi | Wyang | Grant Funding and General Revenue | WS Planning and Delivery | 6,801,100 | 25,866,100 | 7,702,500 | - |
| R004 | Water Mains Asset Renewal Program - Region Wide | Region wide | Region Wide | General Revenue | WS Planning and Delivery | 7,031,866 | 750,000 | 5,000,000 | 5,000,000 |
| R005 | Water Infrastructure Reinforcements - Gosford CBD | Gosford | Gosford West | Grant Funding | WS Planning and Delivery | 4,336,946 | 3,884,955 | 1,551,827 | - |
| R006 | Sewer Infrastructure - Warnervale Town Centre | Warnervale | Wyang | Grant Funding | WS Planning and Delivery | 4,189,555 | 391,570 | 50,000 | - |
| R007 | Sewer Main Asset Renewal Program - Region Wide | Region wide | Region Wide | General Revenue | WS Planning and Delivery | 5,750,000 | 2,750,000 | 3,000,000 | 3,000,000 |
| R008 | Del Monte PI - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Copacabana | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 2,560,000 | 3,700,000 | - | - |
| R009 | Louisiana Road - Drainage Upgrade | Hamlyn Terrace | Wyang | Grant Funding and | Roads and Drainage Infrastructure | 2,500,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|------------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| | | | | General Revenue | | | | | |
| R010 | Road Resealing Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 2,100,000 | 3,000,000 | 4,800,000 | - |
| R011 | Old Maitland Road - Road Safety Improvements | Mardi | Wyang | Grant Funding | Roads and Drainage Infrastructure | 1,975,000 | - | - | - |
| R012 | Asphalt Resurfacing Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 1,300,947 | 2,465,000 | 4,000,000 | 4,100,000 |
| R013 | Ridgway Road - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Lisarow | Wyang | Grant Funding | Roads and Drainage Infrastructure | 1,825,000 | 2,280,000 | - | - |
| R014 | Sewerage System Low Pressure Installation - South Tacoma | Tacoma South | Wyang | General Revenue | WS Planning and Delivery | 1,678,000 | 92,000 | - | - |
| R015 | Water Infrastructure - Warnervale Town Centre | Warnervale | Wyang | Grant Funding | WS Planning and Delivery | 1,661,445 | 169,337 | 50,000 | - |
| R016 | Tramway Road, View St and Elgata Avenue - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | North Avoca | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 1,505,000 | 2,150,000 | - | - |
| R017 | Steyne Road - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Saratoga | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 1,874,265 | 4,910,000 | 1,980,000 | 3,230,000 |
| R018 | Avoca Drive - Drainage Upgrade | Avoca | Gosford East | General Revenue | Roads and Drainage Infrastructure | 1,393,000 | 1,500,000 | 950,000 | 800,000 |
| R019 | Water Trunk Main Renewal - North Avoca to Avoca | Avoca | Gosford East | General Revenue | WS Planning and Delivery | 200,000 | - | - | - |
| R020 | Sewer Pump Station and Rising Main Renewal - Crystal St Forresters Beach (FB1) | Forresters Beach | The Entrance | General Revenue | WS Operations and Maintenance | 1,328,000 | 1,715,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R021 | Sewage Treatment Plant Major Augmentation Works - Charmhaven | Charmhaven | Budgewoi | Restricted Funds | WS Planning and Delivery | 1,240,000 | 4,500,000 | 3,680,000 | - |
| R022 | Del Monte PI - Drainage Upgrade | Copacabana | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 1,140,000 | - | - | - |
| R023 | Annual Water Meter Replacement Program - Region Wide | Region wide | Region Wide | General Revenue | WS Planning and Delivery | 2,248,000 | - | 574,000 | 574,000 |
| R024 | Sewer Rising Main Upgrade - Bungary Road Norah Head (TO08A) | Norah Head | Budgewoi | Restricted Funds | WS Planning and Delivery | 1,121,000 | - | - | - |
| R025 | Sewer Pump Station Pump Replacement - McDonagh Road Tacoma (WS29) | Tacoma | Wyong | General Revenue | WS Operations and Maintenance | 1,052,396 | 1,213,604 | - | - |
| R026 | Davistown Road - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Davistown | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 1,015,000 | 150,000 | - | - |
| R027 | Ocean Beach Road and Rawson Road - Intersection Upgrade | Woy Woy | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 940,000 | 5,270,000 | 8,380,000 | 7,090,000 |
| R028 | Water Service Connections - Region Wide | Region wide | Region Wide | General Revenue | WS Operations and Maintenance | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| R029 | Insights Enhancements | Region wide | Region Wide | General Revenue | Information and Technology | 630,000 | 800,000 | 800,000 | 800,000 |
| R030 | Grandview Street and Bonnieview Street - Intersection Upgrade | Long Jetty | The Entrance | Contributions and General Revenue | Roads and Drainage Infrastructure | 954,000 | - | - | - |
| R031 | Sewer Pump Station Renewal - Toukley Package TO1 TO6 TO9 | Toukley | Budgewoi | General Revenue | WS Planning and Delivery | 3,000,000 | - | - | - |
| R032 | Lushington Street - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | East Gosford | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 940,000 | 1,270,000 | 1,330,000 | 1,650,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R033 | P&F Equipment Acquisitions | Region wide | Region Wide | General Revenue | Plant and Fleet | 929,877 | 518,996 | 354,123 | 858,603 |
| R034 | Springwood Street - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Ettalong Beach | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 910,000 | 1,300,000 | - | - |
| R035 | Maloneys Bridge - Replacement | Cedar Brush Creek | Wyong | Grant Funding | Roads and Drainage Infrastructure | 900,000 | 200,000 | - | - |
| R037 | Water Trunk Main Renewal - Davistown Road Saratoga | Saratoga | Gosford East | General Revenue | WS Planning and Delivery | 876,500 | - | - | - |
| R038 | Wisemans Ferry Road - Road Safety Improvements | Somersby | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 860,000 | - | - | - |
| R039 | Asset Management System Enhancements | Region wide | Region Wide | General Revenue | Information and Technology | 850,000 | 800,000 | 500,000 | 500,000 |
| R040 | Lakedge Avenue - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Berkeley Vale | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 837,000 | - | - | - |
| R041 | Sewer Rising Main Replacement - Koowong Road Gwandalan (GW02) | Gwandalan | Budgewoi | General Revenue | WS Planning and Delivery | 820,000 | - | - | - |
| R042 | Integration | Region wide | Region Wide | General Revenue | Information and Technology | 791,500 | 800,000 | 800,000 | 800,000 |
| R043 | Transformation Property and Rating Multi Year | Region wide | Region Wide | General Revenue | Information and Technology | 1,200,000 | 800,000 | 500,000 | 500,000 |
| R046 | Car Park and Road Upgrade - Sydney Avenue Access Road, Umina Beach - Construction | Umina Beach | Gosford West | Grant Funding Pending | Open Space and Recreation | 595,000 | 125,000 | - | - |
| R049 | Water Reservoirs Asset Renewal Program - Region Wide | Region wide | Region Wide | General Revenue | WS Planning and Delivery | 33,000 | 250,000 | 550,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R050 | Ridgway Road - Drainage Upgrade | Lisarow | Wyang | Grant Funding | Roads and Drainage Infrastructure | 675,000 | - | - | - |
| R051 | Sewer Pump Station Asset Renewal Program - Region Wide | Region wide | Region Wide | General Revenue | WS Operations and Maintenance | 1,500,000 | 600,000 | 560,000 | 520,000 |
| R052 | Tuggerah Parade and Archbold Road - Intersection Upgrade | Long Jetty | The Entrance | Contributions and General Revenue | Roads and Drainage Infrastructure | 652,000 | - | - | - |
| R053 | Drainage Design Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 650,000 | 675,000 | 700,000 | 725,000 |
| R054 | HCM System Enhancements | Region wide | Region Wide | General Revenue | Information and Technology | 300,000 | 300,000 | 300,000 | 300,000 |
| R055 | Road Design Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 650,000 | 800,000 | 850,000 | 900,000 |
| R056 | Tramway Road, View Street and Elgata Avenue - Drainage Upgrade | North Avoca | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 645,000 | - | - | - |
| R057 | Steyne Road - Drainage Upgrade | Saratoga | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 640,000 | - | - | - |
| R060 | Additional New Water Reservoir Assets - Region Wide | Region wide | Region Wide | General Revenue | WS Planning and Delivery | 608,792 | - | - | - |
| R061 | Hue Hue Road - Pavement Renewal and Road Resurfacing | Wyang | Wyang | Grant Funding | Roads and Drainage Infrastructure | 605,893 | - | - | - |
| R062 | Leonard Avenue - Pavement Renewal and Road Resurfacing | Toukley | Budgewoi | General Revenue | Roads and Drainage Infrastructure | 150,000 | 587,040 | - | - |
| R063 | Water and Sewer Asset and Network Security Installations - Region Wide | Region wide | Region Wide | General Revenue | WS Planning and Delivery | 580,806 | 984,543 | 1,066,315 | 719,774 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|-------------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R064 | Sewer Rising Main Replacement - Maitland Bay Drive Ettalong Beach (E02) | Ettalong Beach | Gosford West | General Revenue | WS Planning and Delivery | 580,000 | - | - | - |
| R066 | Moss Avenue Block 5 - Pavement Renewal and Road Resurfacing | Toukley | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 540,064 | - | - | - |
| R067 | Chain Valley Bay Road - Pavement Renewal and Road Resurfacing | Chain Valley Bay | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 525,671 | - | - | - |
| R068 | Customer 360 | Region wide | Region Wide | General Revenue | Information and Technology | - | 300,000 | 200,000 | - |
| R070 | Sewer Pump Station Electrical and Control Switchboard Replacement Program - Northern Region | Region wide | Region Wide | General Revenue | WS Operations and Maintenance | 2,000,000 | 500,000 | 500,000 | 500,000 |
| R073 | St Huberts Island Bridge - Fencing Upgrade | St Huberts Island | Gosford East | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 975,000 | - | - | - |
| R075 | Water Treatment Plant Major Electrical Renewal - Mardi | Mardi | Wyong | General Revenue | WS Operations and Maintenance | 1,000,000 | 500,000 | 100,000 | - |
| R076 | Moss Avenue Block 10 - Pavement Renewal and Road Resurfacing | Toukley | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 488,134 | - | - | - |
| R077 | Peel Street Block 5 - Pavement Renewal and Road Resurfacing | Toukley | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 474,000 | - | - | - |
| R078 | Pile Road - Road Upgrade with Drainage, Kerb and Pavement Works | Somersby | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 472,000 | - | - | - |
| R079 | Sewer Rising Main Partial Replacement - Mannering Park (MP08) | Mannering Park | Budgewoi | General Revenue | WS Planning and Delivery | 472,000 | - | - | - |
| R080 | Carpark Renewal Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 200,000 | 550,000 | 575,000 | 600,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|------------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R082 | Fowlers Road - Bridge Replacement | Kangy Angy | Wyong | Grant Funding | Roads and Drainage Infrastructure | 450,000 | - | - | - |
| R083 | Kalakau Avenue - Drainage Outlet Replacement | Forresters Beach | The Entrance | General Revenue | Roads and Drainage Infrastructure | 450,000 | - | - | - |
| R084 | Minor Transport Improvement Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 425,000 | 500,000 | 518,000 | 537,000 |
| R085 | Nirvana Street - Pavement Renewal and Road Resurfacing | Long Jetty | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 450,000 | - | - | - |
| R087 | Car Park Upgrade - Mulloway Road, Chain Valley Bay | Chain Valley Bay | Budgewoi | Grant Funding and General Revenue | Open Space and Recreation | 435,000 | - | - | - |
| R088 | Carrington Road - Bridge Replacement | Narara | Wyong | General Revenue | Roads and Drainage Infrastructure | 750,000 | - | - | - |
| R089 | Bus Stop Improvement Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 400,000 | 250,000 | 495,000 | 650,000 |
| R090 | Paterson Street - Pavement Renewal and Road Resurfacing | Norah head | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 409,680 | - | - | - |
| R091 | Water Catchment Area - Fire Trail Renewals - Region Wide | Region wide | Region Wide | General Revenue | WS Headworks and Treatment | 400,000 | 200,000 | 200,000 | 200,000 |
| R092 | Sewer Pump Station Civil Remediation - Daley Avenue Daleys point (DP3) | Daleys Point | Gosford East | General Revenue | WS Planning and Delivery | 781,000 | - | - | - |
| R093 | Sewage Treatment Plant Sludge Mechanical Dewatering Renewal - Kincumber | Kincumber | Gosford East | General Revenue | WS Planning and Delivery | 377,073 | 3,377,073 | - | - |
| R094 | Heavy Patch Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 275,000 | 400,000 | 425,000 | 450,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|----------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R095 | Minor Drainage Improvement Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 375,000 | 387,000 | 399,000 | 411,000 |
| R096 | Pavement Testing and Design | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 375,000 | 400,000 | 492,000 | 510,000 |
| R097 | Springwood Street - Drainage Upgrade | Ettalong Beach | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 375,000 | - | - | - |
| R098 | Mildon Road Block 10 - Pavement Renewal and Road Resurfacing | Tuggerah | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 365,760 | - | - | - |
| R099 | Sewer Pump Station and Rising Main Upgrade - Hamlyn Terrace (CH12-13) | Hamlyn Terrace | Wyang | Restricted Funds | WS Planning and Delivery | 363,600 | 515,000 | - | - |
| R100 | Lushington Street - Drainage Upgrade | East Gosford | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 370,000 | - | - | - |
| R101 | Skyline Street - Pavement Renewal and Road Resurfacing | Gorokan | Wyang | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 356,514 | - | - | - |
| R103 | Palmtree Grove Trash Rack | Ourimbah | Wyang | General Revenue | Roads and Drainage Infrastructure | 350,000 | - | - | - |
| R104 | Traffic Facilities Program | Region wide | Region Wide | Grant Funding | Roads and Drainage Infrastructure | 350,000 | 350,000 | 350,000 | 350,000 |
| R105 | Lakedge Avenue - Drainage Upgrade | Berkeley Vale | The Entrance | General Revenue | Roads and Drainage Infrastructure | 342,430 | 2,250,000 | 1,500,000 | 2,300,000 |
| R106 | Laboratory Information Management System - Region Wide (LIMS) | Region wide | Region Wide | General Revenue | WS Headworks and Treatment | 330,000 | - | - | - |
| R107 | Hely Street - Pavement Renewal and Road Resurfacing | Wyang | Wyang | Grant Funding | Roads and Drainage Infrastructure | 327,240 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|----------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R110 | Sewage Treatment Plant Process Improvements - Bateau Bay | Bateau Bay | The Entrance | General Revenue | WS Planning and Delivery | 300,000 | 3,300,000 | 2,500,000 | 2,000,000 |
| R112 | Wisemans Ferry Road Block 300 - Pavement Renewal and Road Resurfacing | Somersby | Gosford West | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 300,000 | - | - | - |
| R113 | Walu Avenue - Drainage Upgrade | Halekulani | Budgewoi | General Revenue | Roads and Drainage Infrastructure | 298,240 | - | - | - |
| R116 | Water Trunk Main Installation - Mardi to Warnervale | Mardi | Wyang | Restricted Funds | WS Planning and Delivery | 566,263 | - | - | - |
| R117 | The Esplanade, Umina Beach - Shared Zone With Threshold Treatment, Signage and Linemarking | Umina Beach | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 282,528 | - | - | - |
| R118 | Shelly Beach Road - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works Design | Shelly Beach | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 580,000 | 2,690,000 | 2,770,000 | - |
| R119 | Ruttleys Road - Traffic Safety Improvements | Mannering Park | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 260,000 | - | - | - |
| R121 | George Downes Drive Block 85 - Pavement Renewal and Road Resurfacing | Kulnura | Gosford West | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 250,000 | - | - | - |
| R122 | Sewer Reactive and Program Planning - Region wide | Region wide | Region Wide | General Revenue | Water and Sewer Executive | 2,209,719 | 250,000 | 250,000 | 250,000 |
| R123 | Water Pumping Station Kiosk Replacement - Brooke Avenue Killarney Vale | Killarney Vale | The Entrance | General Revenue | WS Operations and Maintenance | 250,000 | - | - | - |
| R124 | Water Reactive and Program Planning - Region Wide | Region wide | Region Wide | General Revenue | Water and Sewer Executive | 1,250,000 | 250,000 | 250,000 | 250,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|---------------|--------------|-----------------------------------|--|----------------|----------------|----------------|----------------|
| R125 | Walu Avenue - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Halekulani | Budgewoi | General Revenue | Roads and Drainage Infrastructure | 248,500 | - | - | - |
| R126 | The Scenic Road Block 65 - Pavement Renewal and Road Resurfacing | North Avoca | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 248,000 | - | - | - |
| R127 | Batley Street North - Half Road Upgrade | Gosford | Gosford West | Contributions and General Revenue | Roads and Drainage Infrastructure | 240,000 | - | - | - |
| R128 | Erina Depot - pavement renewal program | Erina | Gosford East | General Revenue | Facilities Asset and Energy Management | 240,000 | 465,500 | 465,500 | - |
| R130 | Davistown Road - Drainage Upgrade | Davistown | Gosford East | General Revenue | Roads and Drainage Infrastructure | 235,000 | - | - | - |
| R135 | Noraville Cemetery - Memorialisation Gardens and Walls | Noraville | Budgewoi | Restricted Funds | Economic Development and Property | 210,000 | - | - | - |
| R141 | Mildon Road Block 5 - Pavement Renewal and Road Resurfacing | Tuggerah | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 188,640 | - | - | - |
| R142 | Murrawal Road - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Wyongah | The Entrance | General Revenue | Roads and Drainage Infrastructure | 174,000 | - | - | - |
| R143 | Water Pump Station Upgrade - Killcare Heights | Killcare | Gosford East | General Revenue | WS Operations and Maintenance | 162,000 | - | - | - |
| R144 | Dam Replacement of Rising Main Meter and Pit - Mooney Mooney | Mooney Mooney | Gosford West | General Revenue | WS Operations and Maintenance | 319,000 | - | - | - |
| R145 | Pearl Beach Drive - Embankment Stabilisation | Pearl Beach | Gosford West | General Revenue | Roads and Drainage Infrastructure | 155,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------|--------------|-----------------------------------|--|----------------|----------------|----------------|----------------|
| R147 | Erina Depot - implementation of actions in functional review - racking systems etc | Erina | Gosford East | General Revenue | Facilities Asset and Energy Management | 150,000 | - | - | - |
| R150 | Waratah Street - Pipe Rehabilitation | Wyong | Wyong | General Revenue | Roads and Drainage Infrastructure | 150,000 | - | - | - |
| R151 | Donnison Street West Block 25 - Pavement Renewal and Road Resurfacing | Gosford | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 141,150 | - | - | - |
| R152 | Alison Road - Raised Intersection | Wyong | Wyong | Grant Funding | Roads and Drainage Infrastructure | 140,000 | - | - | - |
| R154 | Charmhaven Depot - Building C Roof replacement and Air conditioning replacement | Charmhaven | Budgewoi | General Revenue | Facilities Asset and Energy Management | 75,000 | - | - | - |
| R155 | Brenda Crescent - Pavement Renewal and Road Resurfacing | Tumbi Umbi | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 131,340 | - | - | - |
| R156 | Mount Ettalong Road - Road Safety Improvements | Umina Beach | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 130,000 | - | - | - |
| R157 | Peel Street Block 10 - Pavement Renewal and Road Resurfacing | Toukley | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 127,200 | - | - | - |
| R159 | Grandview Street - Pedestrian Refuge | Long Jetty | The Entrance | Contributions and General Revenue | Roads and Drainage Infrastructure | 105,000 | - | 105,000 | - |
| R160 | Admin and Depot Buildings - Security Commander Migration to TECOM C4 | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | 103,000 | - | - | - |
| R161 | Bridge Assessment Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 100,000 | 70,000 | 75,000 | 80,000 |
| R163 | Little Jilliby Road - Timber Bridge Replacement | Jilliby | Wyong | Grant Funding | Roads and Drainage Infrastructure | 100,000 | 800,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------------|--------------|-----------------------------------|--------------------------------------|----------------|----------------|----------------|----------------|
| R166 | Water Catchment Area Minor Asset Renewals - Region Wide | Region wide | Region Wide | General Revenue | WS Planning and Delivery | 100,000 | - | 100,000 | 100,000 |
| R168 | Gymea Crescent - Open Channel Upgrade | Mannering Park | Budgewoi | General Revenue | Roads and Drainage Infrastructure | 95,000 | - | - | - |
| R169 | Cape Three Points Road - Pavement Renewal and Road Resurfacing | Avoca | Gosford East | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 90,000 | - | - | - |
| R170 | Jonathon Close - Pavement Renewal and Road Resurfacing | Bateau Bay | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 78,012 | - | - | - |
| R172 | Mount Ettalong Road - Embankment Stabilisation | Umina Beach | Gosford West | General Revenue | Roads and Drainage Infrastructure | 75,000 | - | - | - |
| R173 | Patonga Drive - Embankment stabilisation | Patonga | Gosford West | General Revenue | Roads and Drainage Infrastructure | 75,000 | - | - | - |
| R175 | Yorkys Creek - Timber Bridge Replacement | Cedar Brush Creek | Wyong | Grant Funding | Roads and Drainage Infrastructure | 70,000 | 700,000 | - | - |
| R176 | Coral Street lighting upgrade. | The Entrance | The Entrance | General Revenue | Economic Development and Property | 68,400 | - | - | - |
| R177 | Tonkiss Street and Westfield Tuggerah Access - Traffic Safety Improvements | Tuggerah | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 65,000 | - | - | - |
| R180 | Animal Care Facility - Investigation and Concept Design | Region wide | Region Wide | General Revenue | Environmental Compliance and Systems | 60,000 | - | - | - |
| R182 | The Ridgeway, Tumby Umbi - Embankment Stabilisation | Tumby Umbi | The Entrance | General Revenue | Roads and Drainage Infrastructure | 55,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|--------------|--------------|--------------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R183 | Sewer Hydraulic Model Development - Region Wide | Region wide | Region Wide | Restricted Funds | WS Planning and Delivery | 327,000 | - | - | - |
| R184 | Water Pump Station Capacity Upgrade - Mooney Mooney Dam Somersby | Somersby | Gosford West | Restricted Funds and General Revenue | WS Planning and Delivery | 102,000 | 201,000 | 4,505,000 | - |
| R185 | Gosford City Car park - Implement online customer payment portal | Gosford | Gosford West | Restricted Funds | Economic Development and Property | 50,000 | - | - | - |
| R189 | Frederick Street - Pipe Rehabilitation | Ourimbah | Wyang | General Revenue | Roads and Drainage Infrastructure | 45,000 | - | - | - |
| R190 | Water Pump Station Refurbishment - The Rampart Umina Heights | Umina Beach | Gosford West | General Revenue | WS Operations and Maintenance | 90,000 | - | - | - |
| R191 | Donnison Street West Block 20 - Pavement Renewal and Road Resurfacing | Gosford | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 44,000 | - | - | - |
| R195 | Test Automation Software | Region wide | Region Wide | General Revenue | Information and Technology | - | 65,000 | - | - |
| R197 | Bias Avenue - Pipe Relining | Bateau Bay | The Entrance | General Revenue | Roads and Drainage Infrastructure | 30,000 | - | - | - |
| R198 | Coral Street automated gate installation with card activation. | The Entrance | The Entrance | General Revenue | Economic Development and Property | 30,000 | - | - | - |
| R199 | Reynolds Road - Pipe Rehabilitation | Noraville | Budgewoi | General Revenue | Roads and Drainage Infrastructure | 30,000 | - | - | - |
| R203 | Yakalla Street - Pipe Rehabilitation | Bateau Bay | The Entrance | General Revenue | Roads and Drainage Infrastructure | 25,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|------------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R204 | Noraville Cemetery upgrade to lawn burial area - (General Lawn rows I and J and Catholic Lawn rows E and F) | Noraville | Budgewoi | Restricted Funds | Economic Development and Property | 24,000 | - | - | - |
| R205 | Dedman Ln Block 2 - Pavement Renewal and Road Resurfacing | Chain Valley Bay | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 21,031 | - | - | - |
| R206 | Dedman Ln Block 1 - Pavement Renewal and Road Resurfacing | Chain Valley Bay | Budgewoi | Grant Funding | Roads and Drainage Infrastructure | 22,779 | - | - | - |
| R207 | Digital Aerial Services | Region wide | Region Wide | General Revenue | Information and Technology | 20,000 | 140,000 | 20,000 | 160,000 |
| R208 | Noraville Cemetery reactive capital (at need memorialisation) | Noraville | Budgewoi | Restricted Funds | Economic Development and Property | 20,000 | 20,000 | 20,000 | 20,000 |
| R209 | Update TerraExplorer 3D Terrain Model (LGA wide) | Region wide | Region Wide | General Revenue | Information and Technology | 25,000 | - | - | - |
| R210 | Gosford City Car park - Install automated roller shutter at Pedestrian walk way | Gosford | Gosford West | Restricted Funds | Economic Development and Property | 15,000 | - | - | - |
| R212 | Coral street, The Entrance - reactive works | The Entrance | The Entrance | General Revenue | Economic Development and Property | 13,750 | 15,000 | 15,000 | 15,000 |
| R213 | Gosford City Car park - reactive works | Gosford | Gosford West | Restricted Funds | Economic Development and Property | 13,750 | 15,000 | 15,000 | 15,000 |
| R214 | Wilson Street, Terrigal - reactive works | Terrigal | Gosford East | General Revenue | Economic Development and Property | 13,750 | 15,000 | 15,000 | 15,000 |
| R215 | Woy Woy Commuter - reactive works | Woy Woy | Gosford West | General Revenue | Economic Development and Property | 13,750 | 15,000 | 15,000 | 15,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|---------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| R216 | Jilliby Cemetery upgrade to lawn burial section (General Lawn beam rows 7 and 8) | Jilliby | Wyong | Restricted Funds | Economic Development and Property | 12,000 | - | - | - |
| R217 | Water Valve SCADA Upgrade - Forresters Beach and Niagara Park | Region wide | Region Wide | General Revenue | WS Operations and Maintenance | 24,000 | - | - | - |
| R219 | Admin Buildings - Hearing loop at customer service centres - Gosford and Wyong | Region wide | Region Wide | General Revenue | Communications Marketing and Customer Engagement | - | 43,000 | - | - |
| R222 | Boondilla Road and Gosford Avenue - Intersection Upgrade | The Entrance | The Entrance | General Revenue | Roads and Drainage Infrastructure | - | - | 470,000 | 470,000 |
| R223 | Brooks Hill Ln - Sealing Gravel Road | Wamberal | The Entrance | General Revenue | Roads and Drainage Infrastructure | - | 140,000 | - | - |
| R224 | Car Park Upgrade - James Browne Oval, Woy Woy | Woy Woy | Gosford West | General Revenue | Open Space and Recreation | - | - | 30,000 | 200,000 |
| R225 | Car Park Upgrade - Rogers Park, Woy Woy | Woy Woy | Gosford West | General Revenue | Open Space and Recreation | - | 30,000 | 300,000 | - |
| R226 | Car Park Upgrade - South End Park, Avoca - Investigations and Design | Avoca | Gosford East | General Revenue | Open Space and Recreation | - | - | - | 200,000 |
| R227 | Car Park Upgrade - Tunkuwallin Oval Car Park Upgrade, Gwandalan | Gwandalan | Budgewoi | General Revenue | Open Space and Recreation | - | - | 300,000 | - |
| R228 | Cary Street - Culvert Replacement | Wyoming | Wyong | General Revenue | Roads and Drainage Infrastructure | 75,000 | 650,000 | 480,000 | - |
| R229 | Cottage Kids Early Learning Centre - services upgrade | Berkeley Vale | The Entrance | General Revenue | Facilities Asset and Energy Management | - | - | - | 50,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------|--------------|-----------------------------------|--|----------------|----------------|----------------|----------------|
| R231 | Depots - annual rolling works program | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 1,200,000 | 1,200,000 | 1,200,000 |
| R232 | Erina Depot - Upgrade Washdown bays | Erina | Gosford East | General Revenue | Facilities Asset and Energy Management | - | 200,000 | - | - |
| R233 | Everglades Catchment - Drainage Upgrade | Woy Woy | Gosford West | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 900,000 | 650,000 | 650,000 | 650,000 |
| R234 | File storage management | Region wide | Region Wide | General Revenue | Information and Technology | - | 400,000 | 200,000 | 400,000 |
| R236 | Gosford City Car Park - Implement Licence Plate recognition | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | - | 140,000 |
| R237 | Gosford Administration Building - Replace boiler to heat building | Gosford | Gosford West | General Revenue | Facilities Asset and Energy Management | - | 90,000 | - | - |
| R238 | Gosford City Car park - Install Loop Counters to advertise occupancy | Gosford | Gosford West | General Revenue | Economic Development and Property | - | 150,000 | - | - |
| R239 | Gosford City Car park - Planning for Remediation works | Gosford | Gosford West | General Revenue | Economic Development and Property | - | 130,000 | - | - |
| R240 | Gosford City Car park - Remediation works | Gosford | Gosford West | General Revenue | Economic Development and Property | - | - | 180,000 | 320,000 |
| R241 | Gosford City Car park - Replace remaining security caging | Gosford | Gosford West | General Revenue | Economic Development and Property | - | 15,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|-------------|--------------|-----------------------------------|--|----------------|----------------|----------------|----------------|
| R242 | Gosford Drainage Upgrade Catchment 12 - Riou Street, Albany Street to Brisbane Water | Gosford | Gosford West | General Revenue | Roads and Drainage Infrastructure | - | - | 904,000 | 1,404,000 |
| R243 | Groundwater Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | - | 11,946 | - |
| R244 | IMT Infrastructure Refresh (datacentre server replacement) | Region wide | Region Wide | General Revenue | Information and Technology | 798,000 | 500,000 | 1,500,000 | 2,000,000 |
| R245 | Jilliby Cemetery - DA costs for carparks, entrance and drainage | Jilliby | Wyong | General Revenue | Economic Development and Property | - | - | - | 12,000 |
| R246 | Jilliby Cemetery reactive Capital (at need memorialisation) | Jilliby | Wyong | General Revenue | Economic Development and Property | - | 10,000 | 15,000 | 15,000 |
| R247 | Jilliby Cemetery upgrade - Boundary garden areas and fencing including memorialisation options | Jilliby | Wyong | General Revenue | Economic Development and Property | - | - | - | 50,000 |
| R248 | Kala Avenue and Walu Ave - Drainage Upgrade | Budgewoi | Budgewoi | General Revenue | Roads and Drainage Infrastructure | - | 400,000 | 550,000 | - |
| R249 | Kala Avenue and Walu Avenue - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works | Budgewoi | Budgewoi | General Revenue | Roads and Drainage Infrastructure | - | 1,100,000 | - | - |
| R250 | Long Jetty Depot - Building A (Administration) - Renew pavement surface stages 1 and 2 Long Jetty Depot | Long Jetty | The Entrance | General Revenue | Facilities Asset and Energy Management | - | - | 720,000 | 720,000 |
| R251 | Low Pressure and Vacuum Sewer Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | 1,140,000 | 1,381,814 | 2,006,054 |
| R253 | Mann Street and Vaughan Street - Drainage Upgrade | Gosford | Gosford West | Contributions and General Revenue | Roads and Drainage Infrastructure | 150,000 | 878,000 | 1,351,210 | 420,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|-------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| R254 | Monastir Road - Seawall Reconstruction | Phegans Bay | Gosford West | General Revenue | Roads and Drainage Infrastructure | - | 165,000 | - | - |
| R255 | Noraville Cemetery Upgrade - Amenities and outdoor chapel | Noraville | Budgewoi | General Revenue | Economic Development and Property | - | 10,000 | 595,000 | - |
| R256 | Noraville Cemetery Upgrade - Develop Lawn Burial Section 4 | Noraville | Budgewoi | General Revenue | Economic Development and Property | - | 140,000 | - | - |
| R258 | Renewal Program - Sportsground Car Parks Sealing Program | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 100,000 | - |
| R260 | Road Preservation Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | - | - | - | 768,500 |
| R261 | Road Renewal Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | - | 2,281,360 | 13,059,364 | 11,095,198 |
| R262 | Road Resealing Program - North | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | - | - | - | 4,188,750 |
| R263 | Road Resealing Program - South | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | - | - | - | 4,188,750 |
| R264 | Rolling works program - Facilities | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | - | - | 680,000 |
| R265 | Section 7.11 Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | - | - | - | 2,000,000 |
| R266 | SES - Internal and external upgrades for operational and legislative requirements | Region wide | Region Wide | General Revenue | Environmental Compliance and Systems | - | - | 55,000 | - |
| R267 | Sewer Easement Access - Empire Bay | Empire Bay | Gosford East | General Revenue | WS Planning and Delivery | - | - | 150,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R268 | Sewer Main Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | 1,500,000 | 3,757,346 | 7,736,888 |
| R269 | Sewer Network Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | 3,109,875 | 2,073,247 | 2,706,563 |
| R270 | Sewer Pump Station Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | 4,545,929 | 7,753,908 | 8,551,041 |
| R271 | Sewer Treatment Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | 2,286,000 | 5,023,467 | 9,436,969 |
| R272 | Slope Stabilisation Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | - | - | 360,500 | 371,400 |
| R273 | Toowoona Bay Road and Tuggerah Parade - Intersection Upgrade | Long Jetty | The Entrance | General Revenue | Roads and Drainage Infrastructure | - | 800,000 | - | - |
| R274 | Toowoona Bay Road and Watkins Street - Intersection Upgrade | Toowoona Bay | The Entrance | General Revenue | Roads and Drainage Infrastructure | - | - | 765,000 | - |
| R276 | Unsealed Road Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | - | - | - | 556,000 |
| R277 | Upgrade meeting Room Technology | Region wide | Region Wide | General Revenue | Information and Technology | - | - | 500,000 | - |
| R279 | Virginia Road - Road Upgrade | Warnervale | Wyang | General Revenue | Roads and Drainage Infrastructure | - | 2,300,000 | 700,000 | 650,000 |
| R280 | Warnervale Road - Drainage Upgrade | Warnervale | Wyang | General Revenue | Roads and Drainage Infrastructure | - | - | 1,095,000 | 1,300,000 |
| R281 | Water Headworks Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | - | 1,819,842 | 948,688 |
| R282 | Water Main Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | - | 695,573 | 11,157,640 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| R283 | Water Network Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | 500,000 | 733,452 | 2,012,980 |
| R284 | Water Pump Station Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | - | 76,054 | 907,910 |
| R285 | Water Reservoir Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | 125,000 | 440,704 | 5,395,580 |
| R286 | Water Treatment Plant Asset Class Program | Region wide | Region Wide | General Revenue | WS Planning and Delivery | - | - | 969,817 | 383,916 |
| R287 | Wilson Road - LED Lighting upgrade | Terrigal | Gosford East | General Revenue | Economic Development and Property | - | - | - | 155,000 |
| R288 | Wilson Road - Planning for remediation works | Terrigal | Gosford East | General Revenue | Economic Development and Property | - | - | - | 120,000 |
| R289 | Fire Station Bush Fire Protection Upgrades | Region wide | Region Wide | Grant Funding Pending | Environmental Management | 22,849 | - | - | - |
| R290 | Charmhaven Depot - Building A Roof replacement | Charmhaven | Budgewoi | General Revenue | Facilities Asset and Energy Management | 53,000 | - | - | - |
| R291 | Charmhaven Depot - Gantry Crane Replacement Building E North | Charmhaven | Budgewoi | General Revenue | Facilities Asset and Energy Management | 18,000 | - | - | - |
| R292 | Charmhaven Depot - Gantry Crane Replacement Building E South | Charmhaven | Budgewoi | General Revenue | Facilities Asset and Energy Management | 18,000 | - | - | - |
| R293 | Taylor's Bay Public Toilet replacement | The Entrance | The Entrance | General Revenue | Facilities Asset and Energy Management | 190,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| R294 | Gosford Customer Service Centre Fitout | Gosford | Gosford West | General Revenue | Facilities Asset and Energy Management | 87,300 | - | - | - |
| R295 | Solar projects various sites - Defect and liabilities period | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | 17,700 | - | - | - |
| R296 | Cemeteries Solution | Region wide | Region Wide | General Revenue | Information and Technology | 281,710 | - | - | - |
| R297 | Modern Collaboration | Region wide | Region Wide | General Revenue | Information and Technology | 594,000 | - | - | - |
| R298 | Cyber Security Enhancements | Region wide | Region Wide | General Revenue | Information and Technology | 380,000 | 400,000 | 400,000 | 400,000 |
| R299 | Archive Solution | Region wide | Region Wide | General Revenue | Information and Technology | 100,000 | - | - | - |
| R300 | Smart Sensors | Region wide | Region Wide | General Revenue | Information and Technology | - | 600,000 | - | - |
| R301 | Sewer Pump Station Upgrade - Cadonia Road Tuggerawong (TO19) | Tuggerawong | Wyang | General Revenue | WS Planning and Delivery | 362,536 | - | - | - |
| R302 | Reservoir Kanangra Renewal - Pacific Hwy Crangan Bay | Crangan Bay | Budgewoi | General Revenue | WS Planning and Delivery | 100,000 | - | - | - |
| R303 | PSP - Cockle Bay Towns | Empire Bay | Gosford East | General Revenue | WS Planning and Delivery | 10,000 | - | - | - |
| R304 | Central Coast Airport - Upgrades | Warnervale | Wyang | General Revenue | Economic Development and Property | 90,000 | 596,000 | 566,000 | 589,000 |
| R305 | Bent Street - Pavement Renewal and Road Resurfacing | Gosford | Gosford West | General Revenue | Roads and Drainage Infrastructure | - | 118,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|--------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R306 | Gavenlock Road Block 10 - Pavement Renewal and Road Resurfacing | Tuggerah | Wyong | Grant Funding | Roads and Drainage Infrastructure | 447,480 | - | - | - |
| R307 | Gavenlock Road Block 5 - Pavement Renewal and Road Resurfacing | Tuggerah | Wyong | Grant Funding | Roads and Drainage Infrastructure | 279,576 | - | - | - |
| R308 | Kings Avenue - Pavement Renewal and Road Resurfacing | Terrigal | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 516,912 | - | - | - |
| R309 | McGirr Avenue - Pavement Renewal and Road Resurfacing | The Entrance | The Entrance | Grant Funding | Roads and Drainage Infrastructure | 571,824 | - | - | - |
| R310 | Oakland Avenue - Pavement Renewal and Road Resurfacing | The Entrance | The Entrance | General Revenue | Roads and Drainage Infrastructure | - | 177,000 | - | - |
| R311 | Oceano Street - Road Upgrade | Copacabana | Gosford East | General Revenue | Roads and Drainage Infrastructure | 50,000 | - | - | - |
| R312 | Vicary Road - Pavement Renewal and Road Resurfacing | Terrigal | Gosford East | General Revenue | Roads and Drainage Infrastructure | - | 150,000 | - | - |
| R313 | Avoca Drive - Embankment Stabilisation | Avoca | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 60,000 | - | - | - |
| R314 | Wisemans Ferry Road, Gunderman - Culvert Reconstruction | Gunderman | Gosford West | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 45,053 | - | - | - |
| R315 | Wisemans Ferry Road, Greengrove - Embankment Stabilisation | Greengrove | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 27,000 | - | - | - |
| R316 | Kadja Close - Embankment Stabilisation | Somersby | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 40,500 | - | - | - |
| R317 | Wisemans Ferry Road, Spencer - Embankment Stabilisation | Spencer | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 30,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|-------------|--------------|-----------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| R318 | Yarramalong Road - Embankment Stabilisation | Yarramalong | Wyong | Grant Funding | Roads and Drainage Infrastructure | 40,000 | - | - | - |
| R319 | Wisemans Ferry Road, Gunderman - Barrier Installation | Gunderman | Gosford West | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 91,000 | - | - | - |
| R320 | The Corso - Embankment Stabilisation | Saratoga | Gosford East | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 37,500 | - | - | - |
| R321 | Scenic Hwy - Embankment Stabilisation | Terrigal | Gosford East | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 39,000 | - | - | - |
| R322 | Nagari Road - Embankment Stabilisation | Woy Woy | Gosford West | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 39,000 | - | - | - |

Liveable

| | | | | | | | | | |
|------|---|----------------|--------------|----------------------------------|--|-----------|------------|------------|-----------|
| L001 | New Gosford Regional Library | Gosford | Gosford West | Grant Funding | Libraries and Education | 1,613,000 | 14,350,000 | 10,933,000 | - |
| L002 | Peninsula Leisure Centre - HVAC replacement. | Woy Woy | Gosford West | General Revenue | Facilities Asset and Energy Management | 3,854,000 | - | - | - |
| L003 | Magenta - Shared Pathway Construction | Magenta | The Entrance | Developer or other contributions | Roads and Drainage Infrastructure | 2,000,000 | 2,500,000 | 2,500,000 | 2,500,000 |
| L004 | Building Upgrade - Adelaide Street Oval Sportsground Amenities Building | Killarney Vale | The Entrance | Grant Funding and | Open Space and Recreation | 1,390,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|----------------|--------------|-----------------------------------|--|----------------|----------------|----------------|----------------|
| | | | | General Revenue | | | | | |
| L005 | Tuggerawong Foreshore - Shared Path Construction | Tuggerawong | Wyong | Developer or other contributions | Roads and Drainage Infrastructure | 1,475,000 | 2,500,000 | 1,400,000 | - |
| L006 | Racecourse Road - Shared Path Construction | Gosford | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 1,460,000 | - | - | - |
| L007 | Building Renewal - Lemon Grove Netball Courts Amenities Building - Construction | Ettalong Beach | Gosford West | Grant Funding and General Revenue | Open Space and Recreation | 1,435,500 | - | - | - |
| L008 | Building Renewal - Rogers Park Sportsground Amenities Building, Woy Woy | Woy Woy | Gosford West | Grant Funding and General Revenue | Open Space and Recreation | 1,330,000 | - | - | - |
| L009 | Malinya Road - Shared Path Construction | Davistown | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 1,661,892 | - | - | - |
| L010 | Central Coast Highway, Erina - Shared Path Upgrade | Erina | Gosford East | Grant Funding | Roads and Drainage Infrastructure | 779,500 | - | - | - |
| L011 | Multiple Sites - Library Resources Purchases (Books and other physical material) | Region wide | Region Wide | General Revenue | Libraries and Education | 793,600 | 650,000 | 765,000 | 705,000 |
| L012 | Sporting Facility Upgrade program (OSR led) | Region wide | Region Wide | Grant Funding | Facilities Asset and Energy Management | 720,000 | 720,000 | 720,000 | 720,000 |
| L013 | Construct Terrigal Lagoon Walking Track | Terrigal | Gosford East | Grant Funding and General Revenue | Environmental Management | 680,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|-----------------------------------|---|----------------|----------------|----------------|----------------|
| L014 | Shared Path and Footpath Renewal Program | Region wide | Region Wide | General Revenue | Roads and Drainage Infrastructure | 375,000 | 740,000 | 1,277,394 | 1,436,000 |
| L015 | Don Small Oval Public Toilet construction | Tacoma | Wyong | General Revenue | Facilities Asset and Energy Management | 200,000 | - | - | - |
| L016 | Wamberal Beach toilets - renewal | Wamberal | The Entrance | General Revenue | Facilities Asset and Energy Management | 445,000 | - | - | - |
| L017 | Little Wobby - Wharf Replacement | Patonga | Gosford West | Grant Funding and General Revenue | Roads and Drainage Infrastructure | 825,000 | - | - | - |
| L018 | Spencer waterfront toilets | Spencer | Gosford West | General Revenue | Facilities Asset and Energy Management | 50,000 | - | - | - |
| L019 | Woy Woy Bay - Wharf Replacement | Woy Woy | Gosford West | Grant Funding | Roads and Drainage Infrastructure | 480,000 | - | - | - |
| L020 | District Playspace Upgrade - Ross Park, Avoca | Avoca | Gosford East | General Revenue | Open Space and Recreation | 310,000 | - | - | - |
| L021 | Karagi Point public toilets - renewal | The Entrance | The Entrance | General Revenue | Facilities Asset and Energy Management | 50,000 | - | - | - |
| L022 | Peninsula Leisure Centre - Gym equipment upgrade | Woy Woy | Gosford West | General Revenue | Leisure Recreation and Community Facilities | 300,000 | - | - | - |
| L023 | Skate Park Renewal - Kariong Skate Park | Kariong | Gosford West | Developer or other contributions | Open Space and Recreation | 300,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|----------------------------------|---|----------------|----------------|----------------|----------------|
| L024 | Building Renewal - Umina Oval Sportsground Amenities Building | Umina Beach | Gosford West | Grant Funding Pending | Open Space and Recreation | 210,000 | 2,515,000 | - | - |
| L025 | Leisure and Pools - POS and CRM system renewal | Region wide | Region Wide | General Revenue | Leisure Recreation and Community Facilities | 195,000 | - | - | - |
| L026 | Sportsground Improvements - Umina Oval Irrigation Renewal | Umina Beach | Gosford West | Developer or other contributions | Open Space and Recreation | 190,000 | - | - | - |
| L029 | Tuggerah Library - Air Conditioning Replacement | Tuggerah | The Entrance | Grant Funding Pending | Libraries and Education | 180,000 | - | - | - |
| L030 | Grant McBride Baths - Refurbish female toilets and changerooms | The Entrance | The Entrance | General Revenue | Leisure Recreation and Community Facilities | 167,000 | - | - | - |
| L031 | Long Jetty Foreshore Public Toilet | Long Jetty | The Entrance | General Revenue | Facilities Asset and Energy Management | 150,000 | - | - | - |
| L032 | Reserve Renewal - Sensory Park, Narara | Narara | Wyang | General Revenue | Open Space and Recreation | 30,000 | - | - | - |
| L033 | Quality Learning Environment Grant | Region wide | Region Wide | Grant Funding Pending | Libraries and Education | 120,000 | 120,000 | 120,000 | 120,000 |
| L034 | Local Playspace Renewal - Hylton Moore Oval, East Gosford | East Gosford | Gosford West | General Revenue | Open Space and Recreation | 105,000 | - | - | - |
| L035 | Local Playspace Renewal - Jirramba Reserve, Saratoga | Saratoga | Gosford East | General Revenue | Open Space and Recreation | 105,000 | - | - | - |
| L036 | Local Playspace Renewal - Kariong Recreation Area, Kariong | Kariong | Gosford West | General Revenue | Open Space and Recreation | 105,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|--------------|--------------|----------------------------------|---|----------------|----------------|----------------|----------------|
| L037 | Local Playspace Renewal - Palm Gully Park, North Avoca | Avoca | Gosford East | General Revenue | Open Space and Recreation | 105,000 | - | - | - |
| L038 | Local Playspace Renewal - Turo Close Reserve, Pretty Beach | Pretty Beach | Gosford East | General Revenue | Open Space and Recreation | 105,000 | - | - | - |
| L039 | Local Playspace Renewal - Woolmers Crescent, Mardi | Mardi | Wyong | General Revenue | Open Space and Recreation | 105,000 | - | - | - |
| L040 | Gosford Olympic Pool - Rolling Renewal Program 50m Pool, Plant Room and Equipment | Gosford | Gosford West | General Revenue | Leisure Recreation and Community Facilities | 102,000 | - | - | 100,000 |
| L041 | Avoca Lifeguard Tower Stand - Replace windows and shutters | Avoca | Gosford East | General Revenue | Leisure Recreation and Community Facilities | 100,000 | - | - | - |
| L042 | District Park Development - Hilltop Park | Woongarah | Budgewoi | Developer or other contributions | Open Space and Recreation | 100,000 | - | - | - |
| L043 | District Playspace Development - Tunkuwallin Oval, Gwandalan | Gwandalan | Budgewoi | Developer or other contributions | Open Space and Recreation | 100,000 | - | - | - |
| L044 | Halekulani Oval sports facilities - refurbishment works | Halekulani | Budgewoi | General Revenue | Facilities Asset and Energy Management | 80,000 | - | - | - |
| L045 | Harry Moore oval amenities - refurbishment works | Toukley | Budgewoi | General Revenue | Facilities Asset and Energy Management | 80,000 | - | - | - |
| L046 | Renewal Program - Park Furniture | Region wide | Region Wide | General Revenue | Open Space and Recreation | 40,000 | 100,000 | 105,000 | 105,000 |
| L047 | Renewal Program - Playspaces - Softfall | Region wide | Region Wide | General Revenue | Open Space and Recreation | 100,000 | 100,000 | 105,000 | 105,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|----------------------------------|--|----------------|----------------|----------------|----------------|
| L048 | Sports Facility Upgrade - Kariong Pump Track | Kariong | Gosford West | Developer or other contributions | Open Space and Recreation | 95,000 | - | - | - |
| L049 | Building Renewal - Erina Oval Sportsground Amenities | Erina | Gosford East | General Revenue | Open Space and Recreation | - | - | - | 1,200,000 |
| L050 | Gosford Pool - Indoor Pool Hall - Roof replacement | Gosford | Gosford West | General Revenue | Leisure Recreation and Community Facilities | 85,000 | - | 85,000 | - |
| L051 | Public Toilet refurbishment program - The Entrance Memorial Park | The Entrance | The Entrance | Restricted Funds | Communications Marketing and Customer Engagement | 80,000 | - | - | - |
| L052 | Toukley Library - replace library return chute | Toukley | Budgewoi | General Revenue | Libraries and Education | 58,000 | - | - | - |
| L053 | Renewal Program - Boat Ramps/Jetties/Swimming Enclosures | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | 75,000 | 80,000 | 80,000 |
| L054 | Northlakes Childcare Flooring replacement | San Remo | Budgewoi | General Revenue | Libraries and Education | 72,000 | - | - | - |
| L055 | Renewal Program - Sportsground Lighting - Emergency Works | Region wide | Region Wide | General Revenue | Open Space and Recreation | 70,000 | 70,000 | 75,000 | 75,000 |
| L056 | Libraries Local Priority Grant | Region wide | Region Wide | Grant Funding Pending | Libraries and Education | 65,000 | 65,000 | 65,000 | 65,000 |
| L057 | Wyong Old School - car park renewal | Wyong | Wyong | General Revenue | Facilities Asset and Energy Management | 58,000 | - | - | - |
| L058 | Debra Anne Community Centre - Montessori School kitchen upgrade | Bateau Bay | The Entrance | General Revenue | Facilities Asset and Energy Management | 51,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|----------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| L059 | Renewal Program - Sportsground Assets - Emergency Works | Region wide | Region Wide | General Revenue | Open Space and Recreation | 50,000 | 50,000 | 54,000 | 54,000 |
| L061 | Toukley Neighbourhood centre - building refurbishment | Toukley | Budgewoi | General Revenue | Facilities Asset and Energy Management | 50,000 | - | - | - |
| L062 | Memorial Park The Entrance - Boat ramp tree seating | The Entrance | The Entrance | General Revenue | Community and Culture | 45,000 | - | - | - |
| L064 | Renewal Program - Park Fencing | Region wide | Region Wide | General Revenue | Open Space and Recreation | 30,000 | 40,000 | 42,000 | 42,000 |
| L065 | Renewal Program - Sportsground Fencing-Emergency Works | Region wide | Region Wide | General Revenue | Open Space and Recreation | 40,000 | 40,000 | 42,000 | 42,000 |
| L067 | Renewal Program - Cricket Wickets - Emergency Works | Region wide | Region Wide | General Revenue | Open Space and Recreation | 25,000 | 35,000 | 37,000 | 37,000 |
| L068 | Central Coast Community Women's Health Centre - drainage works | Wyoming | Wyong | General Revenue | Facilities Asset and Energy Management | 30,000 | - | - | - |
| L069 | Ettalong 50+ Leisure and Learning - Roller door replacement | Ettalong Beach | Gosford West | General Revenue | Community and Culture | 30,000 | - | - | - |
| L070 | Ettalong Senior Citizens Clubhouse - replace 3x garage roller doors, level flooring, ceiling to storage room | Ettalong Beach | Gosford West | General Revenue | Community and Culture | 30,000 | - | - | - |
| L071 | Myrtle Brush Community Hall - new concrete ramp | Berkeley Vale | The Entrance | General Revenue | Facilities Asset and Energy Management | 30,000 | - | - | - |
| L072 | Niagara Park Children's Centre - Shade Sails 0-3 yard | Niagara Park | Wyong | General Revenue | Libraries and Education | 12,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|--------------|--------------|-----------------------------------|--|----------------|----------------|----------------|----------------|
| L073 | Wyong Family History - roof replacement | Wyong | Wyong | General Revenue | Facilities Asset and Energy Management | 28,000 | - | - | - |
| L074 | Frederick Street - Footpath Construction | Ourimbah | Wyong | Developer or other contributions | Roads and Drainage Infrastructure | 25,000 | - | - | - |
| L075 | Toukley Aquatic Pool - investigation and design for new air handling unit | Toukley | Budgewoi | General Revenue | Facilities Asset and Energy Management | 25,000 | - | 80,000 | - |
| L076 | Toukley Library - Automatic Door replacement | Toukley | Budgewoi | General Revenue | Libraries and Education | 6,000 | - | - | - |
| L077 | Lake Haven Tennis Centre - new drainage | Lake Haven | Budgewoi | General Revenue | Facilities Asset and Energy Management | 20,000 | - | - | - |
| L078 | Reserve Upgrade - Electrical Outlet Upgrades | Region wide | Region Wide | General Revenue | Open Space and Recreation | 20,000 | - | - | - |
| L079 | Signage - Dog off Leash Area | Region wide | Region Wide | General Revenue | Environmental Compliance and Systems | 20,000 | - | - | - |
| L080 | Skate Park Upgrade - Umina Skate Park | Umina Beach | Gosford West | Grant Funding Pending | Open Space and Recreation | 15,000 | 3,750,000 | 1,235,000 | - |
| L081 | Niagara Park Children's Centre - Shade Sails 3-5 yard, grass area, deck | Niagara Park | Wyong | General Revenue | Libraries and Education | 11,642 | - | - | - |
| L083 | Little Coast Kids Northlakes - Commercial Dishwasher purchase and install | San Remo | Budgewoi | General Revenue | Libraries and Education | 6,000 | - | - | - |
| L084 | Reserve Upgrade - Copacabana Foreshore Seat Installation | Copacabana | Gosford East | Grant Funding and General Revenue | Open Space and Recreation | 5,214 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|----------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| L085 | Signage - Rock Fishing Safety Signs | Region wide | Region Wide | General Revenue | Environmental Compliance and Systems | 5,000 | - | - | - |
| L086 | Administration buildings - annual rolling works program | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 800,000 | 800,000 | 800,000 |
| L087 | Alison Homestead - Barkers Barn - New Internal Refurb | Wyang | Wyang | General Revenue | Facilities Asset and Energy Management | - | - | 50,000 | - |
| L088 | Alison Homestead - Blacksmiths shed - Construct multi-purpose building | Wyang | Wyang | General Revenue | Facilities Asset and Energy Management | - | - | - | 45,000 |
| L089 | Alison Homestead - Cottage - New Internal Refurb | Wyang | Wyang | General Revenue | Facilities Asset and Energy Management | - | - | 50,000 | - |
| L090 | Amenities Block Fagans Park Point Clare - Refurbishment | Point Clare | Gosford West | General Revenue | Facilities Asset and Energy Management | - | - | 254,000 | - |
| L091 | Aquatic Infrastructure - Canoe/Dinghy Launch - Wyong River | Wyang | Wyang | General Revenue | Open Space and Recreation | - | - | - | 30,000 |
| L092 | Aspect Central Coast School - Main Building | Erina | Gosford East | General Revenue | Facilities Asset and Energy Management | - | - | 80,000 | - |
| L093 | Baker Park Old Tennis Building - New roof replacement | Wyang | Wyang | General Revenue | Facilities Asset and Energy Management | - | - | - | 120,000 |
| L094 | Barefoot Explorers - Roof Replacement | Killarney Vale | The Entrance | General Revenue | Facilities Asset and Energy Management | - | 120,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|---------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| L095 | Berkeley Vale Old School Community Centre - Internal refurbishment project | Berkeley Vale | The Entrance | General Revenue | Facilities Asset and Energy Management | - | 80,000 | - | - |
| L096 | Building Renewal - Patrick Croke Oval Sportsground Amenities Building, Kincumber | Kincumber | Gosford East | General Revenue | Open Space and Recreation | - | - | 100,000 | - |
| L097 | Central Coast Arts Barn - External and Internal Refurbishment | Gosford | Gosford West | General Revenue | Facilities Asset and Energy Management | - | 120,000 | - | - |
| L098 | Central Coast Lifetime Learning Centre - construct new building | Ourimbah | Wyang | General Revenue | Facilities Asset and Energy Management | - | - | - | 395,000 |
| L099 | Charmhaven Community Hall - Internal fit out | Charmhaven | Budgewoi | General Revenue | Facilities Asset and Energy Management | - | - | 60,000 | - |
| L100 | Cricket Facility Upgrade - Umina Oval Cricket Nets, Umina | Umina Beach | Gosford West | General Revenue | Open Space and Recreation | - | 2,000 | 148,000 | - |
| L101 | Cynthia Street Community Centre - Design and construct a new playground on the grounds | Bateau Bay | The Entrance | General Revenue | Facilities Asset and Energy Management | - | - | 70,000 | - |
| L102 | De Lisle Drive Community Centre - Install a security fence around side porch with access gate and lock | Watanobbi | Wyang | General Revenue | Facilities Asset and Energy Management | - | 6,500 | - | - |
| L103 | Disability Playground (Section 7.12 Gosford) | Region wide | Region Wide | General Revenue | Leisure Recreation and Community Facilities | - | 200,000 | 198,867 | - |
| L104 | District Playspace Development - Ridge Park East Playspace | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 100,000 | - |
| L105 | District Playspace Renewal - Mackenzie Reserve, Budgewoi | Budgewoi | Budgewoi | General Revenue | Open Space and Recreation | - | 300,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| L106 | District Playspace Upgrade - Lions Park, Woy Woy | Woy Woy | Gosford West | General Revenue | Open Space and Recreation | - | - | 300,000 | - |
| L107 | District Playspace Upgrade - Tuggerawong Hall, Wyongah | Wyongah | The Entrance | General Revenue | Open Space and Recreation | - | - | - | 330,000 |
| L108 | East Gosford Lions Club Community Hall - Extend existing carpark to add a further 5-6 car spaces including design, drainage, surfacing and line marking. | East Gosford | Gosford West | General Revenue | Facilities Asset and Energy Management | - | - | - | 100,000 |
| L109 | Erina Tennis Clubhouse - New roof and Electrical services | Erina | Gosford East | General Revenue | Facilities Asset and Energy Management | - | 100,000 | - | - |
| L110 | Gosford 50+ Leisure and Learning Centre - service upgrade | Gosford | Gosford West | General Revenue | Community and Culture | - | - | - | 30,000 |
| L111 | Gosford Pool - Entry Kiosk - Roof replacement | Gosford | Gosford West | General Revenue | Leisure Recreation and Community Facilities | - | - | 155,000 | 160,000 |
| L114 | Gosford Senior Citizens Centre - Replace carpet to office, reception/foyer, activity rooms 1,2 3 and veranda room | Gosford | Gosford West | General Revenue | Community and Culture | - | 30,000 | - | - |
| L115 | Grant McBride Baths - Pump replacement | The Entrance | The Entrance | General Revenue | Leisure Recreation and Community Facilities | - | 20,000 | - | - |
| L116 | Grant McBride Baths - Refurbish male toilets and changerooms | The Entrance | The Entrance | General Revenue | Leisure Recreation and Community Facilities | - | 100,000 | - | - |
| L117 | Grant McBride Baths - Replace 2 existing older shade sails | The Entrance | The Entrance | General Revenue | Leisure Recreation and Community Facilities | - | 10,000 | - | - |
| L118 | Kariong Child Care Centre - Playground redesign | Kariong | Gosford West | General Revenue | Libraries and Education | - | - | 150,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|--------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| L119 | Kariong Tennis Clubhouse - Roof replacement | Kariong | Gosford West | General Revenue | Facilities Asset and Energy Management | - | - | 100,000 | - |
| L120 | Kinburra Preschool - Roof replacement and possible refurb of interior | Kincumber | Gosford East | General Revenue | Facilities Asset and Energy Management | - | 80,000 | - | - |
| L121 | Kincumber / Bensville Sea Scouts - New roof replacement | Kincumber | Gosford East | General Revenue | Facilities Asset and Energy Management | - | 80,000 | - | - |
| L122 | Kincumber Library - Replace Shade Sail structure | Kincumber | Gosford East | General Revenue | Libraries and Education | - | 60,000 | - | - |
| L123 | Kincumber School of Arts - Internal refurb and new roof | Kincumber | Gosford East | General Revenue | Facilities Asset and Energy Management | - | - | 80,000 | - |
| L124 | Lake Haven Recreation Centre - Replacement of Gym equipment | Lake Haven | Budgewoi | General Revenue | Leisure Recreation and Community Facilities | - | - | 300,000 | - |
| L125 | Little Coast Kids - Kanwal - Installation of new joinery in Storeroom | Kanwal | Wyang | General Revenue | Libraries and Education | - | - | 30,000 | - |
| L126 | Little Coast Kids Kanwal - Replacement of Softfall surfacing both years | Kanwal | Wyang | General Revenue | Libraries and Education | 18,000 | - | 52,000 | - |
| L127 | Local Playspace Renewal Program - Specific locations to be in accordance with adopted Playspace Action Plan | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | 770,000 | 660,000 | 1,610,000 |
| L128 | Merry Makers Central Coast - refurbishment of interior possible new extension | Noraville | Budgewoi | General Revenue | Facilities Asset and Energy Management | - | 60,000 | - | - |
| L129 | Pelican Wharf Fish Co-op - The Entrance North - renewal of building | The Entrance | The Entrance | General Revenue | Facilities Asset and Energy Management | - | - | 180,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|----------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| L130 | Metro Cinema Lake Haven - Roof replacement | Lake Haven | Budgewoi | General Revenue | Facilities Asset and Energy Management | - | - | - | 250,000 |
| L131 | Ettalong Beach Arts and Crafts Centre - renewal works | Ettalong Beach | Gosford West | General Revenue | Facilities Asset and Energy Management | - | - | 80,000 | - |
| L132 | Kariong Child Care Centre - Awning roof and veranda renewal | Kariong | Gosford West | General Revenue | Facilities Asset and Energy Management | - | - | 25,000 | - |
| L133 | Replacement of furniture at Community Halls | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 70,000 | 30,000 | 60,000 |
| L134 | Multiple Library Sites - Library Management System | Region wide | Region Wide | General Revenue | Libraries and Education | - | - | 400,000 | - |
| L135 | Multiple Library Sites - Public Access PC Session Management and Public Print/Copy/Payment Management | Region wide | Region Wide | General Revenue | Libraries and Education | - | 200,000 | - | - |
| L136 | New Leisure and Aquatic Centre in the Northern region (Section 7.11 WDCP) | Region wide | Region Wide | General Revenue | Leisure Recreation and Community Facilities | - | 80,000 | - | 350,000 |
| L137 | Niagara Park Stadium - Rolling Renewal Program - sporting floor, changing rooms scoreboards, netting and equipment | Niagara Park | Wyong | General Revenue | Leisure Recreation and Community Facilities | - | 60,000 | 66,000 | 250,000 |
| L138 | Peninsula Leisure Centre -Rolling facilities plant room and equipment | Woy Woy | Gosford West | General Revenue | Leisure Recreation and Community Facilities | - | 50,000 | 120,000 | - |
| L139 | Public Toilet Upgrades (Section 7.12 Gosford) | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 300,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|-------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| L140 | Public Toilets - annual renewal program | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 500,000 | 500,000 | 500,000 |
| L142 | Recreation Facility Development - Lake Munmorah | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 1,800,000 | 620,000 |
| L143 | Renewal of air conditioning Units in community facilities - various | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 45,000 | 40,000 | 40,000 |
| L144 | Renewal Program - Playspaces - Shade Sails | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 60,000 | - |
| L145 | Renewal Program - Tennis Courts | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | - | 110,000 |
| L146 | Renewal program of gym flooring, spa and pump filtration at Peninsula Leisure Centre | Woy Woy | Gosford West | General Revenue | Leisure Recreation and Community Facilities | - | - | - | 120,000 |
| L147 | Renewal program of pool filtration and changing rooms at Gosford Pool | Gosford | Gosford West | General Revenue | Leisure Recreation and Community Facilities | - | - | - | 200,000 |
| L148 | Wyong Pool Grandstand - internal and external renewal works | Wyong | Wyong | General Revenue | Leisure Recreation and Community Facilities | - | 135,000 | - | - |
| L149 | Renewal programs 50 metre pool filtration and changing rooms - Wyong Pool | Wyong | Wyong | General Revenue | Leisure Recreation and Community Facilities | - | - | 120,000 | - |
| L150 | Reserve Upgrade - Bar Point Pedestrian Access | Bar Point | Gosford West | General Revenue | Open Space and Recreation | - | - | 30,000 | - |
| L151 | Reserve Upgrade - Brady's Gully Park | Gosford | Gosford West | General Revenue | Open Space and Recreation | - | - | - | 77,620 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|-------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| L152 | Reserve Upgrade - Construction of ex-HMAS Adelaide Memorial, Terrigal Haven | Terrigal | Gosford East | General Revenue | Open Space and Recreation | - | - | - | 63,952 |
| L153 | Reserve Upgrade - Gwandalan and Lake Munmorah | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 50,000 | - |
| L154 | Reserve Upgrade - South End Park, Avoca | Avoca | Gosford East | General Revenue | Open Space and Recreation | - | - | 50,000 | - |
| L155 | Reserve Upgrade - Tunkuwallin Oval Dog Exercise Area | Gwandalan | Budgewoi | General Revenue | Open Space and Recreation | - | - | - | 85,000 |
| L156 | Reserve Upgrade - Umina, Ocean Beach and Ettalong Landscaping | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 100,000 | - |
| L157 | Reserve Upgrade - Various Gosford Reserve Upgrades - Park Embellishment | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 100,000 | - |
| L158 | Reserve Upgrade - Various Gosford Reserve Upgrades - Park Furniture | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | 100,000 | - |
| L159 | Reserve Upgrade - Woy Woy Waterfront Redevelopment | Woy Woy | Gosford West | General Revenue | Open Space and Recreation | - | - | 915,822 | - |
| L160 | Rolling works program - Connected Communities - placeholder | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 3,000,000 | 200,000 | - |
| L161 | Rolling works program - Leasing and Asset management | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | - | - | 680,000 |
| L162 | Rolling works program - Leisure and Lifestyle | Region wide | Region Wide | General Revenue | Leisure Recreation and Community Facilities | - | - | - | 680,000 |
| L163 | Rolling works program - Libraries and Education | Region wide | Region Wide | General Revenue | Libraries and Education | - | - | - | 680,000 |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|--------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| L164 | Saratoga Tennis Clubhouse New refurb and investigative works | Saratoga | Gosford East | General Revenue | Facilities Asset and Energy Management | - | - | - | 80,000 |
| L165 | Skate Park Renewal - Gwandalan Skate Park | Gwandalan | Budgewoi | General Revenue | Open Space and Recreation | - | - | 300,000 | - |
| L166 | Sohier Park Community Hall - Install new playground equipment | Ourimbah | Wyang | General Revenue | Facilities Asset and Energy Management | - | 110,000 | - | - |
| L167 | Soldiers Beach Kiosk - Internal fitout | Norah Head | Budgewoi | General Revenue | Facilities Asset and Energy Management | - | - | - | 40,000 |
| L168 | Sporting Facility - Wadalba East | Wadalba | Wyang | General Revenue | Open Space and Recreation | - | - | - | 100,000 |
| L169 | Sporting Facility Development - Bill Sohier Park | Ourimbah | Wyang | General Revenue | Open Space and Recreation | - | - | - | 50,000 |
| L170 | Sporting Facility Development - Colongra | Colongra | Budgewoi | General Revenue | Open Space and Recreation | - | - | - | 2,500,000 |
| L171 | Sporting Facility Redevelopment - Duffy's Reserve, Terrigal - Terrigal BMX - Lighting | Terrigal | Gosford East | General Revenue | Open Space and Recreation | - | - | - | 200,000 |
| L173 | Sportsground Improvements - Maidens Brush Oval, Wyoming - Sportsground Redevelopment | Wyoming | Wyang | General Revenue | Open Space and Recreation | - | - | 380,000 | 180,000 |
| L174 | Sportsground Improvements - Carrington/Pandala Oval, Narara - Drainage and Irrigation | Narara | Wyang | General Revenue | Open Space and Recreation | - | - | 30,000 | - |
| L175 | Sportsground Improvements - Darren Kennedy Oval, Canton Beach - Drainage and Irrigation | Canton Beach | Budgewoi | General Revenue | Open Space and Recreation | - | - | 300,000 | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|-------------|--------------|------------------------|--|----------------|----------------|----------------|----------------|
| L176 | Sportsground Improvements - Don Small Oval, Tacoma - Drainage and Irrigation | Tacoma | Wyong | General Revenue | Open Space and Recreation | - | - | - | 30,000 |
| L177 | Sportsground Improvements - James Browne Oval, Woy Woy - Sportsground Lighting | Woy Woy | Gosford West | General Revenue | Open Space and Recreation | - | 390,000 | - | - |
| L178 | Sportsground Improvements - Northlakes Oval, San Remo - Drainage and Irrigation | San Remo | Budgewoi | General Revenue | Open Space and Recreation | - | - | - | 30,000 |
| L179 | Sportsground Improvements - Patrick Croke Oval, Kincumber - Drainage and Irrigation | Kincumber | Gosford East | General Revenue | Open Space and Recreation | - | - | 30,000 | - |
| L180 | Sportsground Improvements - Patrick Croke Oval, Kincumber - Sportsground Lighting | Kincumber | Gosford East | General Revenue | Open Space and Recreation | - | - | 180,000 | - |
| L181 | Sportsground Improvements - Sohier Park, Ourimbah - Drainage and Irrigation | Ourimbah | Wyong | General Revenue | Open Space and Recreation | - | - | 35,000 | - |
| L182 | Sportsground Improvements - Waste Storage Facilities | Region wide | Region Wide | General Revenue | Open Space and Recreation | - | - | - | 50,000 |
| L183 | Sutton Cottage - Enclose existing carport to provide an additional working space for the users | Region wide | Region Wide | General Revenue | Facilities Asset and Energy Management | - | 120,000 | - | - |
| L184 | Terrigal BMX Clubhouse Roof Replacement | Terrigal | Gosford East | General Revenue | Facilities Asset and Energy Management | - | - | - | 80,000 |
| L185 | Terrigal Children's Centre - Replacement of Kitchen Benches and cupboards, cabinetry in playrooms, staff room | Terrigal | Gosford East | General Revenue | Libraries and Education | - | - | 50,000 | - |
| L186 | Terrigal Tennis Complex (Duffys Road)- Replace court posts, fencing and flood lights | Terrigal | Gosford East | General Revenue | Facilities Asset and Energy Management | - | 200,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|--|--------------|--------------|------------------------|---|----------------|----------------|----------------|----------------|
| L187 | The Entrance SLSC - The Entrance SLSC and Boatshed - Redevelopment design | The Entrance | The Entrance | General Revenue | Facilities Asset and Energy Management | - | 200,000 | 750,000 | - |
| L188 | The Esplanade - Shared Path Construction | Umina Beach | Gosford West | General Revenue | Roads and Drainage Infrastructure | - | - | - | 1,000,000 |
| L189 | Toukley Aquatic Centre - Rolling renewal program for pump filtration | Toukley | Budgewoi | General Revenue | Leisure Recreation and Community Facilities | - | 85,000 | - | - |
| L190 | Toukley Little Coast Kids- Replacement of benchtops and cupboards including refit of nappy change area | Toukley | Budgewoi | General Revenue | Libraries and Education | - | 70,000 | - | - |
| L191 | Toukley Tennis Clubhouse - Resurface two tennis courts | Toukley | Budgewoi | General Revenue | Facilities Asset and Energy Management | - | 65,000 | - | - |
| L192 | Tuggerah Library - new customer service point | Tuggerah | The Entrance | General Revenue | Facilities Asset and Energy Management | - | 36,000 | - | - |
| L193 | Umina Beach Community Hall - New internal refurb and roof coverings | Umina Beach | Gosford West | General Revenue | Facilities Asset and Energy Management | - | - | - | 80,000 |
| L194 | Umina Beach Library Annexe - Convert annexe to meeting rooms | Umina Beach | Gosford West | General Revenue | Libraries and Education | - | - | - | 270,000 |
| L195 | Umina Beach Library Annexe - Replacement Roof | Umina Beach | Gosford West | General Revenue | Libraries and Education | - | - | 150,000 | - |
| L196 | Umina Rugby Clubhouse - Possible extensive renewal | Umina Beach | Gosford West | General Revenue | Facilities Asset and Energy Management | - | 250,000 | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|---------|---|-------------|--------------|-----------------------------------|---|----------------|----------------|----------------|----------------|
| L197 | Upgrade of community facilities in Northern District (Section 7.11 Wyong) | Wyong | Wyong | General Revenue | Facilities Asset and Energy Management | - | 200,000 | 1,000,000 | 1,000,000 |
| L198 | Warnervale Community Hub (Section 7.11 WDCP) | Warnervale | Wyong | General Revenue | Facilities Asset and Energy Management | - | - | - | 348,700 |
| L199 | Watanobbi Community Centre - Community Centre Sound Absorption Projects | Watanobbi | Wyong | General Revenue | Facilities Asset and Energy Management | - | 37,000 | - | - |
| L200 | Woy Woy Peninsula Child Care - Roof replacement | Woy Woy | Gosford West | General Revenue | Facilities Asset and Energy Management | - | 80,000 | - | - |
| L201 | Wyoming Community Centre - Renewal project including floor finish and Lighting Upgrade to LEDs | Wyoming | Wyong | General Revenue | Facilities Asset and Energy Management | - | - | 40,000 | - |
| L202 | Wyong Old School Building 5 - internal refurb and roof | Wyong | Wyong | General Revenue | Facilities Asset and Energy Management | - | - | 80,000 | - |
| L203 | Wyong Olympic Pool - Rolling facility improvements - Plant room, equipment and facility renewals/upgrades | Wyong | Wyong | General Revenue | Leisure Recreation and Community Facilities | - | 25,000 | - | - |
| L204 | Central Coast Hwy, Gosford - Shared Pathway Construction | Gosford | Gosford West | Contributions and General Revenue | Roads and Drainage Infrastructure | 250,000 | - | - | - |
| L205 | Narara Skate Park Redevelopment - Design and construct | Narara | Wyong | Grant Funding | Open Space and Recreation | 270,000 | - | - | - |
| L206 | Sun Valley Park Regional Playspace and Carpark Construction | Green Point | Gosford East | Grant Funding | Open Space and Recreation | 370,000 | - | - | - |

| Ref No. | Project | Suburb | Ward | Primary Funding Source | Responsible Unit | Budget 2021-22 | Budget 2022-23 | Budget 2023-24 | Budget 2024-25 |
|--------------|---|---------------|--------------|------------------------|--|--------------------|--------------------|--------------------|--------------------|
| L207 | Adcock Park Redevelopment Stage 2 | Gosford | Gosford West | General Revenue | Open Space and Recreation | 60,000 | - | - | - |
| L208 | Copacabana SLSC - Partial Roof Replacement | Copacabana | Gosford East | General Revenue | Facilities Asset and Energy Management | 66,000 | - | - | - |
| L209 | Pacific Hwy, Lake Munmorah - Shared Path Construction | Lake Munmorah | Budgewoi | General Revenue | Roads and Drainage Infrastructure | 80,000 | - | - | - |
| L210 | Woy Woy Town Centre - Wharf Upgrade | Woy Woy | Gosford West | General Revenue | Roads and Drainage Infrastructure | 100,000 | - | - | - |
| Total | | | | | | 175,039,994 | 195,683,886 | 176,831,912 | 171,997,589 |







LONG TERM FINANCIAL PLAN



LONG TERM FINANCIAL PLAN SUMMARY

About the Long Term Financial Plan

The Long Term Financial Plan (LTFP):

- Provides financial projections, scenario modelling and performance measures
- Highlights issues and helps assess the long-term fiscal sustainability of Council and whether service levels need to be adjusted now or into the future
- Details the assumptions and drivers that help form the LTFP

Central Coast Council is both a Local Government Authority regulated by the *Local Government Act 1993* and a Water Supply Authority regulated by the *Water Management Act 2000*. This means that Council has the following funds to ensure appropriate reporting of services based on restrictions. The LTFP refers to Consolidated Fund which is the total of all the funds. The Water Supply Authority refers to only the water, sewer and drainage funds.

| Fund | Consolidated | Water Supply Authority |
|----------------|--------------|------------------------|
| General | ✓ | |
| Water | ✓ | ✓ |
| Sewer | ✓ | ✓ |
| Drainage | ✓ | ✓ |
| Domestic Waste | ✓ | |

Council continues to face a serious financial situation and has implemented a number of measures to manage costs and increase income to achieve long-term financial sustainability including: obtaining \$150 million in bank loans, major reduction in operating expenses, reducing staff back to pre-amalgamation numbers from over 2,500 to under 2,000, selling \$40-\$60 million in underperforming assets, reviewing fees and charges and finding new revenue sources. In May 2021, the Independent Pricing and Regulatory Tribunal (IPART) approved a 15 percent Special Variation (SV) rates increase for the Central Coast for three years starting from the 2021-2022 financial year. The financial details contained in this section reflect the following scenarios for modelling and comparison purposes:

- **Scenario 1:** In May 2021, the Independent Pricing and Regulatory Tribunal (IPART) approved a 15% Special Rate Variation (SRV) rates increase for the Central Coast for three years starting from the 2021-2022 financial year. Whilst this increase gives Council short term stability, it doesn't provide for long term financial sustainability and a further SRV will be required. The financial scenario assumes Council will apply and be awarded a permanent 15% increase at the expiration of the three-year period.
- **Scenario 2:** Standard rate peg (no rate rise), this would mean 2% increase in 2021-2022 and 2.5% in 2022-2023.

It is also noted that the financial information is subject to rounding.

10 Year Forecast Summary

At its meeting on the 23 March 2021, Council adopted the following 10 Year Long Term Financial Plan. As recommended by Council this has been used as the basis for the preparation of this Operational Plan. The drivers and assumptions used to develop this model are detailed throughout this Section, with the Income Statement, Balance Sheet and Cashflow Statement drawn from this model. Whilst the recently approved SRV provides Council short term stability, it doesn't provide for long term financial sustainability and a further SRV will be required. The 10 Year Forecast below includes the assumption that Council will apply for and be awarded a permanent 15% increase at the expiration of the three-year period.

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Operating Income | | | | | | | | | | |
| Rates | 179,357 | 183,841 | 188,437 | 193,148 | 197,977 | 202,926 | 207,999 | 213,199 | 218,529 | 223,992 |
| SRV | 22,859 | 23,431 | 24,016 | 24,617 | 25,232 | 25,863 | 26,510 | 27,172 | 27,852 | 28,548 |
| Annual and User Charges and Other Income | 415,084 | 437,160 | 439,345 | 441,542 | 443,750 | 445,969 | 448,198 | 450,439 | 452,692 | 454,955 |
| Operating Grants | 34,856 | 34,856 | 34,856 | 34,856 | 34,856 | 34,856 | 34,856 | 34,856 | 34,856 | 34,856 |
| Operating Contributions | 14,635 | 14,635 | 14,635 | 14,635 | 14,635 | 14,635 | 14,635 | 14,635 | 14,635 | 14,635 |
| Total Income attributable to Operations | 666,792 | 693,922 | 701,290 | 708,798 | 716,450 | 724,249 | 732,198 | 740,302 | 748,564 | 756,987 |
| Operating Expenses | | | | | | | | | | |
| Employee Costs | 175,832 | 180,228 | 184,733 | 189,352 | 194,086 | 197,967 | 201,927 | 205,965 | 210,084 | 214,286 |
| Borrowing Costs | 17,471 | 17,351 | 17,231 | 17,111 | 16,991 | 16,871 | 16,751 | 16,631 | 16,511 | 16,391 |
| Materials and Contracts | 188,517 | 189,460 | 190,407 | 191,359 | 192,316 | 193,277 | 194,244 | 195,215 | 196,191 | 197,172 |
| Depreciation | 177,106 | 182,606 | 188,106 | 193,606 | 199,106 | 204,606 | 210,106 | 215,606 | 221,106 | 226,606 |
| Other Expenses | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 |
| Total Expenses attributable to Operations | 659,748 | 670,467 | 681,300 | 692,250 | 703,321 | 713,544 | 723,850 | 734,239 | 744,715 | 755,277 |
| Operating Result | 7,043 | 23,456 | 19,990 | 16,548 | 13,129 | 10,705 | 8,349 | 6,063 | 3,849 | 1,709 |

FINANCIAL DRIVERS

The following financial objectives are the drivers to the Long Term Financial Plan. Tracking of the key performance indicators (KPIs) the projections are detailed under *Financial Performance*.

| Financial Objective | KPI | Target |
|---|---|--|
| Positive Operating Performance | <ul style="list-style-type: none"> Council to deliver a modest surplus Achieve surplus in all funds | <ul style="list-style-type: none"> Operating performance ratio >0 Balanced budget Own source operating ratio >=60% |
| Strong Liquidity | <ul style="list-style-type: none"> Maintain a strong cash position Restricted cash and liabilities fully funded Sufficient unrestricted cash to seize opportunity or cater for shocks | <ul style="list-style-type: none"> Unrestricted current ratio >=1.5 Rate and charges outstanding <5% Cash expense cover ratio >=3 months |
| Focus on Assets | <ul style="list-style-type: none"> Align to Asset Management Policy and Strategy Capital ambitions fully funded Attract funding from government and partners Reduce and eliminate the asset backlog | <ul style="list-style-type: none"> Asset renewal ratio >1 Asset maintenance ratio >=1 Infrastructure backlog <=2% Capital expenditure ratio >=1 |
| Manage Debt Levels | <ul style="list-style-type: none"> Reduce debt levels over the medium term Focus on intergenerational equity Reduce funding costs | <ul style="list-style-type: none"> Debt service coverage ratio 2.00x Debt ratio <15% |
| Leverage Assets | <ul style="list-style-type: none"> Improve returns from assets Invest in value accretive strategic assets Build a strategic property portfolio to supplement other income streams and fund catalyst projects | <ul style="list-style-type: none"> Return on invested capital Improvements in property portfolio Increased rental income and gains on sale Jobs growth |
| Maintain or Enhance Service Levels | <ul style="list-style-type: none"> Alignment to CSP Objectives (prioritised expenditure) Best value service delivery Measurable productivity / efficiency improvements Outcome focused | <ul style="list-style-type: none"> Reduced net cost of service Asset management ratio >1 All plans adopted by Council are incorporated in and integrated with the Long Term Financial Plan |

FINANCIAL IMPACTS



State or Federal Legislation

All aspects of Council operations are heavily regulated and are therefore highly sensitive to State or Federal Government legislative changes. Legislative decisions, for example increases to Waste Levy and Cost Shifting have a material impact on Council's financial position. Every service Council offers can potentially be materially impacted by legislative change. For example, changes to childcare staff ratios impact the costs associated with delivering the service.

Cost Shifting

Cost shifting is where the responsibility and/or costs of providing a certain service, asset or regulatory function, are shifted from a higher level of government to a lower level of government. The cost is shifted without providing corresponding funding or adequate revenue raising capacity.

Cost shifting continues to place a significant burden on Council's financial situation, to the tune of approximately \$45 million per annum. Despite the recognition of cost shifting and its adverse impacts on NSW Local Government there has been no change in funding for these costs.

Examples of cost shifting include contributions to the NSW Fire and Rescue, NSW Rural Fire Services and NSW State Emergency Service, lack of adequate funding for public libraries and the failure to fully reimburse Councils for mandatory pensioner rebates.

Section 88 Waste Levy

Included in the cost shifting analysis, but worthy of specific mention, is the NSW Government's Waste Levy in s. 88 of the *Protection of the Environment Operations Act 1997*. This levy requires Council to pay a contribution to the NSW Government for each tonne of waste received for disposal at Council's waste management facilities. It presents a particularly material impost on Council. In 2020-2021 the budgeted expenditure on the Waste Levy is \$29 million.

Traditionally this State Government tax has been passed on to consumers and businesses through the Domestic Waste Management Charge (for kerbside collections), and waste disposal fees (for waste received over the weighbridge at Council's Waste Management Facilities).

Waste facility revenue will be impacted by the increasing Waste Levy, as both domestic and commercial tippers find less expensive disposal methods and/or resort to illegal dumping.

We will continue to analyse the feasibility of alternate waste management techniques in an attempt to reduce the volume of waste going to landfill and increase the amount of waste diverted. This will reduce the total Waste Levy charged as the levy only applies to waste going to landfill.

IPART Water and Sewerage and Stormwater Drainage Pricing

Water, sewerage and stormwater drainage prices are regulated by IPART. As the pricing regulator, IPART undertakes periodic reviews and determines maximum price levels for the services provided for a predetermined number of years, also known as the price path.

Council's revenue, operating and capital expenditure budgets for water, sewerage and stormwater drainage and other services reflect IPART's determination issued on 24 May 2019 for the 3-year determination period from 1 July 2019 to 30 June 2022. A new determination will be approved by IPART for prices commencing 1 July 2022.

Natural Disasters

In recent times natural disasters have impacted significantly on the Central Coast economy. Natural disasters such as droughts, bush fires, storm events and pandemics negatively impact on the services which Council provides and may cause damage to Council assets. Natural disaster events impact on the delivery of services and the progress of the capital works program all of which will have a financial impact, such as additional costs for clean-up and repairs, additional costs for materials due to scarcity, cost to replace damaged assets and loss of income where services are reduced or ceased temporarily.

Natural disasters have not been factored into the LTFP as the financial impact will be different for each event. However, the financial impact will be factored into the forecast results for the reporting periods which the natural disaster impacts.

Optimising Property Portfolio

Council continues on the path to financial recovery and sustainability and is pursuing \$40-\$60 million in property asset sales. The sale of Council assets which are underperforming or surplus to Council's current and future needs is crucial to deliver a much-needed boost to Council's financial position. The review and sale of Council assets will be an ongoing process, undertaken in a strategic and well-considered manner for both the immediate and future prosperity of the Central Coast. The properties will be sold through a competitive sales and marketing campaign to achieve the best sale's price for no less than the market value.

Projected Population Growth

The population of the Central Coast is approximately 342,000 with projections for 415,000 people by 2036. To meet the projected population growth it is estimated that an additional 41,500 dwellings and 24,600 new jobs will be needed to support the increase in the population.

Ageing Population

There has been noticeable legislative change in response to the ageing population such as phased increases to the age pension retirement age and the level of the superannuation guarantee charge.

As detailed in the Workforce Management Strategy, the current compulsory superannuation levy of 9.5% is expected to increase to 12% by 2025-2026 financial year. The financial implications of these changes include compounding increases in employee costs. Key considerations need to be given to how we will manage this generational diversity and provide financially sustainable solutions in the area of workforce management.

An overall increase in the ageing population will increase revenue pressures generated by additional pensioner rebates which are partially subsidised by the State Government. Councils which have a higher percentage of pensioners than the State average will need to fund more in pensioner rebates. Our region has a higher proportion of aged pensioners compared to other local government authorities. As the number of eligible pensioners increases in our local government area Council must fund a larger amount of pensioner rebate.

Development Activity

Development activity is closely aligned to the broader economic climate and remains difficult to project future trends.

In recent years income related to development applications has fallen and a significant proportion of this is a result of changes to State Significant Development (SSD) provisions, including specific provisions of the Gosford City Centre. Under these circumstances applications are lodged (and fees paid) directly to the Department of Planning Industry & Environment. These SSD provisions are generally for larger applications and therefore the fees are significant on a per application basis. Note Council officers are still required to undertake assessment work for these applications, through formal referral processes, so whilst the fees are reduced, the level of work remains approximately the same.

Sensitivity Analysis

Long term financial plans are inherently uncertain. They contain a wide range of assumptions that can impact future outcomes, and future patterns of income and expenditure will rarely behave as they have in the past. However, understanding the events of the past and factors that may create impacts in the future assist with testing LTFP parameters to determine whether it is flexible enough to endure such pressures.

The sensitivity analysis models impacts to variability of key assumptions that will most likely affect the LTFP.

The table below shows financial impacts to our operating result by individual key drivers. These are based on high level assumptions and 2021-2022 budgeted estimates and may have other consequential outcomes if they are realised.

| Item | Variation (+ or -) | Approximate Operational Impact 2021-2022 |
|--------------------------|------------------------------|---|
| Rate Peg | 1.0% rates | \$1.8M change in revenue |
| Interest Rate | 1.0% rate | \$4.0M change in revenue |
| Water Usage | 1.0% consumption | \$0.6M change in revenue |
| Waste Disposal Volumes | 1.0% tonnages | \$0.2M change in revenue |
| Inflation Other Expenses | 0.5% cost base | \$0.5M change in expenses |
| Inflation Materials | 0.5% cost base | \$0.9M change in expenses |
| Staff Establishment | 1.0% increased turnover rate | \$1.8M change in expenses |

FINANCIAL INCOME ASSUMPTIONS



Assumptions Summary

The financial assumptions that have been included in this LTFP are listed in the tables below. In May 2021, the Independent Pricing and Regulatory Tribunal (IPART) approved a 15 percent Special Variation (SV) rates increase for the Central Coast for three years starting from the 2021-2022 financial year. This will result in an additional \$22.9 million income in 2021-2022. Whilst this increase gives Council short term stability, it does not provide for long term financial sustainability and a further SRV will be required. Scenario 1 assumes Council will apply and be awarded a permanent 15% increase at the expiration of the three-year period.

Scenario 1: A three-year 15% increase + assumed continuation of SRV

| | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Rate peg | 2.6% | 15.0% | 2.5% | 2.5% | 15.0% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% |
| CPI | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Annual Charges | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| User Fees and Charges | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| Other Revenue | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| Grants and Contributions | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Investment Return | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| Internal Revenue | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |

Scenario 2: Standard rate peg

| | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Rate peg | 2.6% | 2.0% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% |
| CPI | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Annual Charges | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| User Fees and Charges | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| Other Revenue | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| Grants and Contributions | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Investment Return | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| Internal Revenue | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |



FINANCIAL EXPENSES ASSUMPTIONS

Assumptions Summary

The financial assumptions that have been included in this LTFP include the following and are applicable to the two scenarios (i.e. a three-year 15% increase and standard rate peg).

| | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
|-------------------------|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Employee Costs | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.5% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Borrowing Costs | As per loan repayment schedules. | | | | | | | | | | |
| Materials and Contracts | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| Depreciation | \$5.5 million increase per annum. | | | | | | | | | | |
| Other Expenses | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

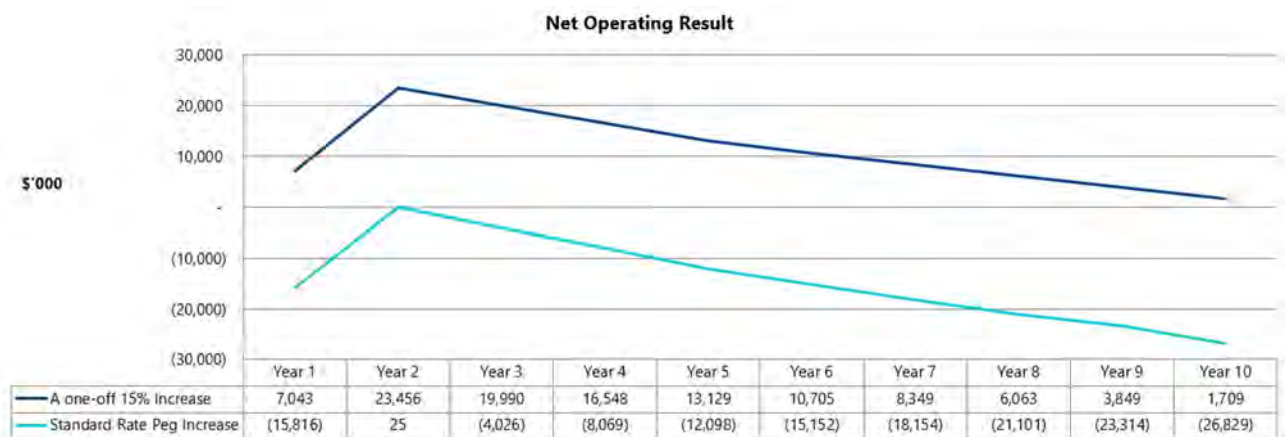
SCENARIOS

The LTFP includes the following scenarios designed to model the impact of changes in assumptions.

Scenario 1: A three-year 15% increase+ assumed continuation of SRV

Scenario 2: Standard rate peg increase

The two scenarios maintain a consistent capital works program and operating expenses. The net operating results (before capital income) for all scenarios are shown on the below graph.



The Operating Statement, Balance Sheet, Cash Flow Statement and Performance Measures provided below are based on **Scenario 1: A three-year 15% increase + assumed continuation of SRV.**



Income Statement – Scenario 1: A three-year 15% increase + assumed continuation of SRV

| | Base Year 2020-2021 \$ '000 | Year 1 2021-2022 \$ '000 | Year 2 2022-2023 \$ '000 | Year 3 2023-2024 \$ '000 | Year 4 2024-2025 \$ '000 | Year 5 2025-2026 \$ '000 | Year 6 2026-2027 \$ '000 | Year 7 2027-2028 \$ '000 | Year 8 2028-2029 \$ '000 | Year 9 2029-2030 \$ '000 | Year 10 2030-2031 \$ '000 |
|--|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|---------------------------------|
| Income from Continuing Operations | | | | | | | | | | | |
| Rates & Annual Charges | 332,242 | 361,872 | 387,725 | 393,809 | 400,027 | 406,383 | 412,879 | 419,519 | 426,307 | 433,246 | 440,340 |
| User Charges & Fees | 141,802 | 142,512 | 143,224 | 143,940 | 144,660 | 145,383 | 146,110 | 146,841 | 147,575 | 148,313 | 149,054 |
| Interest & Investment Revenue | 4,420 | 4,442 | 4,464 | 4,487 | 4,509 | 4,532 | 4,554 | 4,577 | 4,600 | 4,623 | 4,646 |
| Other Revenue | 14,934 | 15,009 | 15,084 | 15,159 | 15,235 | 15,311 | 15,388 | 15,465 | 15,542 | 15,620 | 15,698 |
| Grants & Contributions provided for Operating Purposes | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 |
| Grants & Contributions provided for Capital Purposes | 47,234 | 42,890 | 42,722 | 42,529 | 42,872 | 42,984 | 43,547 | 44,029 | 44,526 | 45,038 | 45,565 |
| Net Internal Revenue | 93,002 | 93,467 | 93,934 | 94,404 | 94,876 | 95,350 | 95,827 | 96,306 | 96,787 | 97,271 | 97,758 |
| Other Income: | | | | | | | | | | | |
| Net gains from the disposal of assets | | | | | | | | | | | |
| Total Income from Continuing Operations | 683,125 | 709,682 | 736,645 | 743,819 | 751,670 | 759,434 | 767,796 | 776,228 | 784,828 | 793,602 | 802,552 |
| Expenses from Continuing Operations | | | | | | | | | | | |
| Employee Benefits & On-Costs | 251,861 | 175,832 | 180,228 | 184,733 | 189,352 | 194,086 | 197,967 | 201,927 | 205,965 | 210,084 | 214,286 |
| Borrowing Costs | 16,571 | 17,471 | 17,351 | 17,231 | 17,111 | 16,991 | 16,871 | 16,751 | 16,631 | 16,511 | 16,391 |
| Materials & Contracts | 210,224 | 188,517 | 189,460 | 190,407 | 191,359 | 192,316 | 193,277 | 194,244 | 195,215 | 196,191 | 197,172 |
| Depreciation & Amortisation | 171,606 | 177,106 | 182,606 | 188,106 | 193,606 | 199,106 | 204,606 | 210,106 | 215,606 | 221,106 | 226,606 |
| Other Expenses | 100,730 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 | 100,822 |
| Net Losses from the Disposal of Assets | | | | | | | | | | | |
| Total Expenses from Continuing Operations | 750,992 | 659,748 | 670,467 | 681,300 | 692,250 | 703,321 | 713,544 | 723,850 | 734,239 | 744,715 | 755,277 |
| Operating Result from Continuing Operations | (67,867) | 49,933 | 66,178 | 62,520 | 59,420 | 56,114 | 54,252 | 52,378 | 50,589 | 48,887 | 47,274 |
| Net Operating Result for the Year | (67,867) | 49,933 | 66,178 | 62,520 | 59,420 | 56,114 | 54,252 | 52,378 | 50,589 | 48,887 | 47,274 |
| Net Operating Result for the year before Grants and Contributions provided for Capital Purposes | (115,101) | 7,043 | 23,456 | 19,990 | 16,548 | 13,129 | 10,705 | 8,349 | 6,063 | 3,849 | 1,709 |

Balance Sheet – Scenario 1: A three-year 15% increase + assumed continuation of SRV

| | Base Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2045-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 |
| ASSETS | | | | | | | | | | | |
| Current Assets | | | | | | | | | | | |
| Cash & Cash Equivalents | 93,471 | 92,348 | 92,657 | 90,980 | 93,389 | 97,194 | 95,344 | 95,163 | 94,238 | 90,876 | 90,524 |
| Investments | 186,210 | 191,210 | 201,210 | 206,210 | 211,210 | 216,210 | 226,210 | 236,210 | 246,210 | 256,210 | 261,210 |
| Receivables | 69,918 | 71,585 | 72,677 | 73,163 | 73,656 | 74,156 | 74,664 | 75,180 | 75,704 | 76,235 | 76,775 |
| Inventories | 1,646 | 1,646 | 1,646 | 1,646 | 1,646 | 1,646 | 1,646 | 1,646 | 1,646 | 1,646 | 1,646 |
| Other | 6,459 | 6,459 | 6,459 | 6,459 | 6,459 | 6,459 | 6,459 | 6,459 | 6,459 | 6,459 | 6,459 |
| Total Current Assets | 357,704 | 363,249 | 374,650 | 378,459 | 386,360 | 395,665 | 404,324 | 414,659 | 424,257 | 431,427 | 436,615 |
| Non-Current Assets | | | | | | | | | | | |
| Investments | 149,202 | 164,202 | 189,202 | 219,202 | 244,202 | 264,202 | 284,202 | 304,202 | 324,202 | 344,202 | 364,202 |
| Receivables | 3,768 | 3,768 | 3,768 | 3,768 | 3,768 | 3,768 | 3,768 | 3,768 | 3,768 | 3,768 | 3,768 |
| Infrastructure, Property, Plant & Equipment | 7,229,891 | 7,249,774 | 7,273,818 | 7,294,305 | 7,311,203 | 7,341,417 | 7,359,951 | 7,377,742 | 7,396,655 | 7,417,280 | 7,449,757 |
| Intangible Assets | 28,155 | 27,962 | 27,770 | 27,577 | 27,384 | 27,192 | 26,999 | 26,807 | 26,614 | 26,421 | 26,229 |
| Right of Use Assets | 1,804 | 1,804 | 1,804 | 1,804 | 1,804 | 1,804 | 1,804 | 1,804 | 1,804 | 1,804 | 1,804 |
| Other | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 |
| Total Non-Current Assets | 7,413,073 | 7,447,763 | 7,496,614 | 7,546,910 | 7,588,614 | 7,638,636 | 7,676,977 | 7,714,576 | 7,753,296 | 7,793,729 | 7,846,013 |
| TOTAL ASSETS | 7,770,776 | 7,811,012 | 7,871,264 | 7,925,368 | 7,974,975 | 8,034,302 | 8,081,301 | 8,129,235 | 8,177,553 | 8,225,156 | 8,282,629 |
| LIABILITIES | | | | | | | | | | | |
| Current Liabilities | | | | | | | | | | | |
| Payables | 69,082 | 65,346 | 64,032 | 62,599 | 61,171 | 59,748 | 59,791 | 59,837 | 59,887 | 59,941 | 59,997 |
| Income Received in Advance | 16,238 | 15,832 | 15,436 | 15,050 | 14,674 | 14,307 | 13,949 | 13,600 | 13,260 | 12,929 | 12,606 |
| Contract Liabilities | 12,996 | 12,689 | 12,389 | 12,096 | 11,811 | 11,533 | 11,262 | 10,998 | 10,740 | 10,489 | 10,244 |
| Borrowing | 29,266 | 29,424 | 30,678 | 29,503 | 27,324 | 27,630 | 26,272 | 22,730 | 21,688 | 22,423 | 22,803 |
| Lease Liabilities | 287 | 287 | 287 | 287 | 287 | 287 | 287 | 287 | 287 | 287 | 287 |
| Provisions | 64,844 | 64,926 | 65,014 | 65,112 | 65,216 | 65,328 | 65,346 | 65,368 | 65,394 | 65,426 | 65,463 |
| Total Current Liabilities | 192,713 | 188,504 | 187,837 | 184,648 | 180,483 | 178,833 | 176,906 | 172,820 | 171,256 | 171,495 | 171,401 |
| Non-Current Liabilities | | | | | | | | | | | |
| Income Received in Advance | 7,381 | 7,196 | 7,016 | 6,841 | 6,670 | 6,503 | 6,341 | 6,182 | 6,028 | 5,877 | 5,730 |
| Lease Liabilities | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 |
| Borrowing | 356,138 | 326,714 | 296,035 | 266,532 | 239,208 | 211,578 | 185,306 | 162,576 | 140,889 | 118,466 | 95,663 |
| Provisions | 78,613 | 77,435 | 76,289 | 75,672 | 72,158 | 67,752 | 63,307 | 58,838 | 54,405 | 49,817 | 45,687 |
| Total Non-Current Liabilities | 443,684 | 412,896 | 380,892 | 350,597 | 319,588 | 287,385 | 256,506 | 229,148 | 202,873 | 175,712 | 148,632 |
| TOTAL LIABILITIES | 636,397 | 601,400 | 568,729 | 535,244 | 500,071 | 466,218 | 433,413 | 401,968 | 374,130 | 347,207 | 320,032 |
| Net Assets | 7,134,379 | 7,209,612 | 7,302,535 | 7,390,124 | 7,474,904 | 7,568,084 | 7,647,888 | 7,727,267 | 7,803,423 | 7,877,949 | 7,962,596 |
| EQUITY | | | | | | | | | | | |
| Retained Earnings | 6,885,025 | 6,934,959 | 7,001,137 | 7,063,656 | 7,123,077 | 7,179,190 | 7,233,442 | 7,285,821 | 7,336,409 | 7,385,296 | 7,432,570 |
| Revaluation Reserve | 249,354 | 274,654 | 301,398 | 326,467 | 351,828 | 388,894 | 414,446 | 441,446 | 467,014 | 492,653 | 530,026 |
| Total Equity | 7,134,379 | 7,209,612 | 7,302,535 | 7,390,124 | 7,474,904 | 7,568,084 | 7,647,888 | 7,727,267 | 7,803,423 | 7,877,949 | 7,962,596 |

Cashflow Statement – Scenario 1: A three-year 15% increase + assumed continuation of SRV

| | Base Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
| | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 | \$ '000 |
| Cash Flows from Operating Activities | | | | | | | | | | | |
| <u>Receipts:</u> | | | | | | | | | | | |
| Rates & Annual Charges | 347,019 | 360,390 | 386,820 | 393,511 | 399,723 | 406,071 | 412,561 | 419,194 | 425,974 | 432,906 | 439,992 |
| User Charges & Fees | 137,890 | 142,393 | 143,105 | 143,820 | 144,539 | 145,262 | 145,988 | 146,718 | 147,452 | 148,189 | 148,930 |
| Investment & Interest Revenue Received | 4,420 | 4,442 | 4,464 | 4,487 | 4,509 | 4,532 | 4,554 | 4,577 | 4,600 | 4,623 | 4,646 |
| Operating Grants & Contributions | 50,323 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 | 49,491 |
| Capital Grants & Contributions | 47,234 | 42,890 | 42,722 | 42,529 | 42,872 | 42,984 | 43,547 | 44,029 | 44,526 | 45,038 | 45,565 |
| Internal Revenue | 93,002 | 93,467 | 93,934 | 94,404 | 94,876 | 95,350 | 95,827 | 96,306 | 96,787 | 97,271 | 97,758 |
| Other | 14,526 | 14,991 | 15,066 | 15,142 | 15,217 | 15,293 | 15,370 | 15,447 | 15,524 | 15,601 | 15,679 |
| <u>Payments:</u> | | | | | | | | | | | |
| Employee Benefits & On-Costs | (250,912) | (176,918) | (179,887) | (184,378) | (188,983) | (193,702) | (197,727) | (201,678) | (205,707) | (209,816) | (214,008) |
| Materials & Contracts | (204,841) | (189,820) | (189,403) | (190,350) | (191,302) | (192,258) | (193,220) | (194,186) | (195,157) | (196,133) | (197,113) |
| Borrowing Costs | (16,571) | (17,471) | (17,351) | (17,231) | (17,111) | (16,991) | (16,871) | (16,751) | (16,631) | (16,511) | (16,391) |
| Other | (101,849) | (100,816) | (100,822) | (100,822) | (100,822) | (100,822) | (100,822) | (100,822) | (100,822) | (100,822) | (100,822) |
| Net Cash provided (or used in) Operating Activities | 120,240 | 223,039 | 248,139 | 250,603 | 253,009 | 255,211 | 258,698 | 262,325 | 266,038 | 269,838 | 273,727 |
| Cash Flows from Investing Activities | | | | | | | | | | | |
| <u>Receipts:</u> | | | | | | | | | | | |
| Sale of Investment Securities | 50,000 | 50,000 | 50,000 | 50,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| Sale of Infrastructure, Property, Plant & Equipment | | | | | | | | | | | |
| Receipts from internal loan to Water Fund | | | | | | | | | | | |
| <u>Payments:</u> | | | | | | | | | | | |
| Purchase of Investment Securities | (115,000) | (70,000) | (85,000) | (85,000) | (85,000) | (80,000) | (85,000) | (85,000) | (85,000) | (85,000) | (80,000) |
| Purchase of Infrastructure, Property, Plant & Equipment | (174,800) | (174,738) | (182,152) | (187,776) | (193,276) | (198,776) | (204,276) | (209,776) | (215,276) | (220,776) | (226,276) |
| Net Cash provided (or used in) Investing Activities | (239,800) | (194,738) | (217,152) | (222,776) | (223,276) | (223,776) | (234,276) | (239,776) | (245,276) | (250,776) | (251,276) |
| Cash Flows from Financing Activities | | | | | | | | | | | |
| <u>Receipts:</u> | | | | | | | | | | | |
| Borrowings and advances | 150,000 | | | | | | | | | | |
| <u>Payments:</u> | | | | | | | | | | | |
| Borrowings (External Loans) | (29,266) | (29,424) | (30,678) | (29,503) | (27,324) | (27,630) | (26,272) | (22,730) | (21,688) | (22,423) | (22,803) |
| Net Cash provided (or used in) Financing Activities | 120,734 | (29,424) | (30,678) | (29,503) | (27,324) | (27,630) | (26,272) | (22,730) | (21,688) | (22,423) | (22,803) |
| Net Increase/(Decrease) in Cash & Cash Equivalen | 1,174 | (1,122) | 309 | (1,677) | 2,409 | 3,804 | (1,850) | (181) | (926) | (3,361) | (352) |
| plus: Cash & Cash Equivalents - beginning of year | 92,296 | 93,471 | 92,348 | 92,657 | 90,980 | 93,389 | 97,194 | 95,344 | 95,163 | 94,238 | 90,876 |
| Cash & Cash Equivalents - end of the year | 93,471 | 92,348 | 92,657 | 90,980 | 93,389 | 97,194 | 95,344 | 95,163 | 94,238 | 90,876 | 90,524 |

FINANCIAL PERFORMANCE

Financial Sustainability

The following table shows Council's current and planned performance resulting from the Long Term Financial Plan (based on Scenario 1), compared to the prescribed NSW Government benchmarks.

| NSW Government Ratio | NSW Benchmark | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
|--|---------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Budget Performance | | | | | | | | | | | | |
| Operating Performance Ratio | >0% | (18.10%) ✗ | 1.06% ✓ | 3.38% ✓ | 2.85% ✓ | 2.33% ✓ | 1.83% ✓ | 1.48% ✓ | 1.14% ✓ | 0.82% ✓ | 0.51% ✓ | 0.23% ✓ |
| Own Source Operating Revenue | >=60% | 85.84% ✓ | 86.98% ✓ | 87.48% ✓ | 87.63% ✓ | 87.71% ✓ | 87.82% ✓ | 87.88% ✓ | 87.95% ✓ | 88.02% ✓ | 88.09% ✓ | 88.16% ✓ |
| Operational Liquidity | | | | | | | | | | | | |
| Unrestricted Current Ratio | >=1.5 | 0.47 ✗ | 0.65 ✗ | 0.84 ✗ | 0.87 ✗ | 0.93 ✗ | 1.00 ✗ | 1.05 ✗ | 1.13 ✗ | 1.19 ✗ | 1.20 ✗ | 1.20 ✗ |
| Cash Expense Coverage Ratio | >=3 months | 5.56 ✓ | 6.61 ✓ | 6.81 ✓ | 6.83 ✓ | 6.96 ✓ | 7.08 ✓ | 7.21 ✓ | 7.42 ✓ | 7.57 ✓ | 7.63 ✓ | 7.66 ✓ |
| Rates and Annual Charges Outstanding Percentage | <5% | 5.0% ✗ | 5.0% ✗ | 4.9% ✓ | 4.9% ✓ | 4.9% ✓ | 4.9% ✓ | 4.9% ✓ | 4.9% ✓ | 4.9% ✓ | 4.9% ✓ | 4.9% ✓ |
| Asset Management | | | | | | | | | | | | |
| Infrastructure Backlog Ratio | <=2% | 3.46% ✗ | 3.47% ✗ | 3.46% ✗ | 3.46% ✗ | 3.46% ✗ | 3.46% ✗ | 3.46% ✗ | 3.46% ✗ | 3.46% ✗ | 3.46% ✗ | 3.46% ✗ |
| Asset Maintenance Ratio | >=1 | 1.10 ✓ | 1.09 ✓ | 1.09 ✓ | 1.09 ✓ | 1.09 ✓ | 1.09 ✓ | 1.10 ✓ | 1.10 ✓ | 1.10 ✓ | 1.10 ✓ | 1.10 ✓ |
| Building and Infrastructure Renewals Ratio | >=100% | 93.5% ✗ | 82.6% ✗ | 90.8% ✗ | 94.2% ✗ | 94.2% ✗ | 94.2% ✗ | 94.2% ✗ | 94.3% ✗ | 94.3% ✗ | 94.3% ✗ | 94.3% ✗ |
| Capital Expenditure Ratio | >=1 | 0.99 ✗ | 0.98 ✗ | 1.00 ✓ | 1.00 ✓ | 1.00 ✓ | 1.00 ✓ | 1.00 ✓ | 1.00 ✓ | 1.00 ✓ | 1.00 ✓ | 1.00 ✓ |
| Liability and Debt Management | | | | | | | | | | | | |
| Debt Service Cover Ratio | 2.00x | 1.59 ✗ | 4.30 ✓ | 4.65 ✓ | 4.82 ✓ | 5.11 ✓ | 5.14 ✓ | 5.38 ✓ | 5.96 ✓ | 6.22 ✓ | 6.20 ✓ | 6.24 ✓ |

Methods of Monitoring Financial Performance

The following information details the mathematical formula for each of the financial ratios above.

Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue. This ratio focuses on operating performance and excludes capital income from grants and contributions.

$$= \frac{\text{Total continuing operating revenue (excluding capital grants and contributions) less operating expenses}}{\text{Total continuing operating revenue (excluding capital grants and contributions)}}$$

Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility and the degree of reliance on external funding sources. A Council's fiscal flexibility improves the higher the level of its own source of revenue.

$$= \frac{\text{Total continuing operating revenue excluding all grants and contributions}}{\text{Total continuing operating revenue inclusive of capital grants and contributions}}$$

Unrestricted Current Ratio

The purpose of this ratio is to demonstrate whether there are sufficient funds available to meet short term obligations.

$$= \frac{\text{Current assets less all external restrictions}}{\text{Current liabilities less specific purpose liabilities}}$$

Cash Expense Cover Ratio

This liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.

$$= \frac{\text{Cash and cash equivalents plus term deposits}}{\text{Cash flows from operating and financing activities}}$$

Rates and Annual Charges Outstanding Percentage

The purpose of this measure is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

$$= \frac{\text{Rates and annual charges outstanding}}{\text{Rates and annual charges collectible}}$$

Infrastructure Backlog Ratio

This ratio shows what proportion the backlog is against the total value of Council's infrastructure.

$$= \frac{\text{Estimated costs to bring assets to a satisfactory condition}}{\text{Net carrying amount of infrastructure assets}}$$

Asset maintenance ratio

This ratio compares actual maintenance against required maintenance to determine whether Council is investing enough funds to stop the infrastructure backlog from growing.

$$= \frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$$

Building and Infrastructure Renewals Ratio

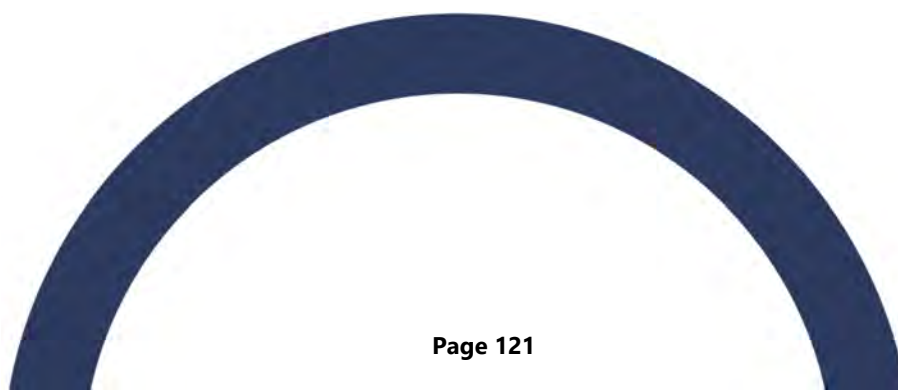
The purpose of this ratio is to assess the rate at which these assets are being renewed against the rate at which they are depreciating for building and infrastructure assets.

$$= \frac{\text{Asset renewals excluding WIP for Special Schedule 7 infrastructure assets only}}{\text{Depreciation, amortisation and impairment}}$$

Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

$$= \frac{\text{Operating result before capital (excluding interest and depreciation, amortisation, impairment)}}{\text{Principal repayments and borrowing costs}}$$



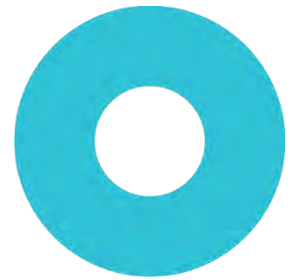




STATEMENT OF REVENUE



STATEMENT OF REVENUE



Overview

The Statement of Revenue details how rates and annual charges are set, as well as fees and charges for use of Council facilities and services.

Council continues to face a serious financial situation and has implemented a number of measures to manage costs and increase income to achieve long-term financial sustainability including: obtaining \$150M in bank loans, major reduction in operating expenses, reducing staff back to pre-amalgamation numbers from over 2,500 to under 2,000, selling \$40-\$60M in underperforming assets, reviewing fees and charges and finding new revenue sources. Council also applied for a Special Rate Variation (SRV) for the 2021-22 year. The financial details now contained in this section reflect a temporary one-off 15% increase (inclusive of 2% standard rate peg and 13% SRV) that will be applied in 2021-2022 and remain in the rating base for 3 years after which time councils rating income will be reduced by the SRV component. This temporary increase reflects an increase of \$22.9M in rating income in 2021-22.



ORDINARY AND SPECIAL RATES

Ordinary and Special Rates

In accordance with the *Local Government Act 1993* applicable to merged councils, Central Coast Council is required to have a single rating structure from 1 July 2021.

Rates across the Central Coast Local Government Area (LGA) have been reviewed and will change from 1 July 2021. The changes will come from:

1. Rates harmonisation which will address the current rates imbalance from the rate path freeze and align the rating structure across the LGA for all rating categories.
2. Increase in Council's rating income.

Currently ratepayers across the Central Coast pay different rates, even though their land values are the same, as different rate paths are in place depending on whether you live in the former Wyong Shire (Wyong LGA) or former Gosford City Council area (Gosford LGA). This is because the NSW State Government put a rate structure freeze in place at the time the former Councils amalgamated in May 2016. This meant that the rate structure in place before amalgamation had to stay in place until 30 June 2021 and there could be no changes.

Finally, to ensure that Council remains financially sustainable Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Variation (SV) of 13%. IPART approved a temporary increase of 13% and Council has applied the maximum IPART approved rate peg of 2%, the total increase in general rate income in 2021-22 will be 15%. The special variation applies to the total amount of Ordinary Rates income Council can collect.

The impact of rates harmonisation and the 15% SV on individual land valuations can be seen at <https://www.yourvoiceourcoast.com/all-projects/rates-harmonisation-overview-and-faqs>

Council has a limited number of inflexible rating structures mandated under NSW legislation. All the available structures are primarily based on the unimproved land value of property meaning greater increases in rates where land values have increased.

The total amount of ordinary and special rates Council can charge is capped by legislation, unless additional increase is approved. The Independent Pricing and Regulatory Tribunal (IPART) has approved a 2% rate peg for 2021-2022 as the allowable increase on this capped amount.

This capped amount is effectively shared between ratepayers according to the individual value of each property. Under the *Valuation of Land Act 1916* Council is required to use the most current land values when calculating ordinary and special rates.

These values are provided by the NSW Valuer General (VG), the independent statutory authority responsible for determining land values in NSW. The latest values provided by the VG are being used for levying rates in and have a base date of 1 July 2019. These valuations will be used for rating purposes for the 2020-2021, 2021-2022 & 2022-2023 rating years.

Under a harmonised rating structure and a 15% increase in rating income, properties with large valuations may experience rate increases well above the IPART request SV of 13% and approved rate peg increase of 2% (total increase of 15%). Other ratepayers may experience increases of less than 15% and some will see rate decreases.

Categories

In accordance with s. 514 of the *Local Government Act 1993*, all parcels of rateable land in Council's area have been classified into one of the following categories of Ordinary rates:

| Land Categories | | |
|--------------------------------|---|--|
| Farmland | s. 515 of the <i>Local Government Act 1993</i> | Land is categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming or agricultural production. Rural residential land is not categorised farmland. |
| Residential | s. 516 of the <i>Local Government Act 1993</i> | Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is zoned or otherwise designated for use under an environmental planning instrument for residential purposes. |
| Mining | s. 517 of the <i>Local Government Act 1993</i> | Land is to be categorised mining if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine. |
| Business | s. 518 of the <i>Local Government Act 1993</i> | Land is to be categorised as business if it cannot be categorised as farmland, residential or mining. Caravan parks and manufactured home communities are to be categorised business. |
| Business – Major Retail | s. 529(2)(d) of the <i>Local Government Act 1993</i> - a sub-category may be determined for the category "business" according to a centre of activity | The Business Subcategory of Major Retail applies to properties within the major retail precincts in the area of: <ul style="list-style-type: none"> • Bay Village Bateau Bay (refer to Map 1) • Lake Haven Shopping Centre and Home Mega Centre (refer to Map 2) • Westfield Tuggerah (refer to Map 3) • Tuggerah SuperCentre (refer to Map 4) • Erina Fair (refer to Map 5) |
| Business – Local Retail | s. 529(2)(d) of the <i>Local Government Act 1993</i> - a sub-category may be determined for the category "business" according to a centre of activity | The Business Subcategory of Local Retail applies to properties within the local retail precincts in the area at: <ul style="list-style-type: none"> • Chittaway Bay (refer to Map 6) • Lake Munmorah (refer to Map 7) • San Remo (refer to Map 8) • Wadalba (refer to Map 9) • Kincumber (refer to Map 10) • Lisarow (refer to Map 11) • West Gosford (refer to Map 12) • Woy Woy (refer to Map 13) • Wyoming (refer to Map 14) |

The categorisation of all rateable land was determined as at 1 January 1994 and took place with the issue of the rate notice in January 1994.

New parcels of land created since that date have been categorised with the issue of subsequent rate notices. Where subsequent changes in categorisation have occurred, written notices to this effect have been issued in accordance with s. 520 of the *Local Government Act 1993*.

Structure including Rates Harmonisation

Council has a limited number of inflexible rating structures mandated by NSW State legislation for the practical application of ordinary rates. These rating structures are determined by Section 497 of the *Local Government Act 1993* as:

- An ad valorem¹ charge per dollar value of land (*ad valorem* rating structure)
- A base amount plus an ad valorem (*base amount* rating structure)

- An ad valorem with a minimum rate (*minimum rate* rating structure)

Council is required to harmonise its rating structure from 1 July 2021. Changes to the rating structure from the 2021-22 year include:

- Applying the maximum minimum amount to all applicable properties;
- Applying the former Wyong Business Local Retail and Major Retail to relevant properties across the LGA;
- Removal of the former Gosford residential sub-category Flood; and
- Removal of base rates for some special rates.

Harmonising the minimum rate to \$565 means that all ratepayers will be levied rates of at least \$565 regardless of the property's land value.

The following table provides a summary of the 2021-2022 rates structure.

Ordinary Rates

Ordinary rates are used to provide essential services such as the road network, street lighting, street cleaning, footpaths, parks, sport and recreation facilities, environmental planning and conservation, city rangers, pest control, libraries, town planning and building control, community services, and much more.

| Category and Sub- category | No. of Properties | Minimum (\$) | Ad Valorem Cents per \$ land value | Forecast Income per category \$ |
|----------------------------|-------------------|--------------|------------------------------------|---------------------------------|
| Farmland | 431 | 565 | 0.183622 | 905,000 |
| Residential | 135,275 | 565 | 0.342450 | 171,504,000 |
| Business | 6,580 | 565 | 0.663713 | 22,431,000 |
| Business – Major Retail | 22 | 565 | 1.078595 | 1,847,000 |
| Business – Local Retail | 26 | 565 | 0.716435 | 286,000 |
| Mining | 5 | 565 | 46.766206 | 2,373,000 |

Estimated Ordinary Residential Rate

| Unimproved Land Value at 1 July 2019 | Ordinary Residential Rates | Unimproved Land Value at 1 July 2019 | Ordinary Residential Rates | Unimproved Land Value at 1 July 2019 | Ordinary Residential Rates |
|--------------------------------------|----------------------------|--------------------------------------|----------------------------|--------------------------------------|----------------------------|
| \$30,000 | \$565 | \$160,000 | \$565 | \$300,000 | \$1,027 |
| \$40,000 | \$565 | \$170,000 | \$582 | \$320,000 | \$1,096 |
| \$50,000 | \$565 | \$180,000 | \$616 | \$340,000 | \$1,164 |
| \$60,000 | \$565 | \$190,000 | \$651 | \$360,000 | \$1,233 |
| \$70,000 | \$565 | \$200,000 | \$685 | \$380,000 | \$1,301 |
| \$80,000 | \$565 | \$210,000 | \$719 | \$400,000 | \$1,370 |
| \$90,000 | \$565 | \$220,000 | \$753 | \$450,000 | \$1,541 |
| \$100,000 | \$565 | \$230,000 | \$788 | \$500,000 | \$1,712 |
| \$110,000 | \$565 | \$240,000 | \$822 | \$550,000 | \$1,883 |
| \$120,000 | \$565 | \$250,000 | \$856 | \$600,000 | \$2,055 |
| \$130,000 | \$565 | \$260,000 | \$890 | \$650,000 | \$2,226 |
| \$140,000 | \$565 | \$270,000 | \$925 | \$700,000 | \$2,397 |
| \$150,000 | \$565 | \$280,000 | \$959 | \$750,000 | \$2,568 |

Typical Residential Ratepayer- former Gosford Local Government Area (excluding water usage charges)

| Based on 2019 Land Value of \$361,000 | Annual Amount |
|---|----------------|
| Ordinary Residential Rates | \$1,236 |
| Domestic Waste Management Charge* | |
| Three bin waste and recycling collection services with 6 bulk kerbside collections. | \$520 |
| <i>*\$520 Eastern area waste service or \$461 Western area waste service which excludes the garden vegetation bin service</i> | |
| Water Authority Charges# | |
| Water, sewerage and stormwater drainage services as detailed in the table below | \$720 |
| <i>#The Water Authority Charges differ subject to the differences in sewerage prices set by IPART for former Gosford & former Wyong residents</i> | |
| Quarterly instalment amount | \$619 |
| Total annual amount | \$2,476 |

Typical Residential Ratepayer- former Wyong Local Government Area (excluding water usage charges)

| Based on 2019 Land Value of \$361,000 | Annual Amount |
|---|----------------|
| Ordinary Residential Rates | \$1,236 |
| Domestic Waste Management Charge* | |
| Three bin waste and recycling collection services with 6 bulk kerbside collections. | \$520 |
| <i>*\$520 Eastern area waste service or \$461 Western area waste service which excludes the garden vegetation bin service</i> | |
| Water Authority Charges# | |
| Water, sewerage and stormwater drainage services as detailed in the table below | \$684 |
| <i>#The Water Authority Charges differ subject to the differences in sewerage prices set by IPART for former Gosford & former Wyong residents</i> | |
| Quarterly instalment amount | \$610 |
| Total annual amount | \$2,440 |

Water Authority Charges - former Gosford Local Government Area (excluding water usage charges)

| Single Residential Dwelling - House | Annual Amount |
|---|-----------------|
| Water Service Charge | \$87.29 |
| For the supply of water services - (separate user pays charges apply for water usage) | |
| Sewer Service Charge | \$416.27 |
| For the supply of sewer service | |
| Stormwater Drainage Service Charge | \$108.00 |
| Provides funds to maintain and improve Council's drainage network | |
| Sewer Usage Charge | \$108.75 |
| Fixed usage charge | |
| Quarterly instalment amount | \$180.08 |
| Total annual service and sewer usage charges (excluding water usage @ \$2.10 per kL) | \$720.31 |

Water Authority Charges – former Wyong Local Government Area (excluding water usage charges)

| Single Residential Dwelling - House | Annual Amount |
|--|-----------------|
| Water Service Charge For the supply of water services - (separate user pays charges apply for water usage) | \$87.29 |
| Sewer Service Charge For the supply of sewer service | \$379.88 |
| Stormwater Drainage Service Charge Provides funds to maintain and improve Council's drainage network | \$108.00 |
| Sewer Usage Charge Fixed usage charge | \$108.75 |
| Quarterly instalment amount | \$170.98 |
| Total annual service and sewer usage charges (excluding water usage @ \$2.10 per kL) | \$683.92 |

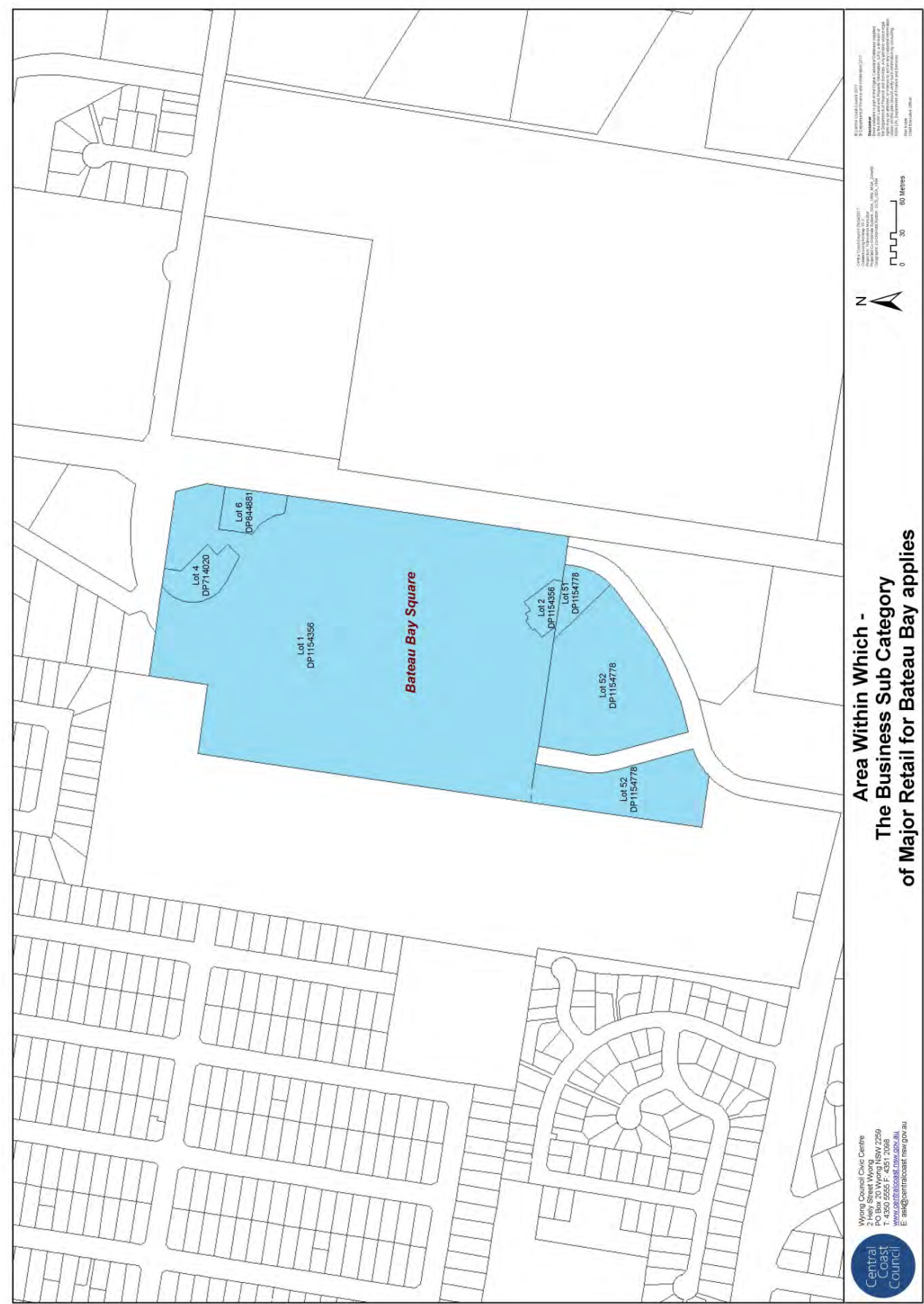
Billing Methodology

Council operates as both the local government authority under the *Local Government Act 1993 (LGA)* and as the local water authority under the *Water Management Act 2000 (WMA)*.

| Current Billing Methodology | | | | |
|------------------------------------|-------------|--------------------|-------------------|--|
| Rate or Service Charge | Legislation | Notice/Account | Billing Frequency | Payment Dates |
| Ordinary Rates | LGA | Annual Rates | July annually | In full by 31 August or four instalments due: <ul style="list-style-type: none"> 31 August 30 November 28 February 31 May |
| Special Rates | | | | |
| Domestic Waste | | | | |
| Other (non-Domestic) Waste | | | | |
| Water Service | WMA | Water Account | Quarterly* | 30 days after issue date |
| Sewerage Service | | | | |
| Stormwater Drainage Service | | | | |
| Water Usage | | | | |
| Sewer Usage | | | | |
| Trade Waste Usage | | Trade Waste Notice | Annually | |

* Various issue dates depending on suburb / area according to water meter reading program

Map 1 - Business Major Retail - Bateau Bay



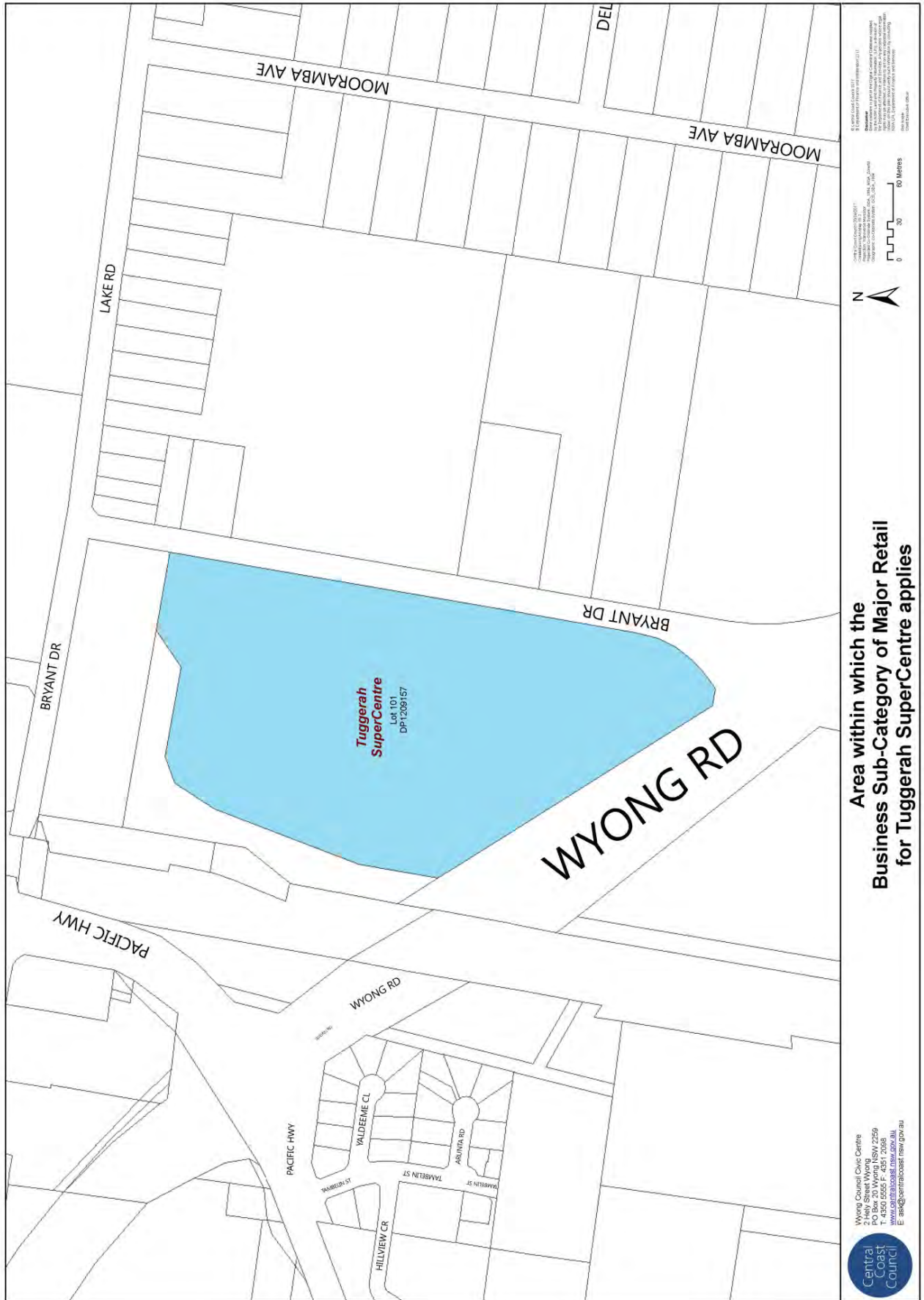
Map 2 - Business Major Retail – Lake Haven



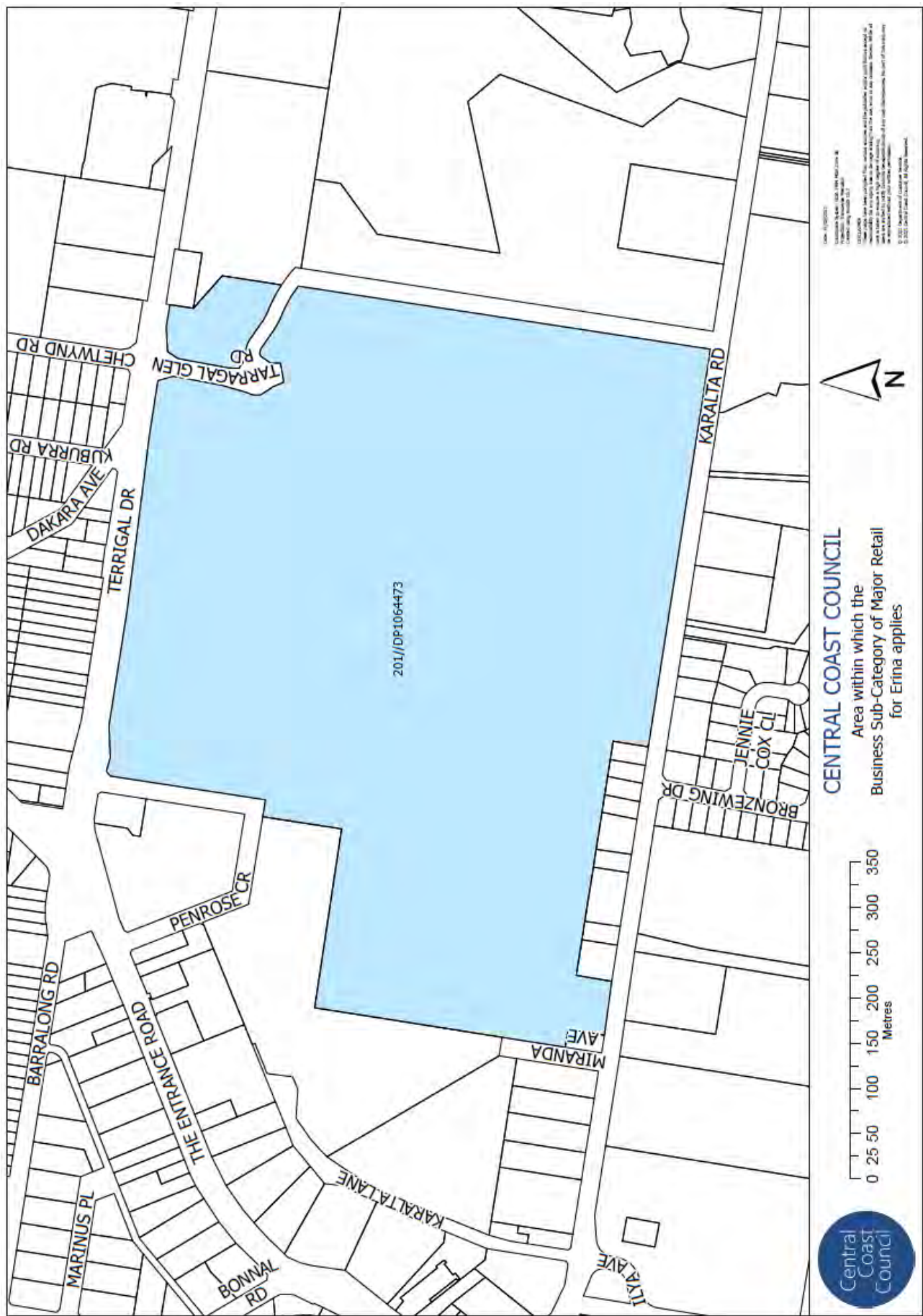
Map 3 - Business Major Retail – Westfield Tuggerah



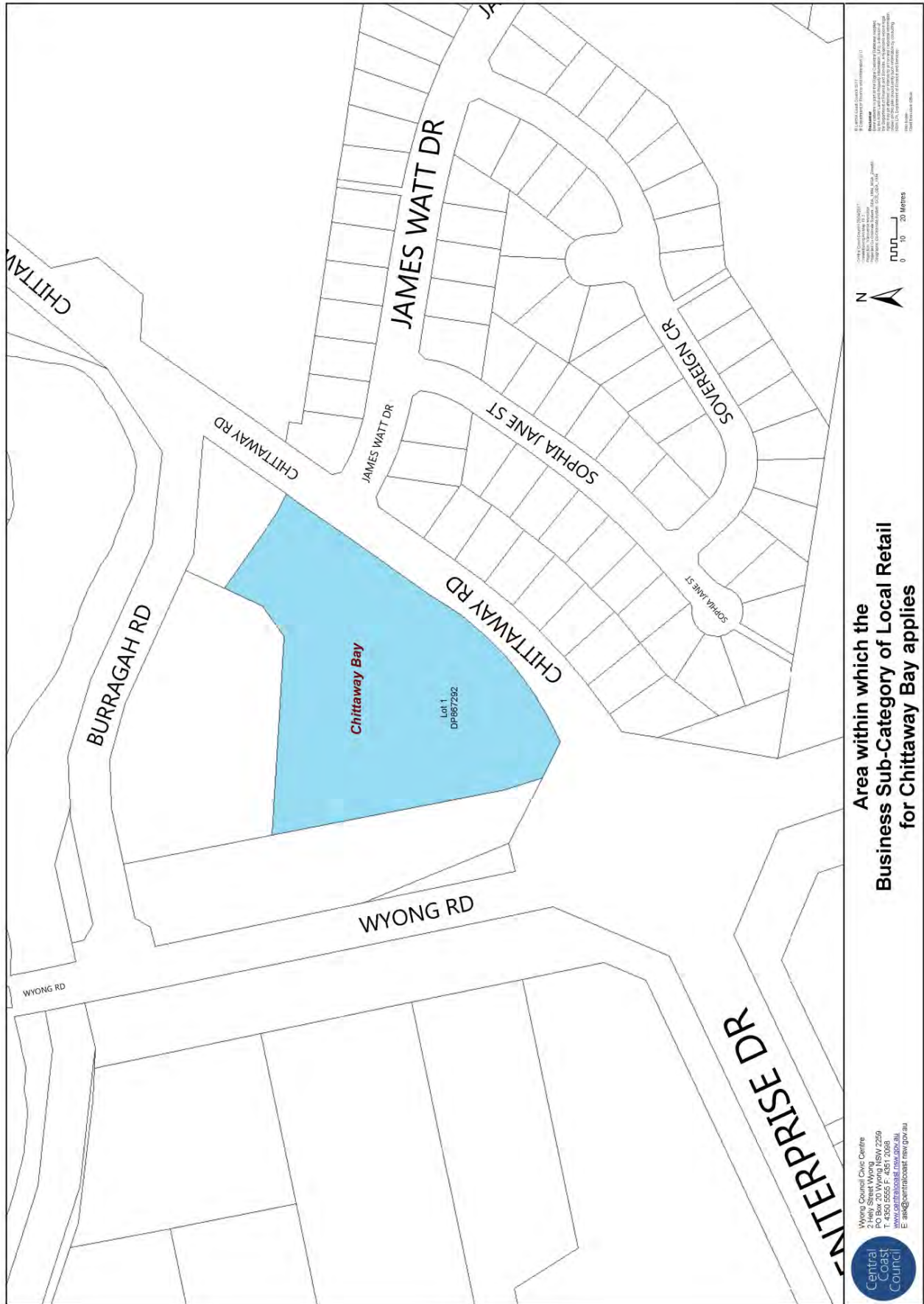
Map 4 - Business Major Retail – Tuggerah Super Centre



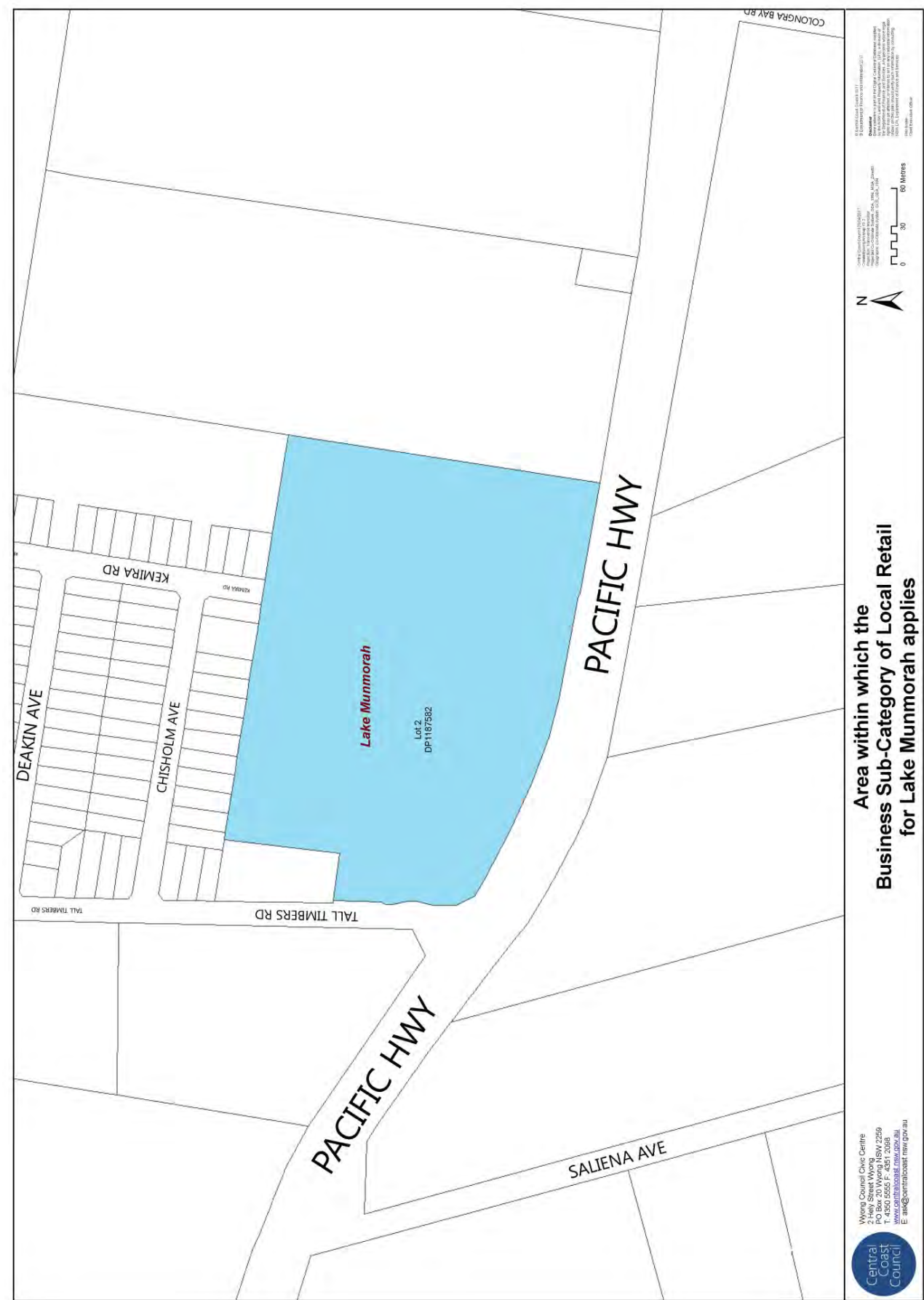
Map 5 – Business Major Retail – Erina



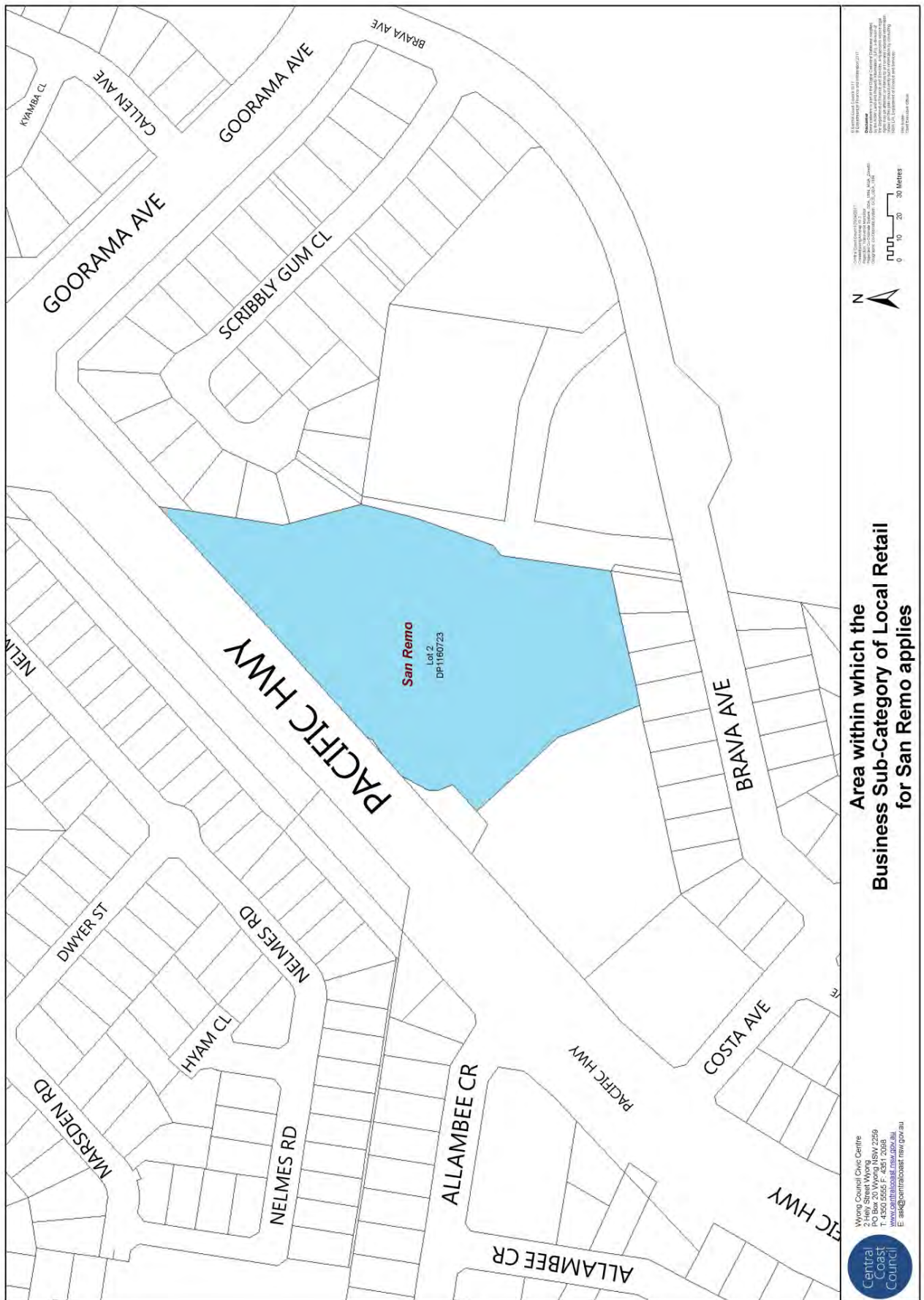
Map 6 – Business Local Retail – Chittaway Bay

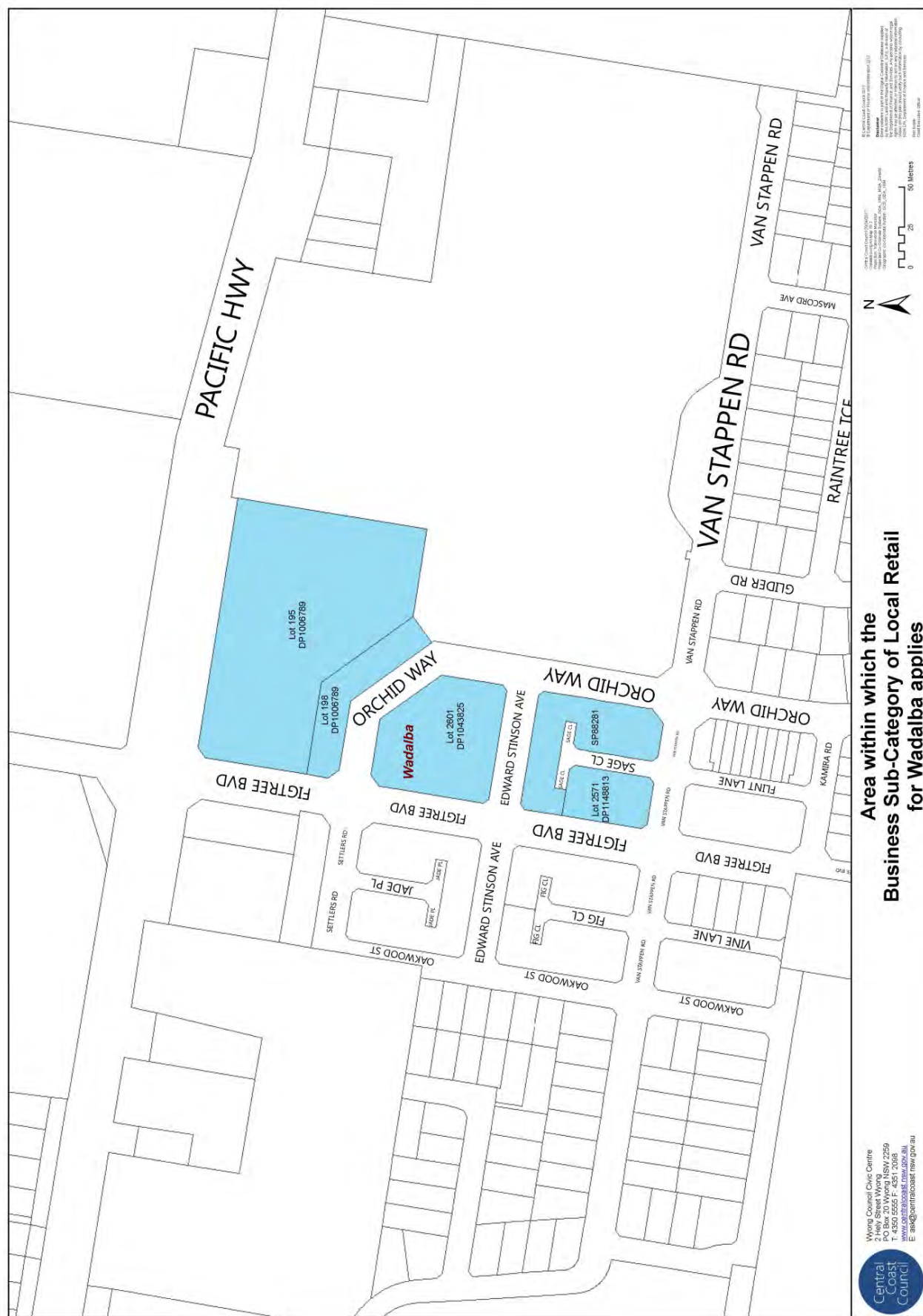


Map 7 - Business Local Retail – Lake Munmorah

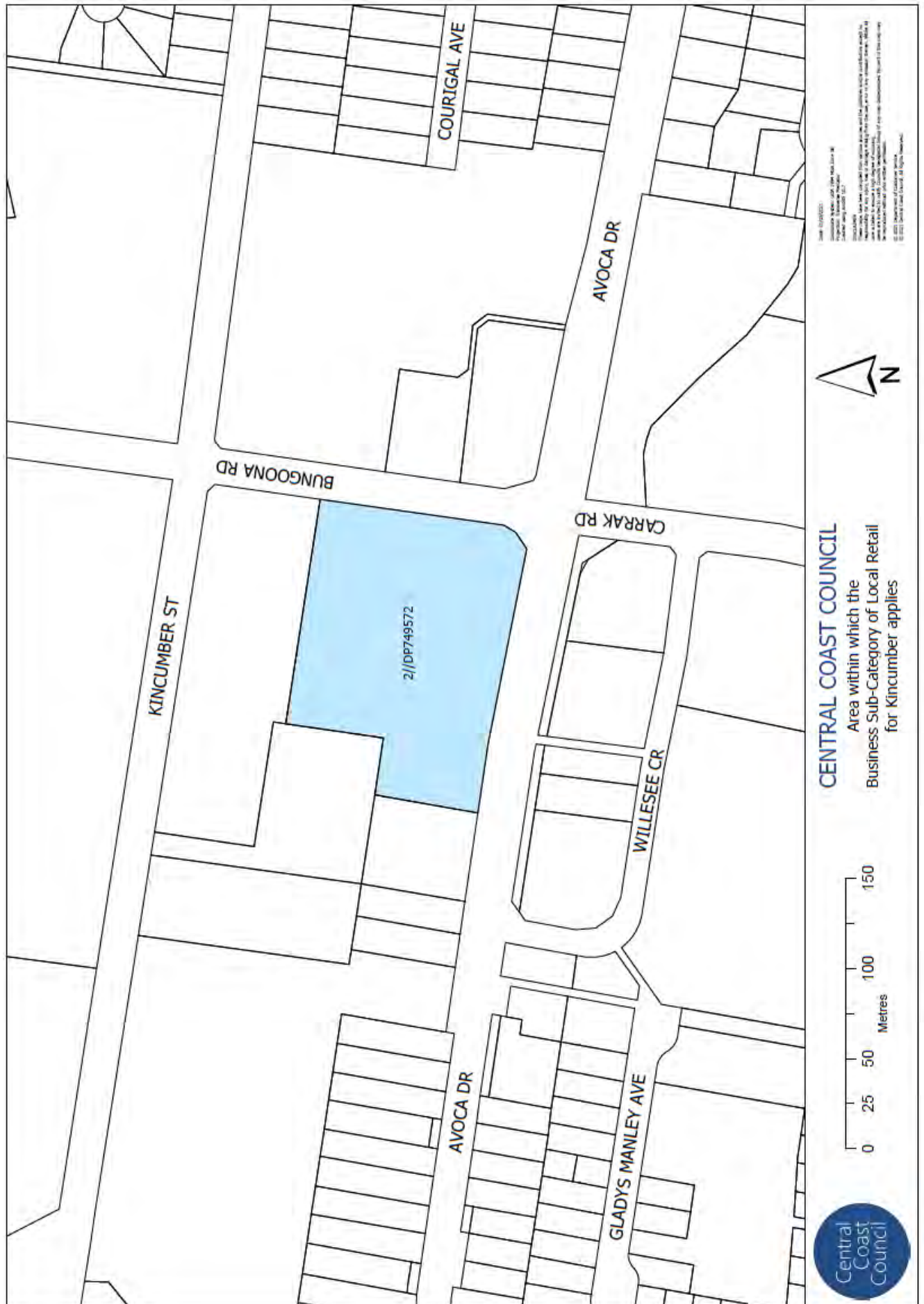


Map 8 - Business Local Retail – San Remo





Map 10 – Business Local Retail – Kincumber



Map 11 – Business Local Retail – Lisarow



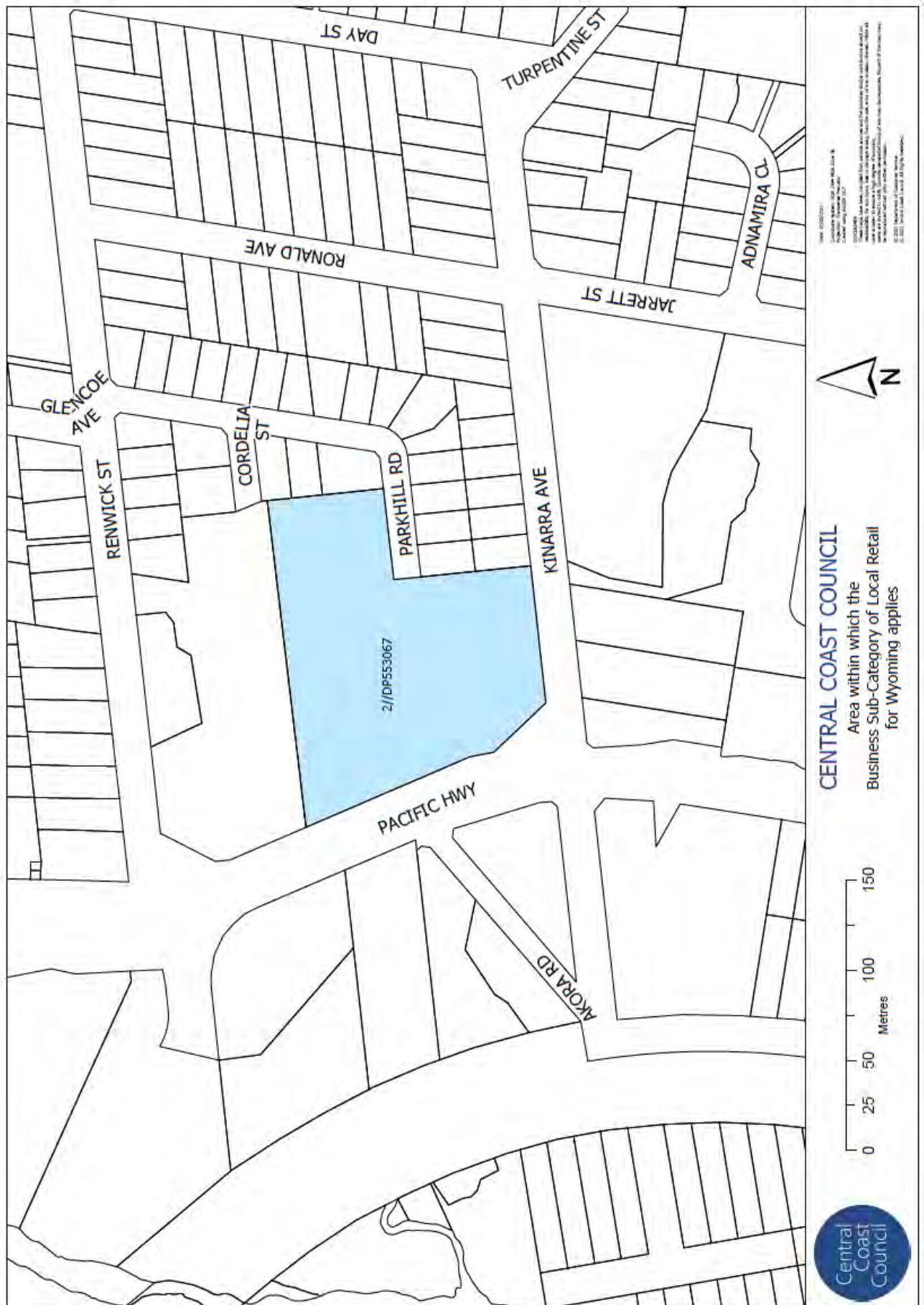
Map 12 – Business Local Retail – West Gosford



Map 13 – Business Local Retail – Woy Woy



Map 14 – Business Local Retail – Wyoming



Special Rates

Special Rates are also levied based on land values provided by the NSW Valuer General. The following Special Rates will be levied under Section 495 of the *Local Government Act 1993*.

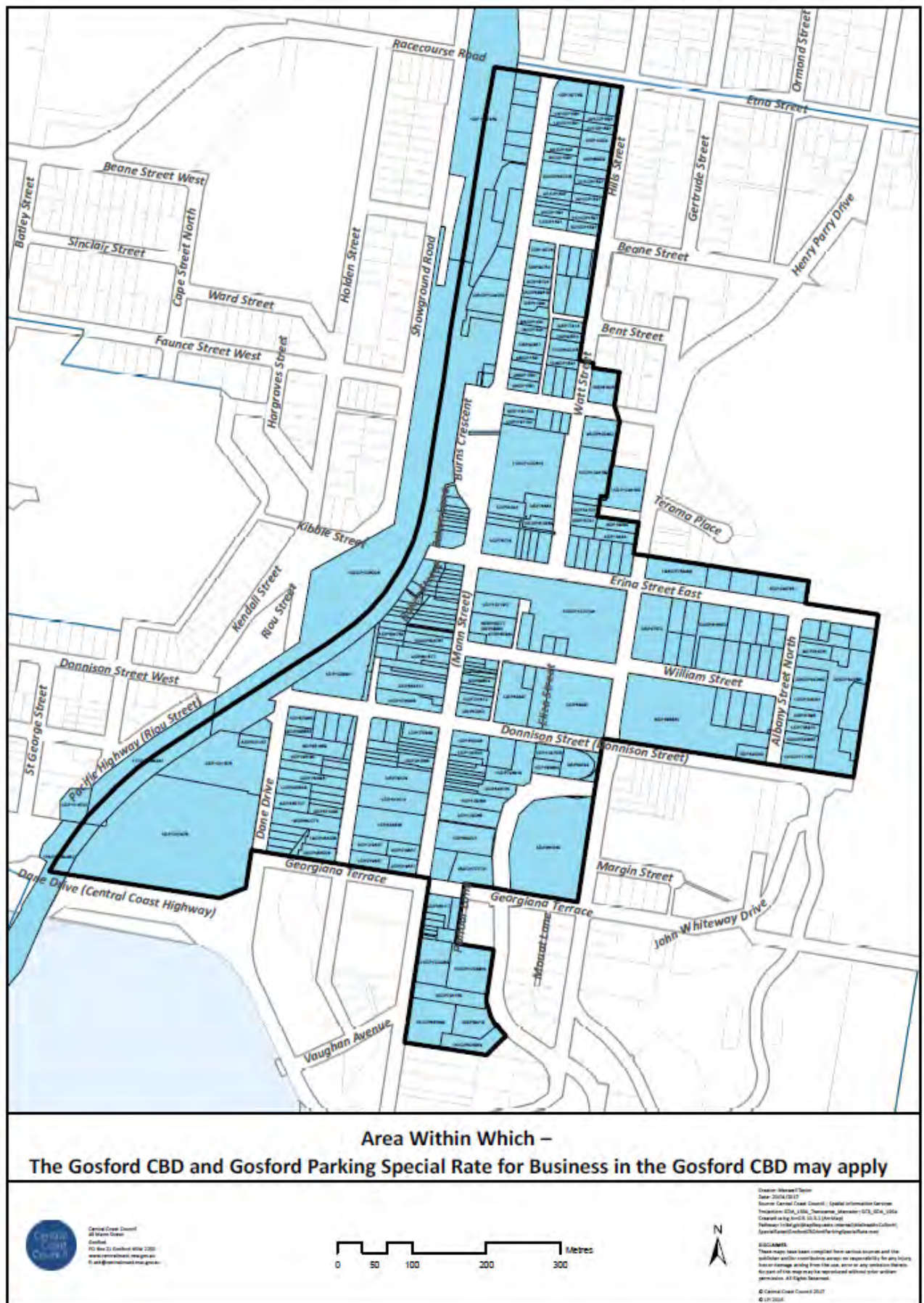
| Special Rate | Properties Assessed | Ad Valorem Cents per \$ land value | Forecast income |
|--|---|--|--------------------|
| <u>Purpose</u> Provide funding for the operation of the Baker Street Parking Station. <u>Background</u> Introduced in 1978 as an ongoing rate. Refer to Map 15 | All properties categorised as Business, in accordance with s. 518 of the <i>Local Government Act 1993</i> , located within the Gosford Central Business District. | 0.137966 | \$227,000 |
| <u>Purpose</u> Provide funding for works which will enhance the Central Business District and benefit business properties located in that area. <u>Background</u> Introduced in 1994-95 as an ongoing rate Refer to Map 15 | All properties categorised as Business, in accordance with s. 518 of the <i>Local Government Act 1993</i> , located within the Gosford Central Business District. | 0.359930 | \$591,000 |
| <u>Purpose</u> Provide funding for Business / tourism works across the former Gosford Local Government Area. <u>Background</u> Introduced in 1994-95 as an ongoing rate Refer to Map 16 | All properties categorised as Business, in accordance with s. 518 of the <i>Local Government Act 1993</i> , within the former Gosford Local Government Area. | 0.050684 | \$1,087,000 |

| Special Rate | Properties Assessed | Ad Valorem Cents per \$ land value | Forecast income |
|---|--|--|--------------------|
| <p><u>Purpose</u> Provide funding to The Entrance area to:</p> <ul style="list-style-type: none"> Promote the economic development of The Entrance area Market and promote The Entrance area Organise and manage promotional events within and around The Entrance area for the purpose of improving the market penetration of The Entrance area and its traders. <p><u>Background</u> Introduced from 1 July 1997, to fund activities in The Entrance area and to enhance the local business area.</p> <p>Refer to Maps 17 and 18</p> | <p>The Entrance Area Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> All land used for business purposes and categorised, in accordance with s. 518 of the <i>Local Government Act 1993</i>, in the suburb known as The Entrance Major Facilities servicing Tourists identified as all properties in the suburbs of Magenta, The Entrance North, The Entrance, Blue Bay, Long Jetty, Toowoona Bay, Shelly Beach and Bateau Bay being land predominantly used for purposes as defined in Council's current Local Environmental Plan (LEP) of; <ul style="list-style-type: none"> -Amusement centres -Camping grounds -Caravan parks -Eco-tourist facilities -Pubs -Registered clubs -Service stations -Tourist and visitor accommodation Identified as Town Centres in Council's current Retail Centres Strategy. <p>These are properties that have been identified by Council as receiving a benefit through this special rate.</p> | 0.409161 | \$664,000 |
| <p><u>Purpose</u> Provide funding to the Toukley area to market and promote the economic development of the Toukley area within which this special rate applies.</p> <p><u>Background</u> Introduced from 1 July 1997, following a request by the Toukley Chamber of Commerce to fund activities in the Toukley area to enhance the local business area.</p> <p>Refer to Map 19</p> | <p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> All properties categorised as Business in the Toukley, Canton Beach, Noraville and Norah Head areas. <p>These are properties that have been identified by Council as receiving a benefit from the activities funded through this special rate.</p> | 0.304089 | \$208,000 |
| <p><u>Purpose</u> Provide funding to the Wyong area to promote the economic development of the Wyong area within which this special rate applies.</p> <p><u>Background</u> Introduced from 1 July 2005, following a request from the Wyong-Tuggerah Chamber of Commerce to fund activities in the Wyong area to enhance the local business area.</p> | <p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> All properties categorised as Business in the suburb known as Watanobbi. All properties categorised as Business in the suburb known as Wyong bounded by the following; <ul style="list-style-type: none"> - North of the Wyong River from Tacoma in the east to the M1 Pacific Motorway in the west -East of the M1 Pacific Motorway from the Wyong River to the suburb boundary between | 0.124524 | \$92,000 |

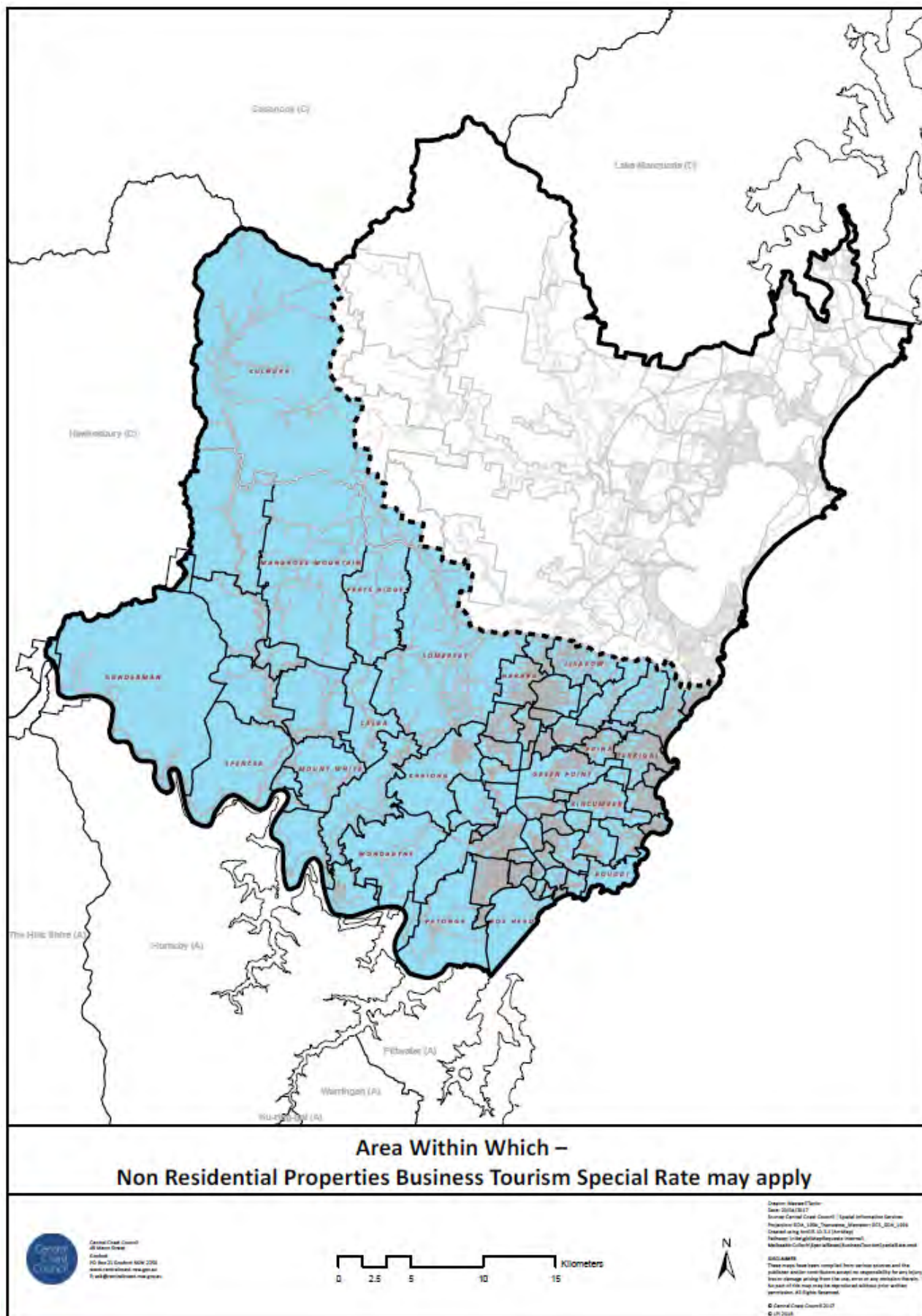
| Special Rate | Properties Assessed | Ad Valorem Cents per \$ land value | Forecast income |
|-----------------|---|--|--------------------|
| Refer to Map 20 | <p>Wyong and Warnervale but to exclude Lot 32 DP 814964</p> <p>-South of the northern Wyong boundary to its intersection with the Pacific Highway and then south of the Pacific Highway to the intersection of Pollock Avenue, but to include Lot 400 DP 1114793 (this lot being to the north of the Pacific Highway)</p> <p>-Eastern boundary of the suburb of Wyong from Johns Road to Wyong River.</p> <p>These are properties that have been identified by Council as receiving a benefit from the activities funded through this special rate.</p> | | |



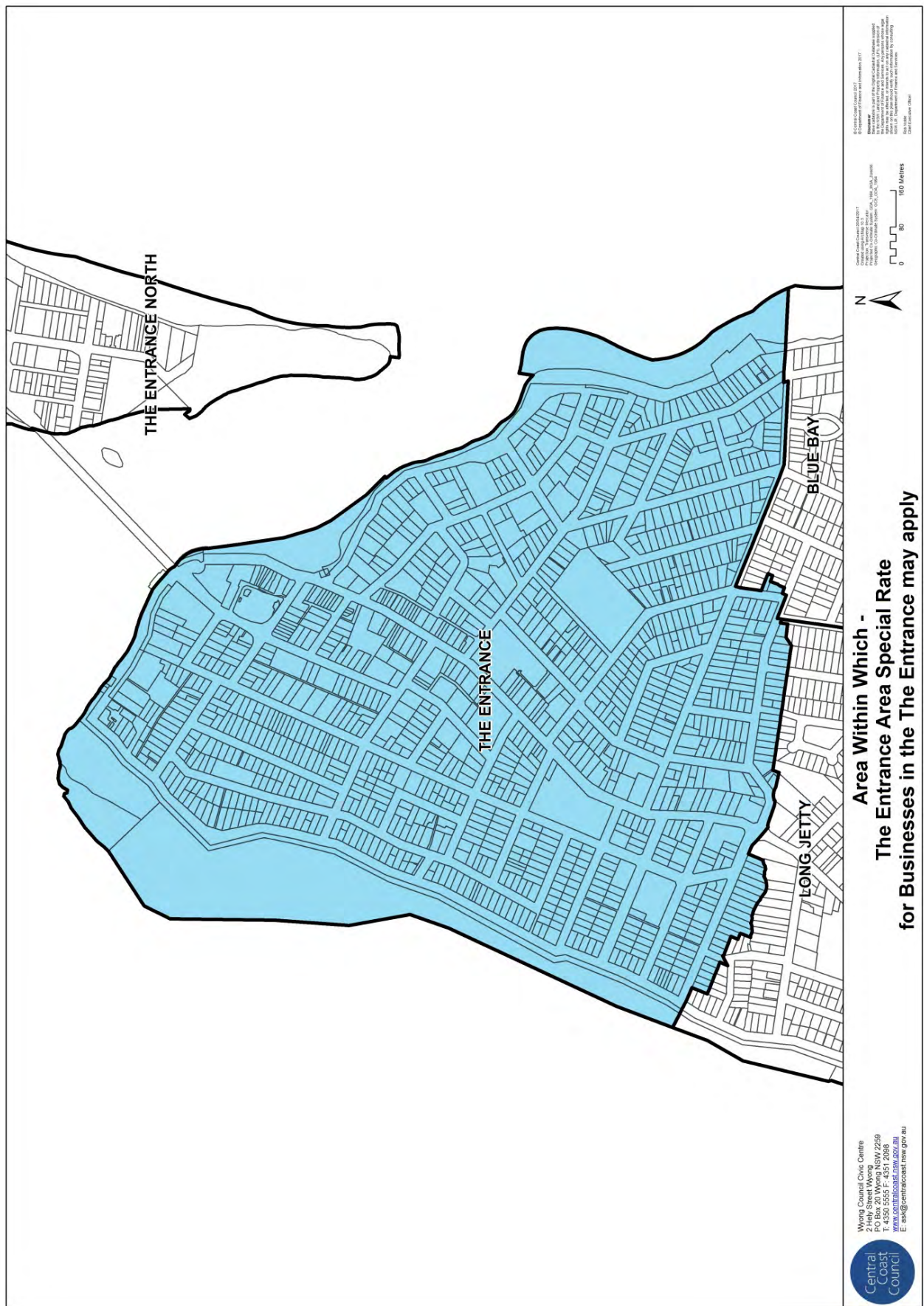
Map 15 – Gosford CBD Special Rate and Gosford Parking Special Rate



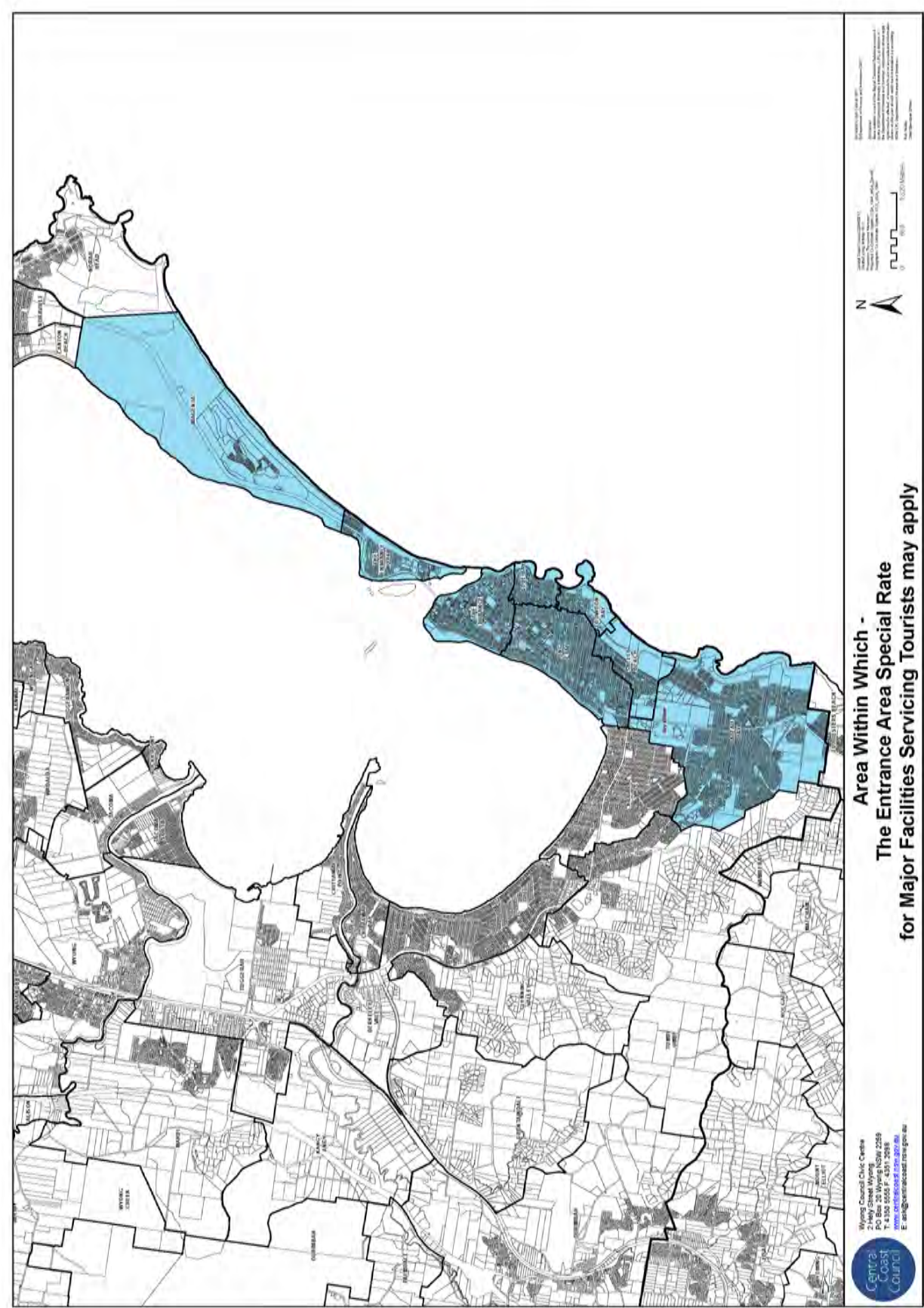
Map 16 – Business Tourism Special Rate



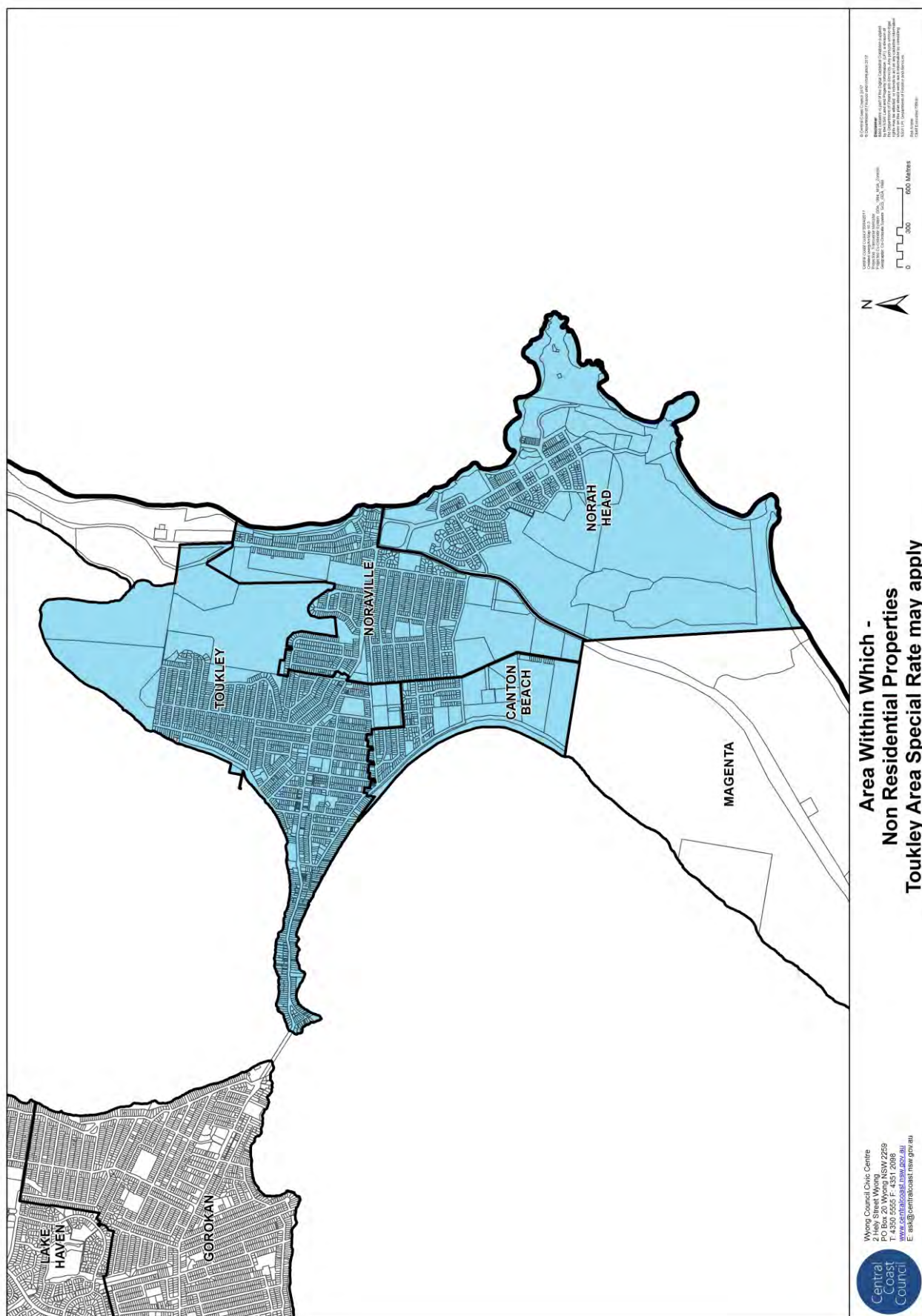
Map 17 – The Entrance Special Rate – Businesses in The Entrance



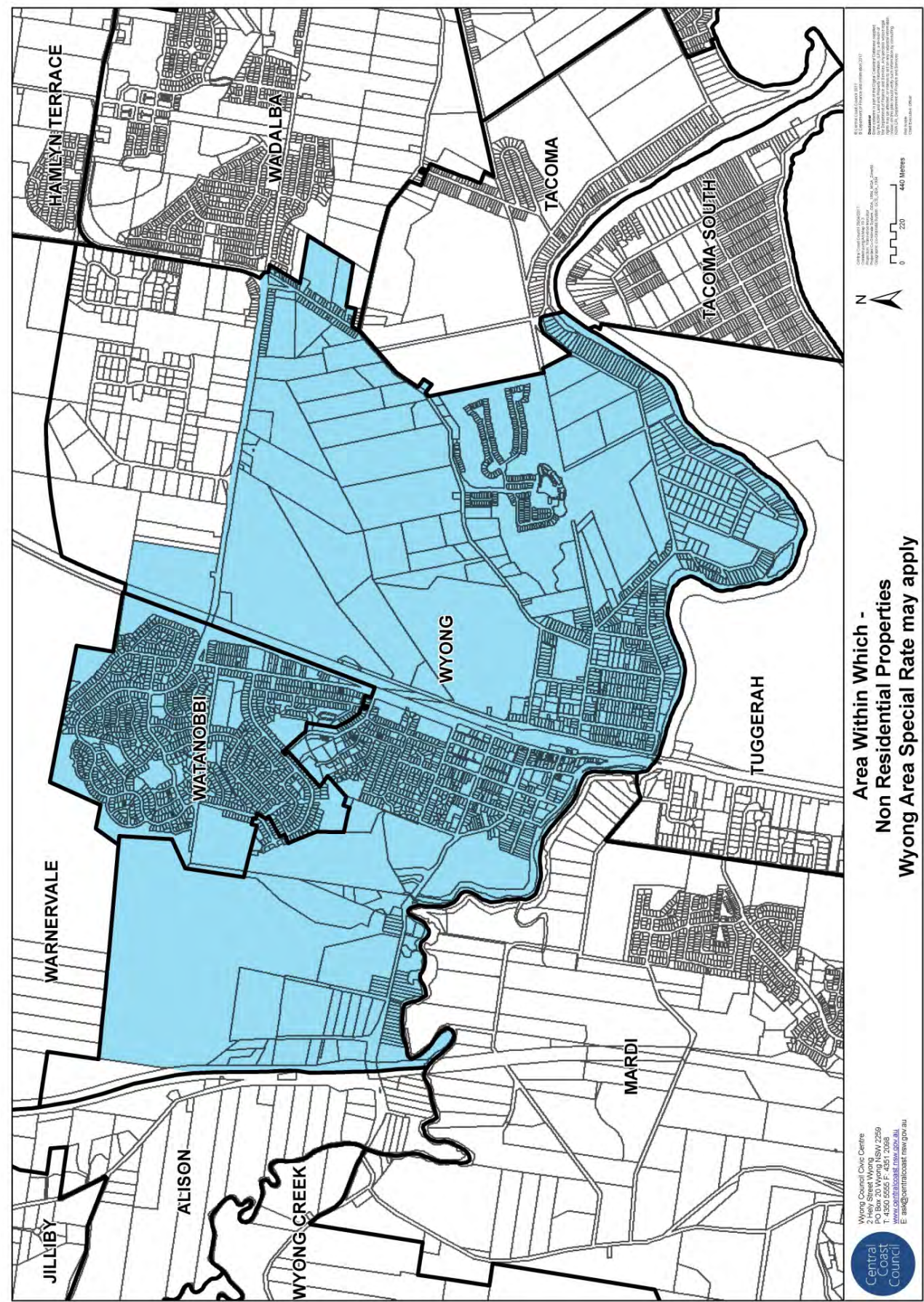
Map 18 – The Entrance Special Rate – Major Facilities Servicing Tourists



Map 19 - Toukley Area Special Rate



Map 20 – Wyong Area Special Rate





BURROUGHS

VIRGINIA WOOLF

TOM CLANCY

Quarantine

TOM CLANCY'S
CODE OF HONOUR

THE WIDOW

DS

IAN RANKIN

ANNUAL CHARGES

Annual Charges for Services

In addition to ordinary rates and special rates, Council will levy annual charges for the following services in 2021-2022:

- Domestic waste management services
- Waste management services (non-domestic)
- Water supply services
- Sewerage services
- Stormwater drainage services

The annual charges for water supply, sewerage and stormwater drainage services have been updated to reflect IPART's final determinations issued on 24 May 2019.

Domestic Waste Management Service Charges

Council levies a domestic waste management service charge on all parcels of rateable land to which a service is available. This covers the cost of providing waste collection and recycling services and the whole of life cost for managing waste including the remediation of landfills.

| Domestic Waste Management Service Charges | Annual Charge | Rate Per Week | No of Assessments | Forecast Income |
|--|---------------|---------------|-------------------|-----------------|
| Domestic Waste Management Availability Charge | \$72.00 | \$1.38 | 2,620 | \$189,000 |
| <p>Purpose: Fund waste management facilities to meet potential future demands from vacant land.</p> <p>Applies to: All vacant parcels of rateable land within Council's waste collection area.</p> <p>Refer Map 21</p> | | | | |
| Domestic Waste Management Service – Eastern Area | \$520.00 | \$10.00 | 136,563 | \$71,013,000 |
| <p>Purpose: Cover cost of Council's three bin waste and recycling collection services plus the whole of life cost for managing waste including the remediation of landfills.</p> <p>Applies to: all domestic properties within Council's waste collection area located east of the M1 Motorway with an approval for a residential building. Multiple charges will apply where multiple dwellings have been approved.</p> <p>Provides: Access to Council's three bin collection service consisting of:</p> <ul style="list-style-type: none"> • Weekly collection of a 140 litre waste bin • Fortnightly collection of a 240 litre recycling bin • Fortnightly collection of a 240 litre garden vegetation bin • Six kerbside clean up services per year. | | | | |

| Domestic Waste Management Service Charges | Annual Charge | Rate Per Week | No of Assessments | Forecast Income |
|---|---------------|---------------|-------------------|-----------------|
|---|---------------|---------------|-------------------|-----------------|

Upgrades and additional services: Available upon request of the owner at the additional cost(s) indicated below under *Domestic waste management service – upgrades and additional services*.

Options for large residential complexes: Where more than 6 strata titled or community title residential units exist on one allotment, bulk bin options for waste and or recyclables may be provided up to the equivalent volume of one 140 litre waste bin per tenement.

Refer Map 21

| | | | | |
|---|----------|--------|-------|-------------|
| Domestic Waste Management Service – Western Area | \$461.00 | \$8.87 | 3,619 | \$1,668,000 |
|---|----------|--------|-------|-------------|

Purpose: Cover cost of Council's two bin waste and recycling collection services plus the whole of life cost for managing waste including the remediation of landfills.

Applies to: all domestic properties within Council's waste collection area located west of the M1 Motorway with an approval for a residential building. Multiple charges will apply where multiple dwellings have been approved

Provides: Access to Council's two bin collection service consisting of

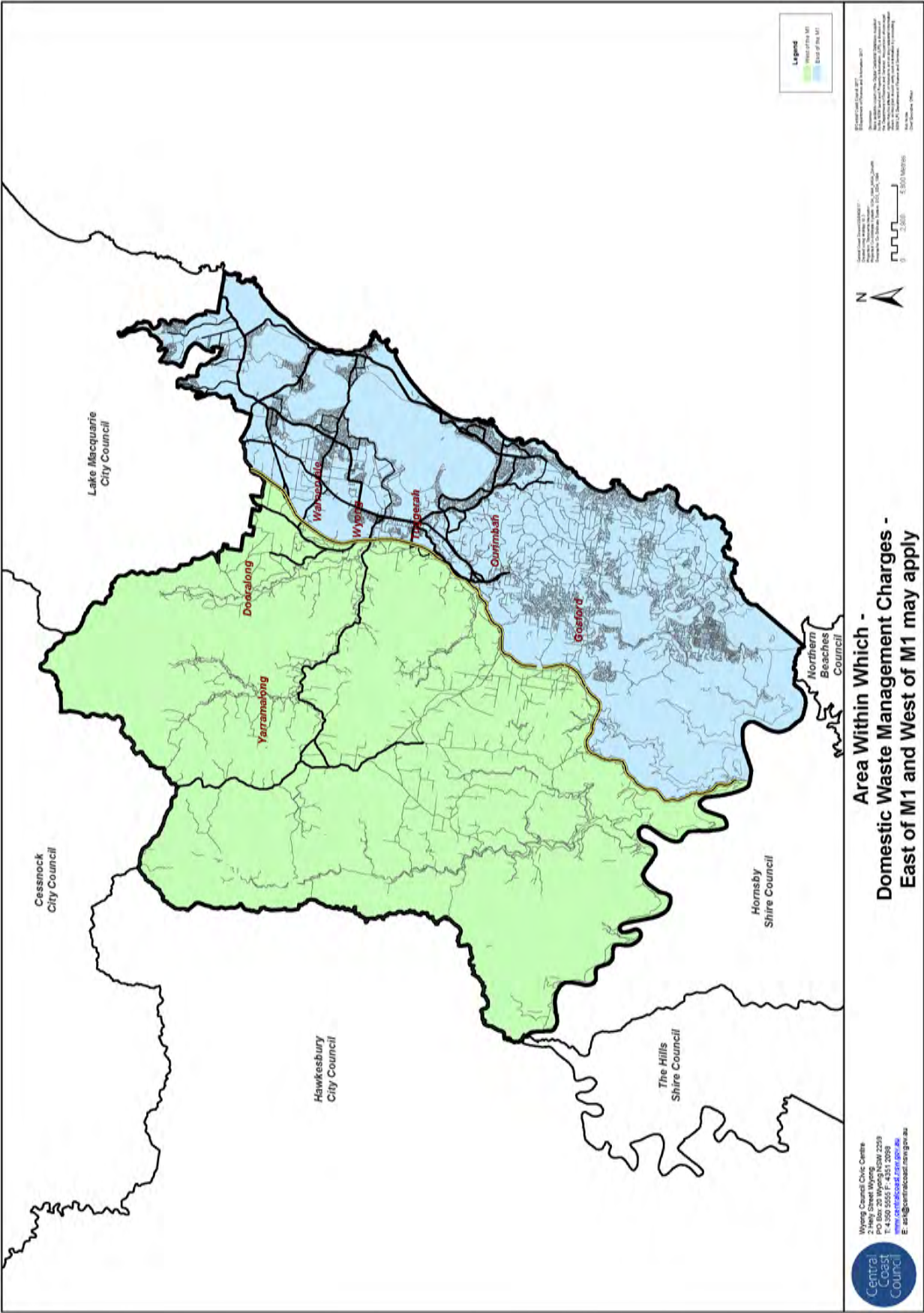
- Weekly collection of a 140 litre waste bin
- Fortnightly collection of a 240 litre recycling bin
- Six kerbside clean up services per year.

Upgrades and additional services: Available upon request of the owner at the additional cost(s) indicated below under *Domestic waste management service – upgrades and additional services*.

Refer to Map 21



Map 21 – Domestic Waste Management Charges Eastern Area and Western Area



Domestic Waste Upgrades and Additional Services

Domestic properties may upgrade their 140 litre domestic waste bin to a 240 litre or 360 litre domestic waste bin and/or upgrade their 240 litre recycling bin to a 360 litre recycling bin and/or request additional 140, 240 or 360 domestic waste bins, 240 or 360 litre recycling bins or 240 litre garden vegetation bins.

The costs to upgrade and for additional bins are shown in the table below:

| Service Upgrades and Additions | Annual Charge | Rate Per Week |
|--|---------------|---------------|
| 140 litre domestic waste bin to 240 litre domestic waste bin upgrade | \$138.00 | \$2.65 |
| 140 litre domestic waste bin to 360 litre domestic waste bin upgrade | \$276.00 | \$5.31 |
| 140 litre domestic waste bin additional service | \$273.00 | \$5.25 |
| 240 litre domestic waste bin additional service | \$413.00 | \$7.94 |
| 360 litre domestic waste bin additional service | \$552.00 | \$10.62 |
| 240 litre recycling bin to 360 litre recycling bin upgrade | \$36.00 | \$0.69 |
| 240 litre recycling bin additional service | \$104.00 | \$2.00 |
| 360 litre recycling bin additional service | \$138.00 | \$2.65 |
| 240 litre vegetation bin additional service | \$112.00 | \$2.15 |

The anticipated yield for 2021-2022 from the upgraded domestic waste services is \$3,910,000.

Additional Short Term Extra Service

Residents may receive an additional service to any bin type on any working day by providing one full business day notice.

| Additional Service | Rate Per Additional Service |
|---------------------------------------|-----------------------------|
| 140 litre Domestic Waste Bin | \$18.93 |
| 240 litre Domestic Waste Bin | \$20.15 |
| 360 litre Domestic Waste Bin | \$21.37 |
| 660 litre Domestic Waste Bin | \$39.18 |
| 1.1 m ³ Domestic Waste Bin | \$65.26 |
| 1.5 m ³ Domestic Waste Bin | \$89.02 |
| 240 litre Recycling Bin | \$20.15 |
| 360 litre Recycling Bin | \$21.37 |
| 660 litre Recycling Bin | \$39.18 |
| 1.1 m ³ Recycling Bin | \$65.26 |
| 1.5 m ³ Recycling Bin | \$89.02 |
| 240 litre Vegetation Bin | \$20.15 |

Additional Kerbside Collection Service

Residents may receive an additional Kerbside collection service on any working day by providing two full business days notice.

| Additional Service | Rate Per Additional Service |
|--|-----------------------------|
| Extra kerbside collection (Per 1m ³) | \$84.00 |

Other Waste Management Service Charge – Non Domestic

Council levies the waste management charge on all parcels of applicable land for which a Council waste, recycling or vegetation bin service is provided.

Commercial customers and non-rateable properties may be provided with waste bins of various capacities and/or with recycling bins of various capacities and/or a 240 litre garden vegetation bin.

The standard service frequency for the waste bins is once per week and the recycling bins and 240 litre garden vegetation bin is once per fortnight.

Multiple services per week of any bin can be arranged in accordance with the waste collection contract. The cost will be the multiple of the standard annual charge.

| Service | Annual Charge | Rate Per Week |
|----------------------------------|---------------|---------------|
| 140 litre Waste Bin | \$389.00 | \$7.48 |
| 240 litre Waste Bin | \$519.00 | \$9.98 |
| 360 litre Waste Bin | \$640.00 | \$12.31 |
| 660 litre Waste Bin | \$2,216.00 | \$42.62 |
| 1.1 m ³ Waste Bin | \$3,094.00 | \$59.50 |
| 1.5 m ³ Waste Bin | \$4,167.00 | \$80.13 |
| 240 litre Recycling Bin | \$104.00 | \$2.00 |
| 360 litre Recycling Bin | \$139.00 | \$2.67 |
| 660 litre Recycling Bin | \$287.00 | \$5.52 |
| 1.1 m ³ Recycling Bin | \$476.00 | \$9.15 |
| 1.5 m ³ Recycling Bin | \$651.00 | \$12.52 |
| 240 litre Vegetation Bin | \$112.00 | \$2.15 |

The yield to Council from these charges in 2021-2022 is estimated to be \$3,905,000.

Pension Rebates - Ordinary Rates and Domestic Waste Management Charges

Council provides a rate reduction on the combined ordinary rate levy amount and the domestic waste management charge of 50%, with a maximum combined reduction of \$250 to eligible pensioners.

Of this reduction 55% is reimbursed to Council by the NSW Government.

The estimated total amount of pension rebates for ordinary rates and domestic waste management charges in 2021-2022 is \$6,373,000 of which 55% is funded by the NSW Government with the balance funded by Council.

Water, Sewerage and Stormwater Drainage Charges

Central Coast Council's water, sewerage and stormwater drainage services and a number of its associated ancillary services are levied under the *Water Management Act 2000*. Those services are declared monopoly services under s. 4 of the *Independent Pricing and Regulatory Tribunal Act 1992*.

Council's prices must therefore be set in accordance with any IPART determined methodologies and/or maximum prices and are subject to approval by the relevant Minister.

IPART issued two determinations on the maximum prices that Council can charge for water, sewerage and stormwater services on 24 May 2019. The determinations apply for three years from 1 July 2019 to 30 June 2022 (the 2019 determination period):

1. Central Coast Council - Maximum prices for water, sewerage, stormwater drainage and other services from 1 July 2019
2. Bulk water transfers between Hunter Water Corporation and Central Coast Council – Maximum prices from 1 July 2019

In April 2021 IPART Clarification Notice No. 1 of 2021 was published in the NSW Government Gazette due to the fact a clerical error was identified in the original IPART modelling by Council. Amendments have been made by IPART in the Notice to the 2020-21 sewer service charges to correct the impact of this error. The error set sewer service charges marginally lower than they should have been. This reduced the sewer service charge revenue that Council was able to collect over the three-year determination period by \$1.8 million or 1% and resulted in customers paying around \$5 to \$10 less in each of the last two years. So that Council can recover this revenue, sewer service charges will increase from 1 July 2021. While customers will pay slightly higher prices in 2021-2022, they will pay no more in total than was intended

over the three-year determination period. This is because lower prices were applied for the first two years of the determination period

All prices for water, sewerage, stormwater drainage and ancillary services for 2021-2022 are in accordance with IPART's final determinations issued on 24 May 2019 and IPART Clarification Notice No. 1 of 2021 which was published in the NSW Government Gazette on 30 April 2021 adjusted by the 2021-2022 CPI multiplier of 3.3% as the final determinations were made in 2019-2020 dollars.

The CPI multiplier as per the IPART determinations is the consumer price index All Groups index number for the weighted average of eight capital cities, published by the Australian Bureau of Statistics. The maximum prices in the determinations are to be adjusted for inflation by multiplying the specified price in 2019-2020 dollars by the specified CPI multiplier.

For 2021-2022 that is calculated as the percentage change from the March Quarter 2019 to March Quarter 2021, which equals 3.3%,

$$\text{CPI} = \frac{\text{CPI March 2021}}{\text{CPI March 2019}}$$

The multiplier for 2021-2022 is a two-year multiplier and is the sum of the March 2019 to March 2020 Consumer Price Index movement of 2.2% and the March 2020 to March 2021 Consumer Price Index movement of 1.1%.

Retirement villages are classified as non-residential properties. IPART's decision reduces the difference between bills for retirement villages that are exempt from water, sewerage and stormwater service charges and those that are not. Classification as non-residential properties will also result in lower bills for retirement villages than charging each unit within a village as a residential customer, even if the individual unit was eligible for a pensioner discount (Final Report Water May 2019, page 9).

Water Supply Service Charges

Council levies the water supply service charge on the owners of all properties for which there is a connected water supply service. This covers the costs of making water available. Council does not levy water supply service charges to unconnected properties.

For those properties that become chargeable or non-chargeable during the year the charge will be applied in their next billing period (e.g. next quarter).

The water supply service charges for 2021-2022 are as follows:

| Basis of Charge Meter Size or Property Type | Annual Charge |
|---|---|
| Unconnected Property | NIL |
| Unmetered Property (Connected to the water supply system but not serviced by a meter) | \$87.29 |
| 20mm meter | \$87.29 |
| 25mm meter | \$136.39 |
| 32mm meter | \$223.46 |
| 40mm meter | \$349.15 |
| 50mm meter | \$545.55 |
| 80mm meter | \$1,396.61 |
| 100mm meter | \$2,182.19 |
| Other Meter sizes | $(\text{Meter size in mm})^2 \times \text{Water supply access charge for a 20mm Meter for the applicable period}$ |

400

The expected total yield in 2021-2022 from water service charges is \$12,967,000.

Water Usage Charges

In addition to the water supply service charge, all potable water consumed will be charged at \$2.10 per kilolitre.

Where water usage relates to multiple financial year periods the usage will be apportioned to each period on a daily average basis and the applicable period's water usage charge will be applied.

Where a property is unmetered the water usage for that property will be a deemed volume based on the previous metered period (approx. 365 days). If there is not a previous metered period zero kilolitres will be charged.

Where a property is unconnected zero kilolitres will be charged.

The expected total yield in 2021-2022 from this charge is \$61,631,000.

Sewerage Supply Service Charges

Council levies this charge to cover the cost of supplying sewerage services on all properties for which there is a sewerage service either connected or available. Council does not levy sewerage supply service charges to unconnected properties. For those properties that become chargeable or non-chargeable during the year the charge will be applied in the next billing period.

Non Residential properties will be levied a sewerage service charge based on meter size and sewerage usage charges. However, Non-Residential properties within a Mixed Multi-Premises that is serviced by a common meter will be levied a sewerage service charge based on a 20mm meter. A discharge factor in accordance with Council's Trade Waste Policy is applied to the charges

Residential properties will be levied a sewerage service charge based on a 20mm meter with a fixed sewerage discharge factor of 75% and a deemed sewerage usage charge based on the property type.

Sewerage service charge in the Former Gosford Local Government Area

| Basis of Charge | Annual Charge |
|-----------------------------|--|
| Meter Size or Property Type | |
| Unconnected Property | NIL |
| Unmetered Property | \$555.03 |
| 20mm meter | \$555.03 |
| 25mm meter | \$867.24 |
| 32mm meter | \$1,420.88 |
| 40mm meter | \$2,220.13 |
| 50mm meter | \$3,468.96 |
| 80mm meter | \$8,880.54 |
| 100mm meter | \$13,875.83 |
| Other Meter sizes | $(\text{Meter size in mm})^2 \times \text{sewerage access charge for a 20mm Meter for the applicable period}$ 400 |

Applying the fixed sewerage discharge factor of 75% for Residential Properties, the sewerage service charge for a Residential Property in the former Gosford local government area is \$416.27.

Sewerage service charge in the Former Wyong Local Government Area

| Basis of Charge | Annual Charge |
|-----------------------------|---------------|
| Meter Size or Property Type | |
| Unconnected properties | NIL |
| Unmetered Property | \$506.50 |
| 20mm meter | \$506.50 |
| 25mm meter | \$673.51 |
| 32mm meter | \$1,103.48 |

| Basis of Charge | | Annual Charge |
|-------------------|---|---------------|
| 40mm meter | | \$1,724.18 |
| 50mm meter | | \$2,694.03 |
| 80mm meter | | \$6,896.73 |
| 100mm meter | | \$10,776.15 |
| Other Meter sizes | $(\text{Meter size in mm})^2 \times \text{sewerage access charge for a 25mm Meter for the applicable period}$ | |
| | 625 | |

Applying the fixed sewerage discharge factor of 75% for Residential Properties, the adjusted sewerage service charge for a Residential Property in the former Wyong local government area is \$379.88.

The expected total yield in 2021-2022 from sewerage supply service charge is \$57,744,000.

Sewerage Usage Charges

For the purpose of the sewerage usage charge, the volume deemed to have been discharged from a Property into the sewerage system is

- (1) in the case of a Residential Property:
 - (A) within a Mixed Multi or Multi-Premises: 80/365 kilolitres per day of that period;
 - (B) not within a Mixed Multi or Multi-Premises: 125/365 kilolitres per day of that period;
- (2) in the case of a Non-Residential Property:
 - (A) within a Mixed Multi-Premises: 125/365 kilolitres per day of that period;
 - (B) not within a Mixed Multi-Premises: – the volume of water supplied to that Property multiplied by the Sewerage Discharge Factor; and
- (3) In the case of an Unconnected Property – zero kilolitres.

Exempt Land will be charged for sewerage usage charges.

Sewage discharged into the sewerage network will be charged at \$0.87 per kilolitre.

The expected total yield in 2021-2022 from this charge is \$16,218,000.

Recycled Water

Supply of reticulated tertiary treated sewerage effluent, except when covered by an individual agreement, will be charged at 50% of the potable water supply charge. This charge is \$1.05 per kilolitre for the 2021-2022 financial year.

Bulk Water Transfers

Bulk water transfers between Hunter Water and Central Coast Council will be charged at \$0.33 per kilolitre for the 2021-2022 financial year.

Stormwater Drainage Service Charges

This charge is levied by Council for the provision of stormwater drainage services and covers the cost of maintaining the drainage network.

Currently there are two designated Drainage Areas in place under the *Water Management Act 2000*. The former Gosford drainage area covered the entire former Gosford LGA (refer to Map 22), while the drainage area for the former Wyong LGA included all properties within 1.5km and/or east of the M1 (refer to Map 23).

For the stormwater drainage service charge to apply throughout the Central Coast LGA, Council needs to apply to the NSW Minister for Water to have the entire Central Coast LGA declared a Drainage Area under the *Water Management Act 2000* (refer to Map 24). Until this time, the stormwater drainage service charge will apply to the designated drainage areas for both former LGAs.

For information on assessing properties as low impact for stormwater drainage service charges and the appropriate application form please refer to Council's website www.centralcoast.nsw.gov.au.

Fixed stormwater drainage service charges

| Basis of Charge | Annual Charge |
|---|---------------|
| Low Impact Property | \$108.00 |
| Residential Property that is not part of a Multi-Premises | \$108.00 |
| Each Property within a Residential Multi-Premises or Mixed Multi-Premises | \$81.00 |
| Vacant Land | \$81.00 |

Area-based stormwater drainage service charges

The area-based stormwater drainage service charge is applicable to Non-Residential Properties that do not fall within one of the categories of Property that may be charged a fixed stormwater drainage service charge.

| Property Area | Annual Charge |
|--|---------------|
| Small ($\leq 1,000\text{m}^2$) | \$108.00 |
| Medium ($> 1,000\text{m}^2$ and $\leq 10,000\text{m}^2$) | \$189.01 |
| Large ($> 10,000\text{m}^2$ and $\leq 45,000\text{m}^2$) | \$891.02 |
| Very Large ($> 45,000\text{m}^2$) | \$2,700.09 |

The expected total yield in 2021-2022 from the stormwater drainage charge is \$15,496,000.

Pension Rebates - Water and Sewerage Service Charges

Council provides a reduction of 50% of the water supply service and water usage charges levied up to a maximum of \$87.50 and a further reduction of 50% of sewerage service and sewerage usage charges levied up to a maximum of \$87.50.

Of these reductions 55% is reimbursed by the NSW Government. The estimated total amount of the pension rebate in 2021-2022 is \$4,274,000.

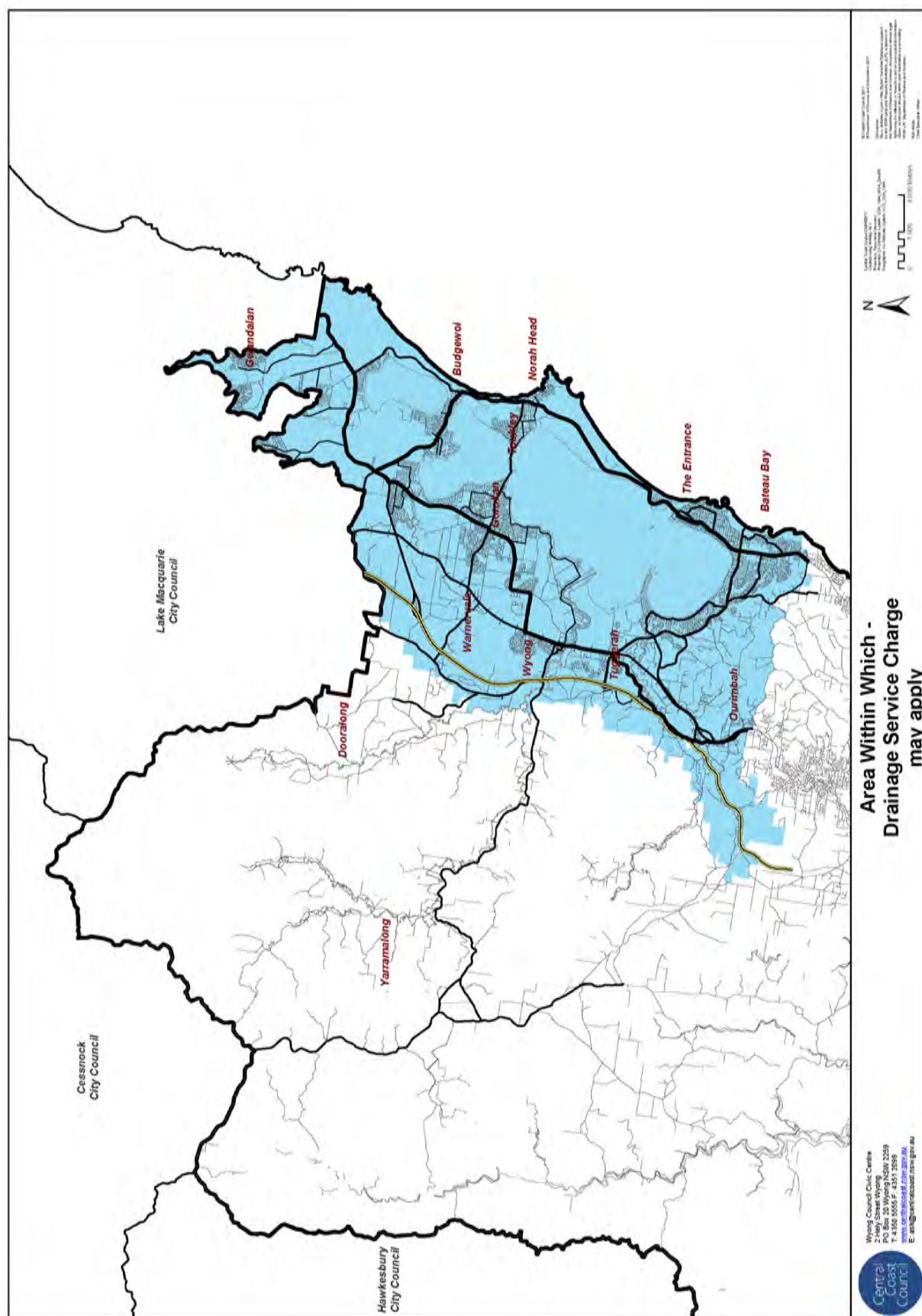
Goods and Services Tax

Goods and Service Tax (GST) does not apply to Council's annual rates and charges. GST does however apply to certain fees as indicated in the schedule of fees and charges pursuant to a new *A New Tax System (Goods and Services Tax) Act 1999*.

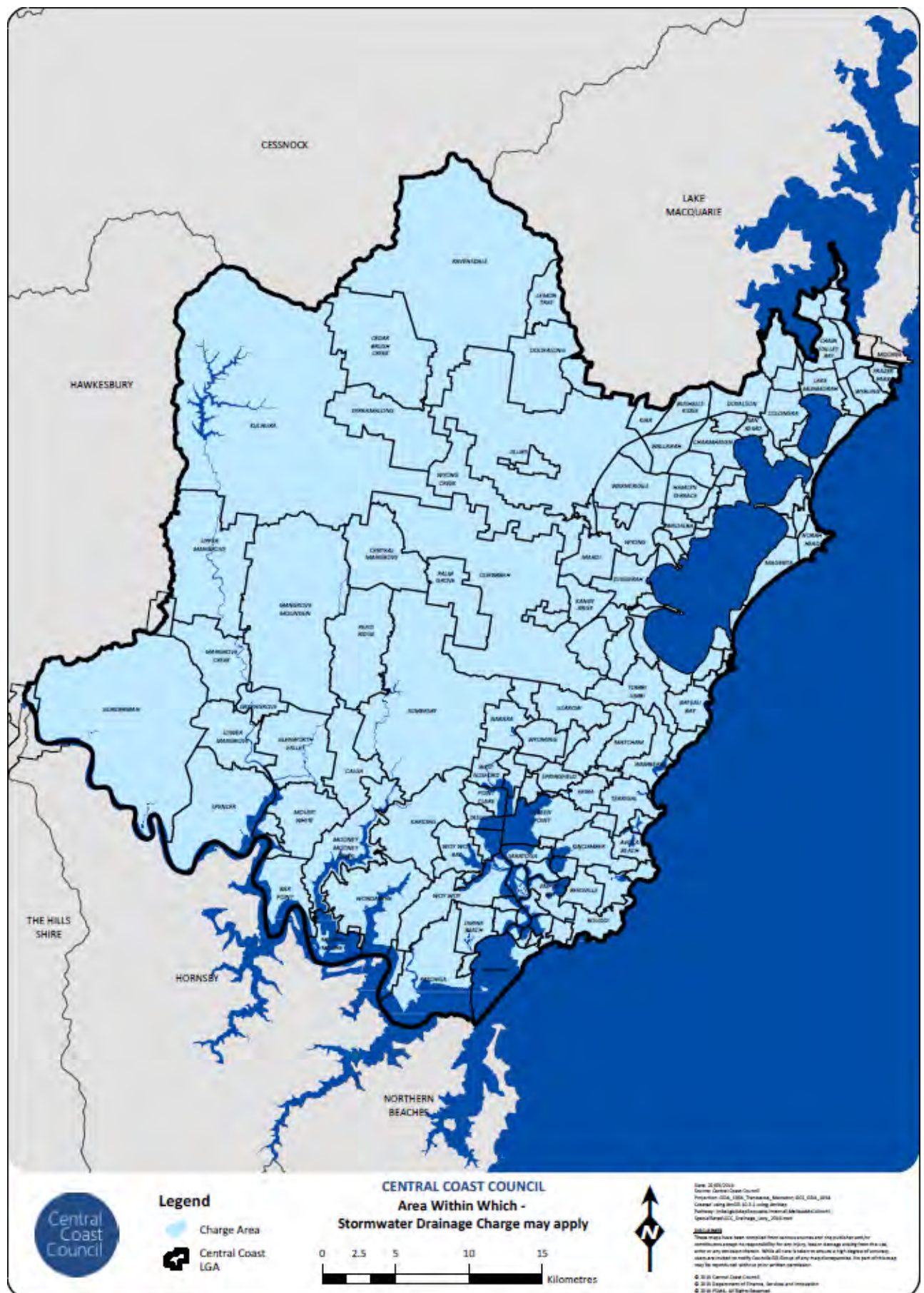


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Map 23 – Stormwater Drainage Service Charge Area (former Wyong Local Government Area)



Map 24 – Proposed Stormwater Drainage Service Charge Area



Water, Sewerage and Stormwater Drainage Service and Usage Charges*

The pricing for water, sewerage and stormwater drainage service and usage charges for each property type is as follows:

| Property Type | Water Service Charges | Water Usage Charges | Sewer Service Charges | Sewer Usage Charges | Stormwater Drainage Service Charges |
|---|--|--|---|---|--|
| Metered residential properties with individual meter(s) | Each property is levied the 20mm meter water service charge. | Each property will be levied for water passing through its meter. | Each property is levied the 20mm meter sewerage service charge (based on former Council local government area) multiplied by the deemed fixed sewerage discharge factor of 75%. | Each property will be levied a deemed usage charge. | Each property is levied the stormwater drainage service charge based on their property category. |
| Metered residential properties with a common meter(s) | Each property will be levied the 20mm meter water service charge. | Usage through a common meter will be apportioned by unit entitlement or apportioned equally across all premises. | Each property is levied the sewerage service charge (based on former Council local government area) for a 20mm meter multiplied by the deemed fixed sewerage discharge factor of 75%. | Each property will be levied a deemed usage charge | Each property will be levied the stormwater drainage service charge based on their property category. |
| Metered Residential properties within a mixed multi-premises that is serviced by a common meter | Each property is levied the 20mm meter water service charge | Usage through a common meter will be apportioned by unit entitlement or apportioned equally across all premises. | Each property is levied the sewerage service charge (based on former Council local government area) for a 20mm meter, multiplied by the deemed fixed sewerage discharge factor of 75%. | Each property will be levied a deemed usage charge – note no discharge factor is applied. | Each property is levied the stormwater drainage service charge based on their property category. |
| Metered Non-residential properties with individual meter(s). | Each property is levied the water service charge based on the meter size(s) of the property. | Each property will be levied for water passing through its meter. | Each property is levied the sewerage service charge (based on former Council local government area) based on the meter size of the property, multiplied by the applicable discharge factor. | Sewer usage is based on the water usage multiplied by the applicable discharge factor. | The storm water drainage service charge will apply based on either low impact or on the rateable properties land size. |

| Property Type | Water Service Charges | Water Usage Charges | Sewer Service Charges | Sewer Usage Charges | Stormwater Drainage Service Charges |
|---|---|--|--|--|---|
| Metered non-residential properties with a common meter(s) | Each property is levied the water service charge based on the size of the meter(s), divided by the number of properties within the premises that is served by the meter(s). | Usage through a common meter will be apportioned by unit entitlement or apportioned equally across all premises. | Each property is levied the sewerage service charge (based on former Council local government area) based on the size of the meter(s), divided by the number of properties within the premises that is served by the meter(s) multiplied by the applicable discharge factor. | Usage through a common meter will be apportioned by unit entitlement or apportioned equally across all premises. | Each property is levied the stormwater drainage service charge based on either low impact or rateable properties land size. |
| Metered Non-Residential properties within a mixed multi-premises that is serviced by a common meter | Each property is levied the 20mm meter water service charge | Usage through a common meter will be apportioned by unit entitlement or apportioned equally across all premises. | Each property is levied the sewerage service charge (based on former Council local government area) for a 20mm meter, multiplied by the applicable sewerage discharge factor. | Each property will be levied a deemed usage charge. | Each property is levied the stormwater drainage service charge based on the property category. |
| Water fire service. | There is no charge for a separate fire service. Where a property has a combined fire and commercial service the property will be charged in accordance with meter size. | Usage is not charged for a dedicated fire service Where there is a combined service the property will be levied for water greater than 10 kilolitres passing through its meter. | No charge. | No charge. | No charge. |
| Unmetered Residential properties connected to the water and sewerage supply system but not serviced by a meter. | Each property is levied the water service charge for unmetered properties. | Water usage will be a deemed volume based on the previous metered period (approx. 365 days). If there is not a previous metered period zero kilolitres will be charged. | Each property is levied the sewerage service charge for unmetered properties. | Each property will be levied a deemed usage charge. | Each property is levied the stormwater drainage service charge based on the property category |
| Unmetered Non-Residential properties connected to the water and sewerage supply system but not | Each property is levied the water service charge for unmetered properties. | Water usage will be a deemed volume based on the previous metered period (approx. 365 days). If there is | Each property is levied the sewerage service charge for unmetered properties. | Sewer usage will be a deemed volume based on the water usage from the previous metered period (approx. 365 | Each property is levied the stormwater drainage service charge based on the property category |

| Property Type | Water Service Charges | Water Usage Charges | Sewer Service Charges | Sewer Usage Charges | Stormwater Drainage Service Charges |
|--|-----------------------|---|-----------------------|--|-------------------------------------|
| served by a meter. | | not a previous metered period zero kilolitres will be charged. | | days). If there is not a previous metered period zero kilolitres will be charged. | |
| Metered Non-Ratable Residential property | No Charge | Each property will be levied for water passing through its meter. | No Charge | Each property will be levied a deemed usage charge. | No Charge |
| Metered Non-Ratable Non-Residential property | No Charge | Each property will be levied for water passing through its meter. | No Charge | Sewer usage is based on the water usage multiplied by the applicable discharge factor. | No Charge |

* Harmonisation of Council's billing practices continues and may result in removing the current varying approaches. This will not impact the pricing outlined in this document.

Liquid Trade Waste Charges

Liquid trade waste is defined as all liquid waste other than sewage of a domestic nature. Liquid trade waste can be produced by business, commercial, and industrial activities, by community/public facilities, and by institutions such as hospitals, schools and correctional facilities.

Council provides liquid trade waste services on a commercial basis, with full cost recovery through fees and charges. Four categories of liquid trade waste have been established for liquid trade waste charging purposes (Category 1, Category 2, Category 3 and Category S). These charging categories and the charging components are as follows:

| Liquid Trade Waste Discharge Category | Application Fee | Annual Trade Waste Fee | Reinspection Fee | Liquid Trade Waste Usage charge per kiloliter (kL) | Excess Mass charges per kilogram (kg) | Non-compliant Excess Mass charges per kilogram (kg) |
|--|-----------------|---|------------------|---|---------------------------------------|---|
| Category 1 | | | | | | |
| Category 1 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring nil or minimal pre-treatment equipment and whose effluent is well defined and of a relatively low risk to the sewerage system. In addition, Category 1 includes dischargers requiring prescribed pre-treatment but with low impact on the sewerage system. | | | | | | |
| | \$99.76 | \$99.77 | \$115.55 | No charge | No charge | No charge |
| Category 2 | | | | | | |
| Category 2 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised. | | | | | | |
| | \$126.28 | \$362.11 | \$115.55 | Compliant \$1.83 per kL Non-compliant \$15.63 per kL | No charge | No charge |
| Category 3 | | | | | | |
| Category 3 liquid trade waste dischargers are those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (over 20 kL/d) of liquid trade waste to the sewerage system. Any Category 1 or Category 2 discharger whose volume exceeds 20 kL/d may be categorised as a Category 3 discharger. | | | | | | |
| | \$2,274.52 | Former Gosford LGA- \$1,399.70 Former Wyong LGA - \$1,399.70 | \$115.55 | No charge | Refer attached Schedule of Fees | Refer attached Schedule of Fees |

| Liquid Trade Waste Discharge Category | Application Fee | Annual Trade Waste Fee | Reinspection Fee | Liquid Trade Waste Usage charge per kiloliter (kL) | Excess Mass charges per kilogram (kg) | Non-compliant Excess Mass charges per kilogram (kg) |
|--|--|-----------------------------|------------------|---|---------------------------------------|---|
| Category S | | | | | | |
| Category S dischargers are those conducting an activity of transporting and/or discharging septic tank, chemical toilet waste, ship-to-shore pump out or pan content waste into the sewerage system. Council does not deal directly with residential customers under Category S. | | | | | | |
| | Non-residential \$173.64 Includes one inspection | Non-residential \$157.86 | \$115.55 | Category S \$18.36 per kL Category S (Septic effluent unable to discharge onsite) \$1.83 per kL | No charge | Charged to private pumping stations only – in accordance with attached Schedule of Fees |

The charges nominated by IPART determination are applied in accordance with the New South Wales Liquid Trade Waste Regulation Guidelines and Central Coast Council Liquid Trade Waste Policy. The trade waste charges apply in addition to sewer services charges.

The application fee recovers the cost of administration and technical services provided by Council in processing applications for approval to discharge liquid trade waste to the sewerage system. The purpose of the annual trade waste fee is to recover the cost incurred by Council for administration and the scheduled inspections each year to ensure a liquid trade waste discharger's ongoing compliance with the conditions of their approval. Where non-compliance with the conditions of an approval has been detected and the discharger is required to address these issues, Council will undertake re-inspections for a fee to confirm that remedial action has been satisfactorily implemented.

Volume-based trade waste usage charge is imposed to recover the cost of transporting and treating liquid trade waste in Council's sewage treatment plant and disposing the solid and liquid components appropriately. Excess mass charges will apply per kilogram of substances discharged in excess of the deemed concentration (listed in the Liquid Trade Waste Policy) in domestic sewage. Where a discharge quality fails to comply with the approved concentration limits of substances specified in Council's approval conditions or the acceptance criterion listed in the Liquid Trade Waste Policy, non-compliant excess mass charges may also apply in accordance with the formulas contained in Central Coast Council Liquid Trade Waste Policy.

The estimated total yield in 2021-2022 from trade waste charges is \$2,833,000.

Interest on Overdue Rates and Charges

In accordance with s. 566 of the *Local Government Act 1993* and s. 356 of the *Water Management Act 2000* Council charges interest on all rates and charges which remain unpaid after they become due and payable. Interest will be calculated on a daily basis using the simple interest method.

Council will apply the lower of the maximum interest rates applicable to either overdue rates and charges levied under the *Local Government Act 1993* or overdue charges levied under the *Water Management Act 2000*.

The due dates for payment of rates and charges levied under the *Local Government Act 1993* are as follows:

- If payment is made in a single instalment, the instalment is payable by 31 August 2021
- If payment is made by quarterly instalments, the instalments are payable by 31 August 2021, 30 November 2021, 28 February 2022 and 31 May 2022

The due date for payment of water, sewerage and drainage services charges and usage charges, is a minimum of 30 days after issue date.

In accordance with s. 566(3) of the *Local Government Act 1993*, the Minister for Local Government has determined that the maximum rate of interest payable on overdue rates and charges levied under the *Local Government Act 1993* for the 2021-2022 rating year will be 6%.

The methodology used to calculate the interest rate is the Supreme Court methodology (the Reserve Bank cash rate plus 6%), rounded to the nearest half per cent. The current Reserve Bank cash rate of 0.10% has been effective since 4 Nov 2020.

In accordance with s. 356 of the *Water Management Act 2000*, the maximum rate of interest payable on overdue rates and charges levied under the *Water Management Act 2000* is the rate payable for the time being on an unpaid judgment of the Supreme Court.

- In respect of the period from 1 January to 30 June in any year – the rate that is 6% above the cash rate last published by the Reserve Bank of Australia before that period commenced
- In respect of the period from 1 July to 31 December in any year – the rate that is 6% above the cash rate last published by the Reserve Bank of Australia before that period commenced.

The current Reserve Bank cash rate of 0.10% has been effective since 4 Nov 2020 means that the maximum rate of interest payable on overdue rates and charges levied under the *Water Management Act 2000*, from 1 July 2021 will be 6.1%.



DEVELOPER CONTRIBUTIONS

How Developer Contributions are Levied

Development contributions (also known as local infrastructure contributions) are charged by Council when new development occurs. These contributions fund local infrastructure needed to support an increased number of residents in the area. This type of local infrastructure typically includes local roads, stormwater and drainage, shared pathways, parks, playspaces or other recreational areas, environmental land and community facilities.

Contributions may be in the form of cash payments, transfer or dedication of land (such as land for a new park), works in kind or the provision of public amenities or services not included in a contributions plan.

Developer contributions for water and sewerage services are levied under the *Water Management Act 2000* and in accordance with the methodology developed by the Independent Pricing and Regulatory Tribunal (IPART).

The various contributions are contained in Council's Development Servicing Plans which are available for inspection at Council's offices or via Council's website.

Other Developer Contributions are levied in accordance with s. 7.11 of the *Environmental Planning and Assessment Act 1979*. The various contribution rates are listed in the s. 7.11 plans available for inspection at Council's offices or via Council's website - <https://www.centralcoast.nsw.gov.au/plan-and-build/planning-controls-and-guidelines/development-contributions>.



WORKS ON PRIVATE LAND

Charges for Works on Private Land

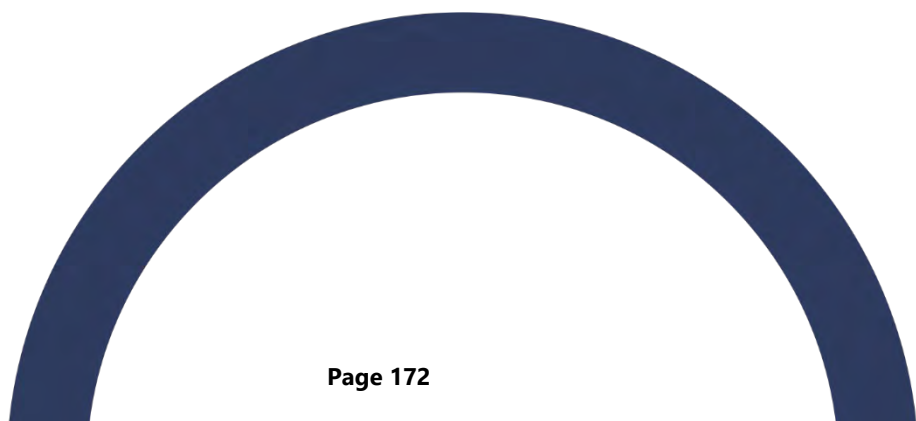
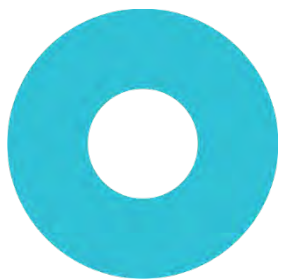
In accordance with s. 67(1) of the *Local Government Act 1993* Council may lawfully, by agreement with the owner or occupier of any private land, carry out any kind of work on that land.

The rates to be adopted by Council are set to recover the estimated cost to Council in providing the works on private land. The amounts to be charged for private works are set out in the attached Schedule of Fees in accordance with the type of works conducted by Council as indicated below:

- Septic and sewer connection inspections and applications
- Water service connections and applications
- Footpath reinstatement
- Construction – kerb, guttering and foot paving
- Vehicle crossings
- Concrete work – supervision, design, etc.
- Kerb and gutter – supervision, design, etc.
- Road reinstatement
- Road testing

For all other works a minimum charge for the use of Council labour, plant or materials on private land is charged equal to the actual cost (including overheads) plus 10%.

The Chief Executive Officer has the authority to set the fee for works to be undertaken by Council on private land, using Council labour, plant or materials, having regard to market forces in each instance, on condition that no such charge shall be less than the actual cost to Council (including overheads) plus 10%.



STATEMENT OF BORROWINGS

Proposed Borrowings for 2021-2022

It is Council policy to borrow to fund capital projects that have a life expectancy beyond the term for repayment of the loan in order to establish intergenerational equity if there is not sufficient working capital available. All loans are secured over the income of the Council.

In 2021-2022 Council does expect to require borrowings from external financial institutions for capital projects.

Council will continue to evaluate how it can utilise funds on hand, by way of internal loans, subject to restriction constraints as part of its annual review of funding requirements.



Operational Plan 2021-22

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