



# Central Coast Council **OPERATIONAL** **PLAN** 2020-21











# **ACKNOWLEDGEMENT OF COUNTRY**

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



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- N/A** 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



# Message from the Mayor



On behalf of Central Coast Council, it is pleasing to see an Operational Plan for the 2020-21 financial year adopted.

This is an Operational Plan that has had to respond to the unprecedented times we find ourselves in. The Plan also ensures Council continues to deliver essential services within its financial means without jeopardising the long-term goals of the Central Coast Community.

We have had to look at the 2020-21 Operational Plan with fresh eyes. The COVID-19 pandemic has had a huge impact on the way that we work, a huge impact on business, and Central Coast Council is no exception.

This Plan is a financially responsible budget that continues to meet the needs and aspirations of the Central Coast community in line with the Community Strategic Plan. The Community Strategic Plan is our promise to the community – a plan that has been developed in consultation with our community and is being delivered in collaboration with other state government agencies to ensure we maintain a great lifestyle here on the coast.

Whilst we have had to make income and expenditure adjustments which means that some capital works projects have been deferred and others have been prioritised for this financial year, hundreds of projects are still planned across the coast.

Our capital works program invests in open space and recreation improvement, protecting and enhancing the local environment, essential infrastructure for water and sewer and roads, and a continuing innovation program to improve delivery of services in the long term.

A vibrant and sustainable future for the Central Coast is our priority. We are ensuring the Central Coast remains a great liveable region now and into the future with our investment in community resilience programs and finalising some big strategic plans about environmental management.

I acknowledge this has been a tough time for many residents and local businesses, Council is here to support and do what we can through these challenging times. This Plan allows for us to get on with the job.

**Lisa Matthews**  
**Mayor**



# Message from the Chief Executive Officer



Our Operational Plan and Budget for 2020-21 puts residents and the local economy first as we deliver essential services, plan for recovery, support community resilience and look towards the future.

Like businesses everywhere, we have been challenged by the Coronavirus and continue to adapt as we need to keep our community and ourselves safe. More than ever, our operating environment is dynamic and constantly changing as we respond to the evolving economic and public health situation.

Our Plan still invests in our Central Coast community and our priorities are getting the economy moving through creating local supplier opportunities by investing in essential infrastructure; finalising some big strategic plans about climate action planning and environmental management and backing local business through investing in tourism marketing, economic development and energy saving initiatives.

We also continue investing in open space for our community to enjoy a healthy lifestyle and ensuring there is access to high quality childcare, libraries, arts and recreation facilities.

We will continue to find opportunities for savings and actively seek additional revenue opportunities through grant funding and other means and respond with adjustments over the financial year. We will make sound financial decisions about where we should focus our spending aside from our delivery of essential services, such as what we can do to provide economic stimulus for our region.

Our job still remains the same – to deliver essential services to our community and work within our financial means to do this.

**Gary Murphy**  
**Chief Executive Officer**

## Our vision:

“A vibrant and sustainable  
Central Coast”

# Responding to COVID-19

The COVID-19 pandemic is one that presents numerous challenges for Council and community. It has impacted so many aspects of our lives with not just the direct physical impacts, but also the direct and indirect mental, social and economic impacts.

It is an impact that has also meant certain changes that were implemented to address our changing environment have become the new 'norm', with video meeting platforms widely accepted across business and personal interactions, hand sanitiser available anywhere, online shopping or an online presence available in sectors or businesses not previously accessible, and the ability to work from anywhere anytime.

It is clear that COVID-19 will continue to impact Council and community for an unknown period of time and has meant adapting to a rapidly and continuously changing environment with decisions or solutions made today different to those required tomorrow.

The draft Operational Plan 2020-21 was developed prior to the realisation of COVID-19. During exhibition and the proceeding months further work has been done to understand the impacts on Council's budget and operations. The information presented in this final Operational Plan 2020-21 is based on this work and will differ to what was presented in the draft Operational Plan 2020-21. These changes are necessary and aim to ensure Council is fiscally responsible and 'living within its means'. These changes include postponement of operational actions and capital projects to future years, amendments to operational indicators and new operational actions or capital projects added.

It is important to recognise that whilst the Operational Plan 2020-21 is based on scenario modelling, these are unprecedented times and as realisations occur Council will adjust the budget through the usual quarterly reporting process or as necessary.

## Summary of Financial Changes

During the 2020-21 financial year it is proposed that Council will receive operational revenue of \$551.0 million and spend \$564.4 million on essential services. This results in an operating deficit before capital grants and contributions of \$13.4 million. The below table provides a summary of changes since exhibition.

Key Financial Information	2020-21 Exhibited Budget	2020-21 Proposed Budget	2019-20 Q3 Annual Budget
<b>Financial Performance</b>			
Operating Income	551.6	551.0	531.0
Operating Expenditure	584.1	564.4	572.6
<b>Net Operating Result (excluding Capital Grants and Contributions)</b>	(32.5)	(13.4)	(41.6)
Capital Grants and Contributions	45.9	39.3	41.6
<b>Net Operating Result (including Capital Grant and Contributions)</b>	13.4	25.9	0.1
<b>Capital Works Program</b>	248.3	225.0	236.2

Further information on the financial changes is included in each of the financial sections.



## Summary of Action and Indicator Changes

During exhibition 115 actions and indicators were listed in the draft Operational Plan 2020-21. A breakdown of the changes that have been made to these are as follows:

- 28 actions / indicators have been revised to incorporate the impacts of COVID-19
- 5 actions / indicators have been removed due to the impacts of COVID-19
- 4 actions / indicators have been removed as they are no longer necessary to be reported on, have already been delivered or incorporated into another action / indicator
- 2 new actions / indicators have been included following further consideration by staff

The impacts from COVID-19 include:

- Inability to deliver events
- Public health orders in place for community and visitor facilities
- Tourism challenges with people avoiding unnecessary travel / temporary border closures / no international visitors
- Challenges due to restrictions around face-to-face engagement
- Attention diverted to emerging priorities due to COVID-19
- Changes to legislative activities
- Financial impacts (Federal and State Government funding increases / decreases, changes to tender and contract processes in accordance with public health orders, procuring essential inventory items or equipment, etc)

## Support for Residents and Businesses

Council recognises the significant stress and the toll this taking on the community, with many residents and businesses experiencing financial pressures. To support the community Council has set up a number of resources to help.

For residents experiencing hardship, specifically loss of regular income, Council is providing interest waivers on outstanding accounts until 31 August 2020, including hardship payment arrangements that allow all ratepayers to organise a payment plan over a longer period. These initiatives are offered to assist in relieving the financial pressure as a result of the current situation. If you are having trouble paying your rates or water account on time, Council can provide hardship assistance and a personalised payment plan to help you get back on track. For more information visit [www.centralcoast.nsw.gov.au/residents/property/pay-rates-and-water-bills/rebates-and-hardship-assistance#hardship](http://www.centralcoast.nsw.gov.au/residents/property/pay-rates-and-water-bills/rebates-and-hardship-assistance#hardship) or call Council on 1300 463 954.

For businesses, support includes:

- A dedicated priority customer service channel for businesses seeking information from Council, including online resources
- Access to Council's one-stop Grant Finder hub to source potential financial injections
- A commitment by Council to procuring goods and services from local businesses whenever possible and to promoting its upcoming works program to local suppliers
- Online platforms which help local shoppers and businesses connect with other local businesses
- Non enforcement of delivery times specified in development approvals.

For more details, visit [www.centralcoast.nsw.gov.au/business-support](http://www.centralcoast.nsw.gov.au/business-support)





**FOCUS AREA:** By 2025, Bringing Jobs Home – Reducing The Number of Sydney Commuters by 20,000

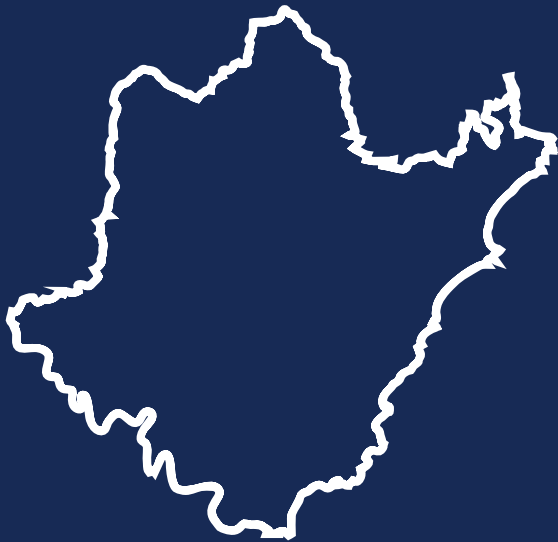


# Our Local Government Area





# Central Coast Fast Facts



Area: 1,680km<sup>2</sup>



Population 342,047



Roads: 2,176km



Water and sewer mains:  
2,248km



Value of assets:  
\$10.2 Billion



State Forests and National Parks:  
10



Patrolled beaches:  
15



Average Temperature:  
23.2c



Average Rainfall:  
1,105mm



Shared pathways:

737km



Council libraries:

11



Sporting facilities:

76



Skate parks:

26



BMX tracks:

4



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%



Families:

41%



Persons with a disability:

6.4%



Senior Citizens:

20%



# The Mayor and Councillors

The Central Coast is represented by fifteen Councillors across the five wards of Budgewoi, Gosford East, Gosford West, The Entrance and Wyong.

As the community's representatives the role of a Councillor is to:

- Be an active and contributing member of the governing body
- Make considered and well informed decisions as a member of the governing body
- Participate in the development of the Integrated Planning and Reporting framework
- Represent the collective interests of residents, ratepayers and the local community
- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

The development of this Delivery Program and Operational Plan is an example of the Councillors role at work, with their priorities for the next year identified and presented. These priorities have been developed in consideration of the community's aspirations and objectives outlined in One – Central Coast.

## Budgewoi Ward



**Councillor Greg Best**  
Independent



**Councillor Jillian Hogan**  
Labor



**Councillor Doug Vincent**  
Labor

## Gosford West Ward



**Councillor Chris Holstein**  
Independent



**Councillor Troy Marquart**  
Liberal



**Councillor Richard Mehrstens**  
Labor

## Gosford East Ward



**Councillor Rebecca Gale**  
Liberal



**Deputy Mayor Jane Smith**  
Independent



**Councillor Jeff Sundstrom**  
Labor



## The Entrance Ward



**Mayor Lisa Matthews**  
Labor



**Councillor Bruce McLachlan**  
Independent



**Councillor Jilly Pilon**  
Liberal



## Wyong Ward



**Councillor Chris Burke**  
Liberal



**Councillor Louise Greenaway**  
Independent



**Councillor Kyle MacGregor**  
Labor



# Our Organisation

## Our Values



SERVE



IMPROVE



COLLABORATE



BE YOUR BEST



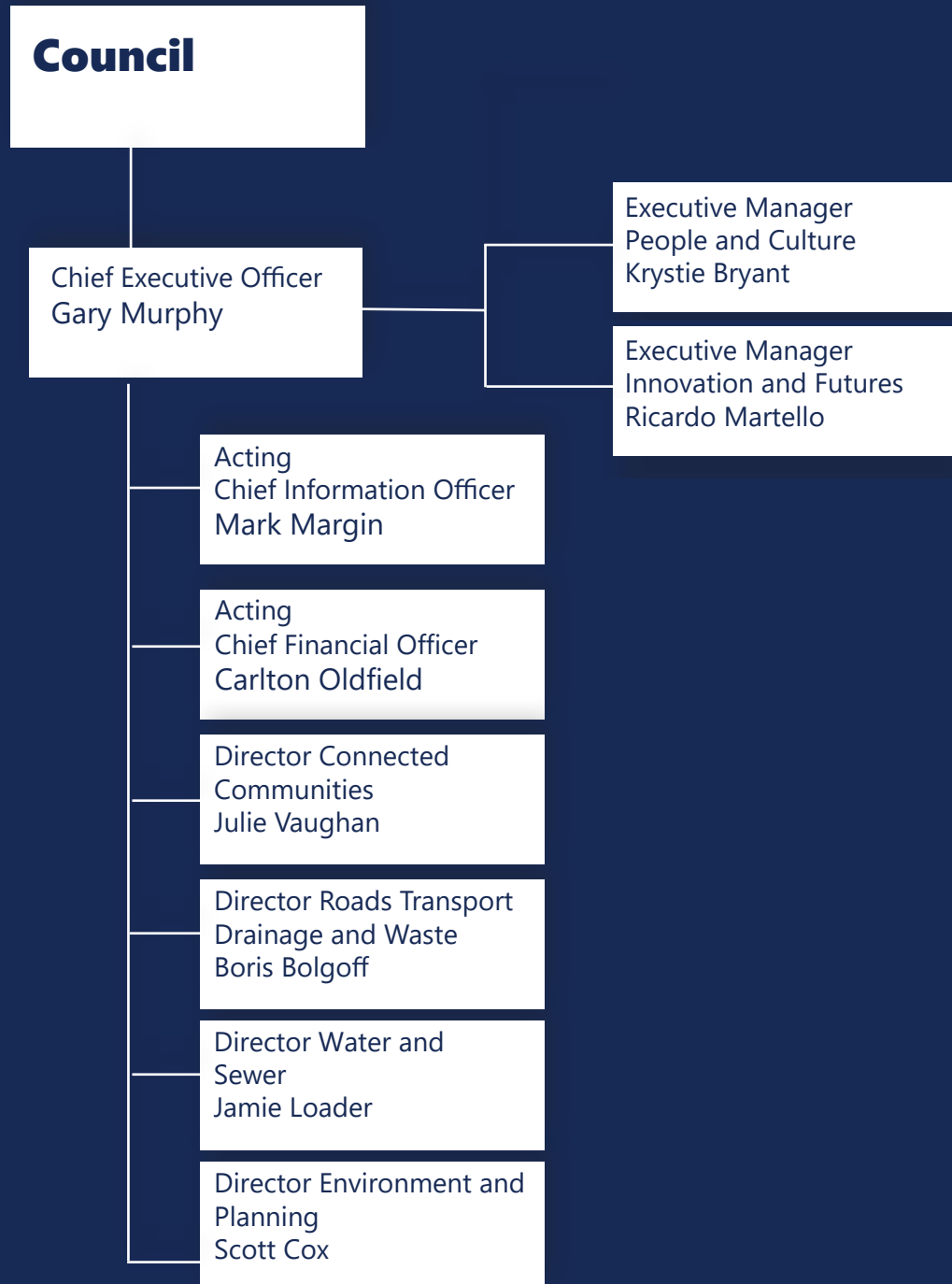
BE POSITIVE



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

.....



# Community Strategic Plan Framework

## 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

## 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



# 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

# 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

# Community Strategic Plan Framework

## 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



**FOCUS AREA:** By 2030, we will have a smart, integrated multi-modal public transport system across the Central Coast comprising on-demand buses, trackless trams, ferries and faster rail.

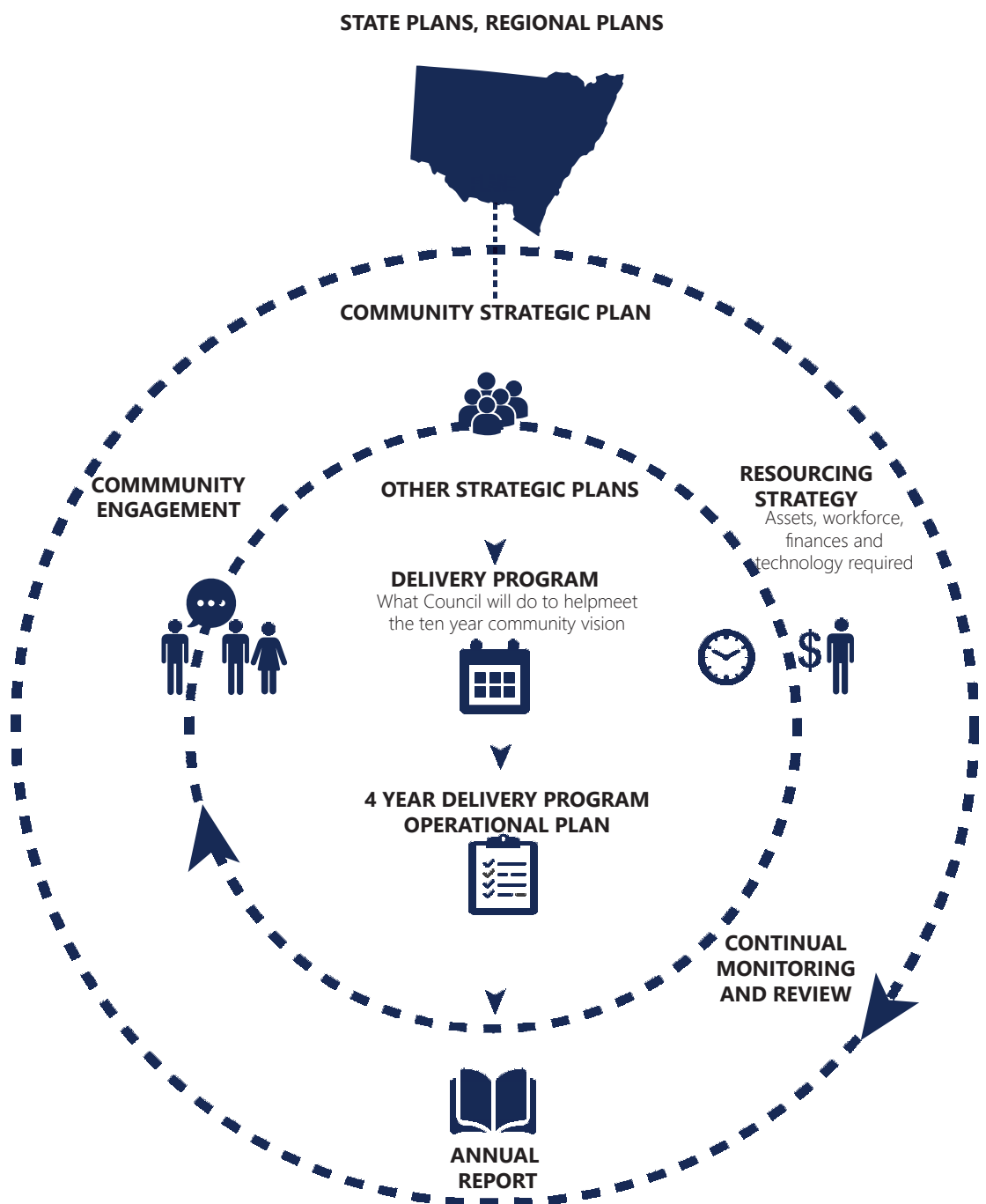


# About this Plan

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 Central Coast Council Operational Plan 2020-21 is the third and final year of the Delivery Program (2018-19 – 2020-21) and details those actions that Council will take (through projects, plans and actions) to deliver the priorities developed by the Councillors.

It is aligned to the Objectives of the Community Strategic Plan, One –Central Coast.



# 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 Capital Works Program is also included within the Financial Information section and links to the CSP Framework.

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.



## Our Focus to achieve the vision for the future

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

Belonging  
Smart  
Green  
Responsible  
Liveable



## Delivery Program

Details the outcome to be achieved in delivering the CSP



## What we will deliver for the period 2020-21

Operational Plan action and indicators details the specific action to be undertaken to achieve the Delivery Program



## Who is Responsible

The Responsible Unit for delivering this item in accordance with Council's organisational structure.





# Belonging



OUR COMMUNITY  
SPIRIT IS  
OUR STRENGTH



CREATIVITY  
CONNECTION AND  
LOCAL IDENTITY



## Our community spirit is our strength

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Increased opportunities for community capacity building projects, strengthening community organisations and infrastructure / amenity improvements</b>	A.01.2020-21	Manage Central Coast Council Community Grants program	30/06/21	Community Partnerships
<b>Improve Council's commitment and approach to designing inclusive and liveable communities</b>	A.02.2020-21	Develop a new Disability Inclusion Action Plan	30/06/21	Community Partnerships
	A.03.2020-21	DIAP LC.024: Identify opportunities to promote existing information portals/apps such as WheelEasy, finder website	30/06/21	Community Partnerships
<b>Increase positive community attitudes and behaviours towards people with disability</b>	A.04.2020-21	DIAP AB.002: Develop and implement 2 disability awareness and education activities for CCC staff	30/06/21	Community Partnerships
	A.05.2020-21	DIAP AB.003: 6 items on disability access and inclusion included in various Council internal communication mediums	30/06/21	Community Partnerships
	A.06.2020-21	DIAP SP.005: Ensure Central Coast Council Website has a dedicated area that contains accurate and relevant information for people with a disability - encompassing residents, tourists and businesses	30/06/21	Community Partnerships
	A.07.2020-21	DIAP SP.011: Promote the role and function of the Disability Inclusion Officer within Central Coast Council and the broader community - with information available through various mediums (e.g. website, interagency, media, written information etc)	30/06/21	Community Partnerships
	A.08.2020-21	DIAP AB.010: Develop and implement a disability awareness and education campaign for the broader Central Coast community in partnership with relevant external organisations	30/06/21	Community Partnerships
<b>Develop, support and promote initiatives to address domestic violence</b>	A.09.2020-21	Develop and deliver 3 projects with internal and external stakeholders designed to reduce the local impact of domestic and family violence.	30/06/21	Community Partnerships
<b>Improve safety and amenity of the region</b>	A.10.2020-21	Implement actions from the Graffiti Management Strategy	30/06/21	Community Partnerships
<b>Provide beach lifeguard services to patrolled beaches from September to April each year.</b>	A.11.2020-21	Council to safely patrol 15 beach locations and beach safety, education and messaging programs provided (in partnership with Surf Life Saving Central Coast)	15 locations	Leisure and Lifestyle





**FOCUS AREA:** By 2025, we will have partnered with affordable housing providers to deliver demonstration properties across the Central Coast.



## Creativity, connection and local identity

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Assist external event organisers to deliver events built on a sustainable financial model that provide either economic or social return for the Central Coast.</b>	B.01.2020-21	Support 15 Central Coast community events	15 events	Community Partnerships
<b>Increase tourism and economic development opportunities</b>	B.02.2020-21	Deliver 15 Central Coast Council Major Events to 170,000 participants	15 events to 170,000 participants	Community Partnerships
<b>Providing an outstanding quality and cultural experience at Gosford Regional Art Gallery through programs and exhibitions</b>	B.03.2020-21	Number of visitors attending the Gosford Regional Art Gallery	85,000 visitors	Leisure and Lifestyle
<b>Laycock Street Community Theatre hold a large range of cultural productions meeting the varied demographics and interests of the community</b>	B.04.2020-21	Number of performances and events at Laycock Street Community Theatre that have been provided for the community	120 performances	Leisure and Lifestyle
<b>Increase tourism and economic development opportunities</b>	B.05.2020-21	Develop an events strategy for Central Coast Stadium (pending approval of the Stadium Strategy)	30/06/21	Business Enterprise
<b>Provide a premier venue for sports and entertainment on the Central Coast community</b>	B.06.2020-21	Average attendance at events at the Central Coast Stadium	5,500 visitors	Business Enterprise
<b>Provide a premier venue for sports and entertainment on the Central Coast community</b>	B.07.2020-21	Number of events held at the Central Coast Stadium	30 events	Business Enterprise





**Smart**



**A GROWING  
AND COMPETITIVE  
REGION**



**A PLACE OF  
OPPORTUNITY  
FOR PEOPLE**

## A growing and competitive region

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Promote and grow tourism through the implementation of the Central Coast Destination Management Plan</b>	C.01.2020-21	Tourism Opportunity Plan: Launch and year 1 execution of "1000 Little Things We Could Do" campaign	30/06/21	Community Engagement
	C.02.2020-21	Destination Brand Strategy: Launch and year 1 execution of Destination Marketing campaign and Industry services	30/06/21	Community Engagement
<b>Increase tourism and economic development opportunities</b>	C.03.2020-21	DIAP LC.026: In partnership with relevant organisations / entities (e.g. Central Coast Tourism) explore accessible tourism opportunities through infrastructure improvements, marketing and promotion to develop the Central Coast as a highly attractive tourist destination for people with disabilities, friends and families	30/06/21	Community Partnerships
<b>Planning controls that enable the development of active and liveable Town Centres</b>	C.04.2020-21	Prepare Wyong Town Centre Structure Plan	31/12/20	Strategic Planning
<b>Provide a clear approach to the planning and development of key growth regions</b>	C.05.2020-21	Finalise Lake Munmorah Structure Plan	30/06/21	Strategic Planning
	C.06.2020-21	Prepare a draft Structure Plan for the Greater Warnervale Area	30/06/21	Strategic Planning
	C.07.2020-21	Prepare the Woy Woy Structure Plan	30/06/21	Strategic Planning
	C.08.2020-21	Commence development of character statements	30/06/21	Strategic Planning
	C.09.2020-21	Finalise the Ourimbah Land Use Strategy and Masterplan	30/12/20	Strategic Planning
<b>Integrated approach to the funding of infrastructure to meet the needs of the Central Coast population</b>	C.10.2020-21	Prepare a new 7.11 Contribution Plans for the Central Coast region	31/12/21	Strategic Planning
<b>Implementation of the Somersby to Erina Corridor Strategy</b>	C.11.2020-21	Prepare East Gosford Structure Plan	30/06/21	Strategic Planning
<b>Support revitalisation of the southern growth corridor</b>	C.12.2020-21	Prepare Erina Structure Plan	30/06/21	Strategic Planning
	C.13.2020-21	Commence development of a West Gosford Structure Plan	30/06/21	Strategic Planning
<b>Grow tourism and profitability of the Holiday Parks</b>	C.14.2020-21	Develop a Holiday Parks business strategy and masterplans	30/06/21	Business Enterprise
<b>To attract visitors to holiday on the Central Coast</b>	C.15.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Budgewoi Holiday Park	19,500 nights	Business Enterprise

## A growing and competitive region

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
	C.16.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Canton Beach Holiday Park	15,000 nights	Business Enterprise
	C.17.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Norah Head Holiday Park	19,500 nights	Business Enterprise
	C.18.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Toowoomba Bay Holiday Park	31,500 nights	Business Enterprise
	C.19.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Patonga Camp Ground Holiday Park	15,000 nights	Business Enterprise



## A place of opportunity for people

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Increase the sustainability of enterprises on the Central Coast</b>	D.01.2020-21	Deliver 3 programs, activities and events to 15,000 people within the Principle Town Centres and the Gosford Smart Work Hub to support the development of Central Coast social entrepreneurs and enterprises	30/06/21	Community Partnerships



## Green



ENVIRONMENTAL  
RESOURCES  
FOR THE FUTURE



CHERISHED AND  
PROTECTED  
NATURAL BEAUTY

## Environmental resources for the future

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Increased waste avoidance and diversion of domestic waste from landfill</b>	E.01.2020-21	Implementation of actions from the Central Coast Waste Strategy, focused on waste avoidance and resource recovery strategies	30/06/30	Waste Services and Business Development
<b>Expand the diversion of domestic waste from landfill through increased resource recovery resulting in environmentally responsible waste collection services</b>	E.02.2020-21	Percentage of household waste diverted from landfill	>40% diversion	Waste Services and Business Development
<b>Environmental education programs to increase knowledge of (issues impacting) coastal areas, lakes, catchment area and conservation</b>	E.03.2020-21	Number of Environmental Education programs (estuary, resilience, sustainability, general environmental education) delivered	10 programs	Libraries, Learning and Education
<b>Community Education programs focused on increasing community awareness and instilling behaviour change around sustainable living including, waste avoidance and reduction and re-use/ recycle concepts</b>	E.04.2020-21	Number of new community education programs specifically targeting litter, up-cycling and green living delivered	4 programs	Libraries, Learning and Education
<b>Education Programs focused on increasing community awareness and instilling behaviour change around sustainable living including, waste avoidance and reduction and re-use/ recycle concepts</b>	E.05.2020-21	Number of attendees at environmental education programmed activity	3,125 attendees	Libraries, Learning and Education
<b>Regular operation wrack and algae collection (and other equipment under contract) in near-shore zones of Tuggerah Lakes</b>	E.06.2020-21	8,000m3 of floating wrack and macro algae removed from the Tuggerah Lakes Estuary annually	100% collection	Environmental Management
<b>Identify future opportunities to increase participation in Landcare</b>	E.07.2020-21	Commence implementation of actions from the adopted Landcare Program	30/06/21	Environmental Management
<b>Climate Change Adaptation</b>	E.08.2020-21	Develop the Climate Change Action Plan	30/06/21	Strategic Planning
<b>Reducing Council's energy cost, improve energy productivity and reduce Council's greenhouse gas emissions</b>	E.09.2020-21	Installation of solar power systems on Council assets	30/06/21	Energy Management



## Environmental resources for the future

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Reducing energy cost, improve energy productivity and reduce Council's greenhouse gas emissions</b>	E.10.2020-21	Percentage of greenhouse gas emissions	65% reduction by 31/12/22	Energy Management
	E.11.2020-21	Develop a set of guidelines to ensure the design and operation of Council assets is energy efficient	30/06/21	Energy Management

## Cherished and protected natural beauty

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>To identify high priority conservation value lands within the CCC LGA to: a) preserve and enhance local and regional biodiversity b) invest in generating biodiversity credits on Council land that: i. serve as a valuable financial commodity for Council ii. enable progression of priority Council projects under the Biodiversity Offset Scheme c) expand and strengthen the COSS network</b>	F.01.2020-21	Commence implementation of actions from adopted Biodiversity Strategy	30/06/21	Environmental Management
<b>Review existing Coastal Zone and Estuary Management Plans as required by new Coastal Management Act</b>	F.02.2020-21	Complete scoping studies and commence development of new Coastal Management Programs (as required by new Coastal Management Act)	30/06/21	Environmental Management
<b>Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability</b>	F.03.2020-21	Adopt and commence implementation of the Sustainability Strategy	30/06/21	Strategic Planning
<b>Mitigate the impacts of climate change on the regions, coastal ecosystems, infrastructure, health, agriculture, and biodiversity</b>	F.04.2020-21	Adopt and commence the implementation of the Greener Places Strategy	30/06/21	Strategic Planning





# Responsible



GOOD GOVERNANCE  
AND GREAT  
PARTNERSHIPS



DELIVERING  
ESSENTIAL  
INFRASTRUCTURE



BALANCED AND  
SUSTAINABLE  
DEVELOPMENT



## Good governance and great partnerships

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the Central Coast region</b>	G.01.2020-21	Percentage of waste bins collected on the scheduled date	>99% collected	Waste Services and Business Development
<b>Develop a coordinated approach towards implementation and ongoing management of security measures across Council's facilities / assets</b>	G.02.2020-21	Implement Year 1 recommendations from the CCTV strategy	30/06/21	Leasing and Asset Management
<b>Maintain good governance practice for Council's leasing and licensing portfolio.</b>	G.03.2020-21	Percentage of all leases and licences commencing due diligence process within a week of the original request	100% completed	Leasing and Asset Management
<b>Build Council and community capacity to manage disaster</b>	G.04.2020-21	Adopt and Implement of the Disaster Resilience Strategy	30/12/21	Strategic Planning
<b>Provide beautiful well-tended places of rest available for the community and families</b>	G.05.2020-21	Number of ash interments in Council's Cemeteries	109 ash interments	Business Enterprise
	G.06.2020-21	Number of burials in Council's Cemeteries	260 burials	Business Enterprise
<b>An Enterprise Risk Management Framework for Central Coast Council that is consistent with ISO 31000 - 2009 Risk management – principles and Office of Local Government guidelines</b>	G.07.2020-21	Maintain and improve the Enterprise Risk Management framework	30/06/21	Governance and Business Services
<b>Community confidence that Central Coast Council is managed in the community's best interests</b>	G.08.2020-21	Provide a professional development program for the Mayor and Councillors as required by the Local Government Act	30/06/21	Governance and Business Services
<b>An Environmental Management System for Central Coast Council that is consistent with AS/NZ ISO 14001:2016</b>	G.09.2020-21	Maintain and improve the environmental management system	30/06/21	Governance and Business Services
<b>Ensure compliance with the statutory requirement and promote transparency and accountability</b>	G.10.2020-21	Number of non-compliances with legislative compliance requirements	0 non-compliances	Governance and Business Services
<b>Ensure compliance with the statutory requirement and promote transparency and accountability</b>	G.11.2020-21	Number of Environment Protection License non-compliances	Reduction in Number	Environment and Certification
<b>Support Councillors in effective decision making and</b>	G.12.2020-21	Percentage of Council resolutions actioned within agreed timeframes	90%	Governance and Business Services

## Good governance and great partnerships

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>promote transparency and accountability</b>	G.13.2020-21	Percentage of Council matters considered in confidential session	<5% considered	Governance and Business Services
<b>Meet legislative and business requirements</b>	G.14.2020-21	Complete Council's Integrated Planning and Reporting requirements including; quarterly reporting against the Operational Plan 2020-21, development of the Operational Plan 2021-22, development of the Annual Report 2019-20	30/06/21	Performance and Innovation



## Delivering essential infrastructure

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Expansion and upgrade of the drainage network across the Central Coast to reduce flooding, improve stormwater management, and maintain accessibility around the Central Coast</b>	H.01.2020-21	Kilometres of drainage infrastructure constructed each year (subject to historic funding levels)	4.5 kilometres	Roads Asset Planning and Design
<b>Region wide improvement to road pavement condition to ensure long term sustainability of the road network and to support economic growth</b>	H.02.2020-21	Kilometres of road pavement to be renewed each year	30 kilometres	Roads Asset Planning and Design
	H.03.2020-21	Kilometres of road resurfacing to be renewed each year	90 kilometres	Roads Asset Planning and Design
<b>Region wide improvements to bus stop infrastructure to improve access to public transport and ensure legislative compliance</b>	H.04.2020-21	Number of bus stops upgraded to meet Disability Discrimination Act (DDA) compliance each year	45 bus stops	Roads Asset Planning and Design
<b>Region wide improvements to kerb and gutter infrastructure to improve access to public transport and ensure legislative compliance</b>	H.05.2020-21	Kilometres of kerb and gutter constructed each year	8 kilometres	Roads Asset Planning and Design
<b>Capital expenditure projects are completed as planned</b>	H.06.2020-21	Percentage of Roads Transport Drainage and Waste capital expenditure projects completed within scope and budget annually	90% completed	Roads Business Development and Technical Services
<b>Structural remediation plan</b>	H.07.2020-21	Undertake structural remediation plans for Gosford City Carpark	30/06/21	Business Enterprise
	H.08.2020-21	Undertake Structural remediation plans for Terrigal Wilson Carpark	30/06/21	Business Enterprise
<b>Increased utilisation of parking station</b>	H.09.2020-21	Implement pricing strategy for Gosford City Carpark	30/06/21	Business Enterprise
<b>Better visibility of parking availability in Gosford</b>	H.10.2020-21	Integrate the available spaces at Gosford City Carpark into the ParkSpot App	30/06/21	Business Enterprise
<b>Better visibility of parking availability in Terrigal</b>	H.11.2020-21	Integrate the available spaces at Terrigal, Wilson Road Carpark into the ParkSpot App	30/06/21	Business Enterprise
<b>Optimise the usage of the Baker Street Car Park for visitors to the Gosford City Centre</b>	H.12.2020-21	Average Occupancy rates for business hours - Monday to Friday	60% occupancy	Business Enterprise

## Delivering essential infrastructure

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
Create car park options and solutions for the Central Coast	H.13.2020-21	Continue implementation of Central Coast Carpark Study	30/06/21	Economic Development and Project Delivery

## Balanced and sustainable development

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Complete Flood Studies and Floodplain Risk Management Plans in consultation with the community</b>	I.01.2020-21	Complete and revise the following flood studies and floodplain risk management plans (in accordance with priorities and approved budget allocations): Lake Macquarie Overland Flood Study, Wallarah Creek floodplain risk management study and plan, Ourimbah Creek floodplain risk management study and plan, Wyong River floodplain risk management study and plan, Coastal Lagoons Flood Study Review, Killarney Vale / Long Jetty floodplain risk management study and plan, Brisbane Water Catchment Overland Flood Studies	30/06/21	Environmental Management
<b>Comprehensive Local Environment Plan</b>	I.02.2020-21	Prepare a draft Central Coast Housing Strategy	30/06/21	Strategic Planning
	I.03.2020-21	Prepare a Central Coast Employment Land Audit and Strategy	30/06/21	Strategic Planning
	I.04.2020-21	Develop a Heritage Strategy by December 2020	30/06/21	Strategic Planning
	I.05.2020-21	Develop a Heritage Action Plan by December 2020	30/06/21	Strategic Planning
	I.06.2020-21	Commence Heritage Review including new heritage nominations for the Comprehensive Local Environmental Plan	31/12/21	Strategic Planning
<b>Improved social and economic opportunities in the rural areas of the central coast</b>	I.07.2020-21	Prepare and deliver a draft Rural Lands Audit and Strategy to Council for the Central Coast Region	30/06/21	Strategic Planning
<b>Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability</b>	I.08.2020-21	Commence development of a Landscape Design Guideline	30/06/21	Strategic Planning





# Liveable



RELIABLE PUBLIC  
TRANSPORT AND  
CONNECTIONS



OUT AND  
ABOUT IN  
THE FRESH AIR



HEALTHY LIFESTYLES  
FOR A GROWING  
COMMUNITY



## Out and about in the fresh air

Delivery Program	Reference	Operational Plan Action / Indicator	Target	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	K.01.2020-21	Kilometres of shared path and footpath constructed each year	5 kilometres	Roads Asset Planning and Design

## Healthy lifestyles for a growing community

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Improve Council's commitment and approach to designing inclusive and liveable communities</b>	L.01.2020-21	DIAP LC.006: Promote CCC community funding programs to assist local organisations to access funding to increase opportunities for inclusion and infrastructure enhancements	30/06/21	Community Partnerships
<b>To increase transparency on Council's decision making for leasing and licensing of facilities, contributions to community groups through subsidised rent and building outgoings</b>	L.02.2020-21	Implement Year 1 recommendations from the Community Facilities Review, including the Facilities Leasing and Licencing Policy	30/06/21	Leasing and Asset Management
<b>To increase utilisation of community facilities by providing quality assets at affordable rates</b>	L.03.2020-21	Percentage of assets inspected post booking and bond refunds are processed by bookings staff within one week post event date	95% inspected	Leasing and Asset Management
	L.04.2020-21	Percentage of actions implemented from the Marketing Plan (Year 1) to improve the utilisation of community halls	95% implemented	Leasing and Asset Management
	L.05.2020-21	Number of annual bookings for community halls managed and administered	7,500 bookings	Leasing and Asset Management
<b>Efficient delivery of community facilities that meets the community needs</b>	L.06.2020-21	Number of visitors attending the Gosford Olympic Pool	62,000 visitors	Leisure and Lifestyle
	L.07.2020-21	Number of visitors attending the Wyong Olympic Pool	20,000 visitors	Leisure and Lifestyle
	L.08.2020-21	Number of visitors attending the Toukley Aquatic Centre	42,000 visitors	Leisure and Lifestyle
	L.09.2020-21	Number of visitors attending the Peninsula Leisure Centre	165,000 visitors	Leisure and Lifestyle
	L.10.2020-21	Number of visitors attending the Lake Haven Recreation Centre	42,000 visitors	Leisure and Lifestyle
	L.11.2020-21	Number of visitors attending the Niagara Park Stadium	45,000 visitors	Leisure and Lifestyle
<b>Road Safety programs increase road safety awareness and planned behaviour change</b>	L.12.2020-21	Number of Road Safety Education Programs relating to road safety awareness delivered	8 programs	Libraries, Learning and Education
<b>Programs focused on increasing Community Safety, improving awareness and instilling behaviour change for responsible citizenship</b>	L.13.2020-21	Number of Community Safety Education programs delivered in topics such as responsible pet ownership, parking, personal and family safety, household safety, compliance	5 programs	Libraries, Learning and Education
<b>Provision of 8 education and care services for children aged 6 weeks to 6 years</b>	L.14.2020-21	Number of families receiving education and care services	540 families	Libraries, Learning and Education



## Healthy lifestyles for a growing community

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
	L.15.2020-21	Number of vulnerable children who receive inclusive opportunities to maximise their learning, development and wellbeing	60 children	Libraries, Learning and Education
<b>Education Programs focused on increasing Community Safety, improving awareness and instilling behaviour change for responsible citizenship</b>	L.16.2020-21	Number of attendees at community safety education program activities	1,000 attendees	Libraries, Learning and Education
<b>Road Safety programs increase road safety awareness and planned behaviour change</b>	L.17.2020-21	Number of attendees at road safety education program activities	500 attendees	Libraries, Learning and Education
<b>Increased learning opportunities across all life stages through partnerships and provision of information</b>	L.18.2020-21	Number of children aged 3-5 years receiving preschool program that attract start strong funding	405 children	Libraries, Learning and Education
<b>Provide a premier venue for sports and entertainment on the Central Coast community</b>	L.19.2020-21	Percentage of surveyed respondents that are either satisfied or very satisfied with the Central Coast Stadium overall in Customer Surveys.	67% satisfied	Business Enterprise





# Financial Information







# Financial Overview 2020-21

## Financial Summary

During the 2020-21 financial year it is proposed that Council will receive operational revenue of \$551.0 million and spend \$564.4 million on essential services. This results in an operating deficit before capital grants and contributions of \$13.4 million.

### Financial Impact of COVID-19

The COVID-19 pandemic is an unprecedented event and Council's priority is the health of staff and the community and continuing to deliver essential services. During the last quarter of 2019-20 COVID-19 restrictions resulted in the closure or reduction of some Council services to the public. Some services did return in late May to June 2020 with social distancing restrictions. Based on the social distancing restrictions (as at June 2020) it was forecasted that Council's revenue from impacted services would reduce by \$8.5 million for the 2020-21 financial year (user fees and charges and other revenue). This forecast is based on assumptions of when services are able to open, and in some circumstances when programs or events are available. Even once facilities are re-opened and events are available to the public, with social distancing restrictions in place, the utilisation of Council services is largely unknown. As it is difficult to predict when there will be a vaccine for COVID-19, it is very difficult to accurately forecast the full financial impact as COVID-19 will continue to impact how we go about our daily activities.

The NSW Premier is making changes to restrictions for COVID-19 in response to the number of cases and advice from Public Health. This will impact on the services which Council is able to provide to the community which impacts the cost of providing services and any potential income from the services.

As further information becomes available Council will report changes in its forecasts via the Quarterly Budget Review process. Also, further grant funding may become available to support some of the services that Council provides.

Rates and annual charges income, whilst billed to ratepayers and customers during the financial year, Council is forecasting a reduction in payments received due to the impact of COVID-19 on businesses and families. During the last quarter of 2019-20 financial year payments received for rates and annual charges have decreased compared to prior years. It is anticipated that this trend will continue during 2020-21 financial year with uncertainty around the application and continuation of Jobkeeper assistance and the Jobseeker coronavirus supplement (the Australian Government announced an extension of the JobKeeper payment by a further six months to March 2021. The support will be targeted to businesses and not-for-profits that continue to be significantly impacted by COVID-19. The payment rate will be reduced and a lower payment rate will be introduced for those who work fewer hours. The Jobseeker coronavirus supplement has been extended for 3 months to December 2020 at a reduced payment rate), and current unemployment and underemployment rates. Whilst banks have extended deferrals of home loan repayments from September 2020 to January 2021 it will only be provided for those still experiencing financial hardship with a focus on getting people back to making repayments.

With the forecasted reduction in cash receipts from rates and annual charges Council has reviewed its capital works program and operational expenditure.

Council's operating deficit before capital grants and contributions has reduced by \$19.1 million to \$13.4 million. The reduction in the operating deficit is due to increases in other sources of revenue such as bio-certification scheme income, operating grant from NSW Government to cover the increase in Emergency Services Levy for 2020-21 and proposed increases in some fees and charges (which will be placed on public exhibition), reductions in employee costs (award increase was 1% less than forecasted, reduction in overtime, considered approach to prioritising recruitment of vacancies and reduction of excess leave), deferral of election costs to 2021-22 financial year (elections will now be held in September 2021) and deferral of some operational projects to future years.

The capital works program has reduced by \$23.3 million to \$225.0 million. Changes to the capital works program have been made to focus on the delivery of capital works which is funded by grant funding, developer contributions or other restricted funds. To achieve this new projects have been identified and are now included in the 2020-21 capital works program. This also means that some projects which were proposed in the draft operational plan 2020-21 will be deferred to future financial years or will be delayed during 2020-21 and projects will continue into 2021-22 financial year for completion.

### Significant changes since the development of the 2019-20 Operational Long Term Financial Plan

The 2020-21 operating deficit of \$13.4 million differs to the forecasted operating deficit of \$16.0 million for the 2020-21 financial year from the 2019-20 Operational Plan Long Term Financial Plan as there have been some significant changes to Council's operating income and expenditure for 2020-21 including:

- Decrease in development application fees - 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;
- Reduction in interest income due to lower interest rates;
- Increase in emergency services levy – Council was notified of a significant increase in the emergency services levy (due to changes to fund reforms to workers compensation for firefighters diagnosed with work-related cancers) after the 2019-20 operational plan was adopted. For the 2019-20 financial year the State Government agreed to cover the increase for the workers compensation reforms. This was not agreed for future financial years;
- Increase in contract costs for Holiday Parks management under the new contract;
- Increase in costs for the development of Coastal Management Plans;
- Increase in costs for water and sewer for the development of the integrated water cycle management strategy;
- Costs to implement LED streetlighting which will result in future savings in energy costs;
- Changes made during public exhibition as outlined above from analysis of COVID-19 and financial impacts:
  - increases in other sources of revenue such as bio-certification scheme income
  - operating grant from NSW Government to cover the increase in Emergency Services Levy for 2020-21
  - proposed increases in some fees and charges (which will be placed on public exhibition)
  - reductions in employee costs (award increase was 1% less than forecasted, reduction in overtime, considered approach to prioritising recruitment of vacancies and reduction of excess leave)
  - deferral of election costs to 2021-22 financial year (elections will now be held in September 2021) and
  - deferral of some operational projects to future years

The table below provides a summary of the Central Coast Council budget for 2020-21. The tables included in the Financial Information section are subject to rounding.

Key Financial Information \$M	2020-21 Exhibited Budget	2020-21 Proposed Budget	2019-20 Q3 Annual Budget
Financial Performance			
Operating Income	551.6	551.0	531.0
Operating Expenditure	584.1	564.4	572.6
Net Operating Result (excluding Capital Grants and Contributions)	(32.5)	(13.4)	(41.6)
Capital Grants and Contributions	45.9	39.3	41.6
Net Operating Result (including Capital Grants and Contributions)	13.4	25.9	(0.1)
Capital Works Program	248.3	225.0	236.2

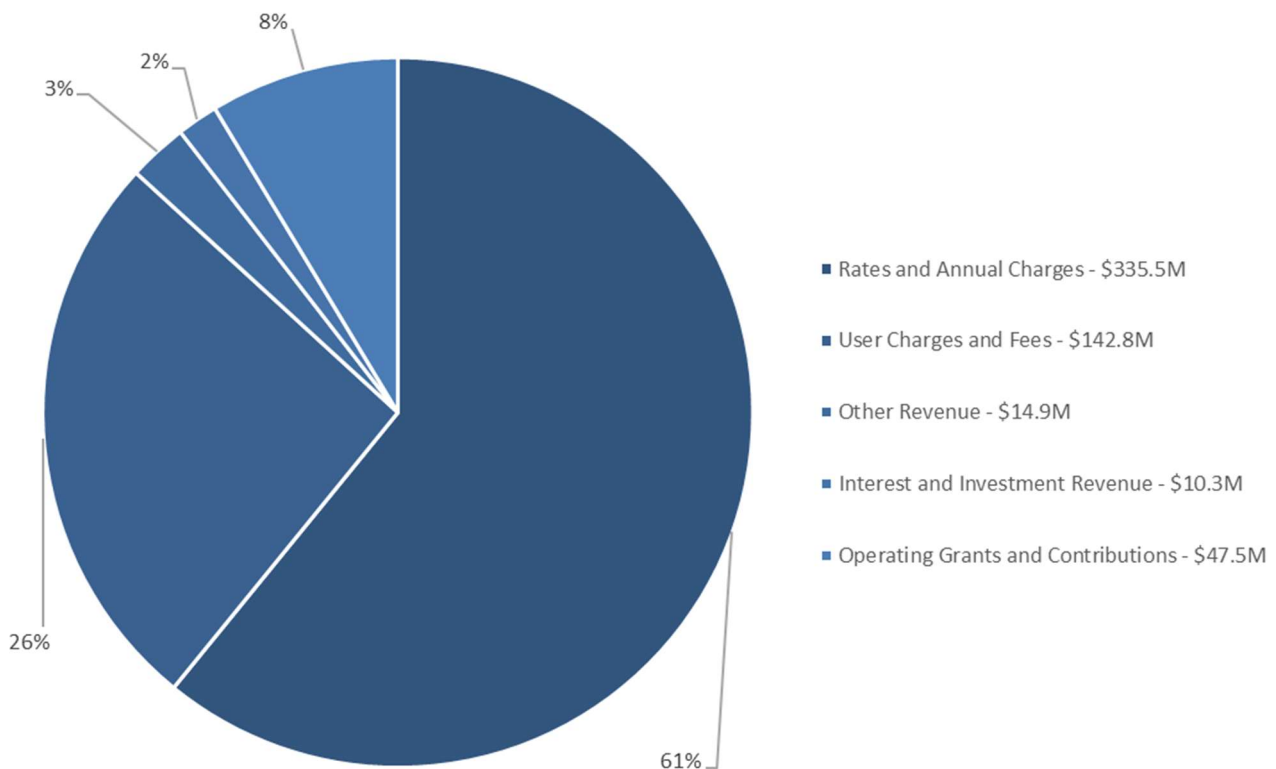
Since Central Coast Council was formed on 12 May 2016 the cumulative operating surplus (before capital income) from 13 May 2016 to 30 June 2019 is \$72.9 million. These operating surpluses will offset the operating deficit before capital grants and contributions of \$13.4 million in 2020-21.

## Consolidated Income Statement

Consolidated Income Statement \$M	2020-21 Exhibited Budget	2020-21 Proposed Budget	2019-20 Q3 Annual Budget
<b>Operating Income</b>			
Rates and Annual Charges	335.5	335.5	326.4
User Charges and Fees	148.8	142.8	134.1
Interest & Investment Revenue	11.1	10.3	12.4
Other Revenue	16.1	14.9	12.6
Operating Grants and Contributions	40.2	47.5	44.3
Gain on Disposal			1.1
<b>Total Income Attributable to Operations</b>	<b>551.6</b>	<b>551.0</b>	<b>531.0</b>
<b>Operating Expenses</b>			
Employee Costs	213.9	200.9	209.7
Borrowing Costs	15.1	15.0	16.8
Materials and Contracts	112.9	107.0	107.5
Depreciation and Amortisation	141.7	141.7	146.7
Other Expenses	100.5	99.8	91.9
<b>Total Expenses Attributable to Operations</b>	<b>584.1</b>	<b>564.4</b>	<b>572.6</b>
<b>Operating Result excluding Capital Income</b>	<b>(32.5)</b>	<b>(13.4)</b>	<b>(41.6)</b>
Capital Grants and Contributions	45.9	39.3	41.6
<b>Operating Result including Capital Income</b>	<b>13.4</b>	<b>25.9</b>	<b>(0.1)</b>

## Operating Income

Council is budgeted to receive \$551.0 million in operating income for 2020-21.







# Rates, Annual Charges and User Charges and Fees

## Sources of Revenue

Council's rates, annual charges, and user charges and fees make up 81.0% of Council's total operating revenue for 2020-21. 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.

Under the *Local Government Act 1993*, there is a rate path freeze for merged councils which includes Central Coast Council. This means that Council is required to maintain the rate path that was last applied by the former Gosford City and Wyong Shire Councils. This will apply until 30 June 2021.

The freeze in the rate paths is not a freeze on the amount Council can levy by way of rates. The Independent Pricing and Regulatory Tribunal (IPART) has approved an annual "rate peg" increase, which means that Council's permissible rates income for 2020-21 is 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 by IPART. For 2020-21 IPART approved a rate peg of 2.6% as the allowable increase in Council's 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 and have a base date of 1 July 2019. These new valuations replace those with a base date of 1 July 2016.

## Annual Charges

### Water, Sewerage and Stormwater Drainage Service Charges

Central Coast Council's water, sewerage and stormwater drainage services and a number of associated ancillary 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 Independent Pricing and Regulatory (IPART) determined methodologies and/or maximum prices and are subject to approval by the relevant Minister.

IPART issued two determinations on 24 May 2019 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

IPART's Final Determinations prices for the 2019 determination period are in 2019-20 dollars. This means that prices for the first year of the 2019 determination period (for the 2019-20 financial year) apply as they are presented in the Final

Determination. However, prices that apply in the second and third years of the 2019 determination period will need to be adjusted for future changes in CPI. The Final Determination specifies the method the Council must follow when adjusting prices that apply from the second year of the 2019 determination period for future changes in CPI.

All prices for water, sewerage, drainage and ancillary services for 2020-21 are in accordance with IPART's final determinations issued on 24 May 2019 adjusted by the 2020-21 CPI multiplier of 2.2%.

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 2019-20 dollars by the specified CPI multiplier.

For 2020-21 that is calculated as the percentage change from the March Quarter 2019 to March Quarter 2020, which equals 2.2%,

$$\text{CPI} = \frac{\text{CPI March 2020}}{\text{CPI March 2019}}$$

Former Gosford Local Government Area (excluding water usage charges)

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services (separate user pays charges apply for water usage)	\$86.36	
<b>Sewer Service Charge</b> For the supply of sewer service	\$398.64	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.85	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.50	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.07 per kL)</b>	<b>\$699.35</b>	<b>\$174.84</b>

Former Wyong Local Government Area (excluding water usage charges)

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services - (separate, user pays, charges apply for water usage)	\$86.36	
<b>Sewer Service Charge</b> For the supply of sewer services - (separate, user pays, charges apply for sewer usage)	\$366.18	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.85	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.50	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.07 per kL)</b>	<b>\$666.89</b>	<b>\$166.72</b>

## Water Service Charges

Prices are aligned across the local government area and are charged based on the size of the water meter or property type.

Basis of Charge	Annual Charge
Meter Size or Property Type	
Unconnected Property	NIL
Unmetered Property (Connected to the water supply system but not serviced by a meter)	\$86.36
20mm meter	\$86.36
25mm meter	\$134.93
32mm meter	\$221.08
40mm meter	\$345.44
50mm meter	\$539.74
80mm meter	\$1,381.73
100mm meter	\$2,158.95
Other Meter sizes	$(\text{Meter size in mm})^2 \times \text{Water supply access charge for a 20mm Meter for the applicable period}$ 400

## Sewerage Service Charges

IPART decided to maintain separate prices for the former local government areas.

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.

### Former Gosford Local Government Area

Basis of Charge	Annual Charge
Meter Size or Property Type	
Unconnected Property	NIL
Unmetered Property	\$531.52
20mm meter	\$531.52
25mm meter	\$830.51
32mm meter	\$1,360.71
40mm meter	\$2,126.11
50mm meter	\$3,322.04
80mm meter	\$8,504.42
100mm meter	\$13,288.16
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 (LGA) is \$398.64.

### Former Wyong Local Government Area

Basis of Charge	Annual Charge
Meter Size or Property Type	
Unconnected properties	NIL
Unmetered Property	\$488.24
20mm meter	\$488.24
25mm meter	\$547.42
32mm meter	\$896.90
40mm meter	\$1,401.41
50mm meter	\$2,189.70
80mm meter	\$5,605.63
100mm meter	\$8,758.79
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 (LGA) is \$366.18.

### Stormwater Drainage Charges

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, while the drainage area for the former Wyong LGA included all properties within 1.5km and/or east of the M1.

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 18). Until this time, the stormwater drainage service charge will apply to the designated drainage areas for both former LGAs.

The stormwater drainage charge for non-residential customers is an area-based charge which is based on the land area of the property. For residential, farmland, non-residential customers classified as low impact and vacant land a fixed stormwater service charge will apply.

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](http://www.centralcoast.nsw.gov.au).

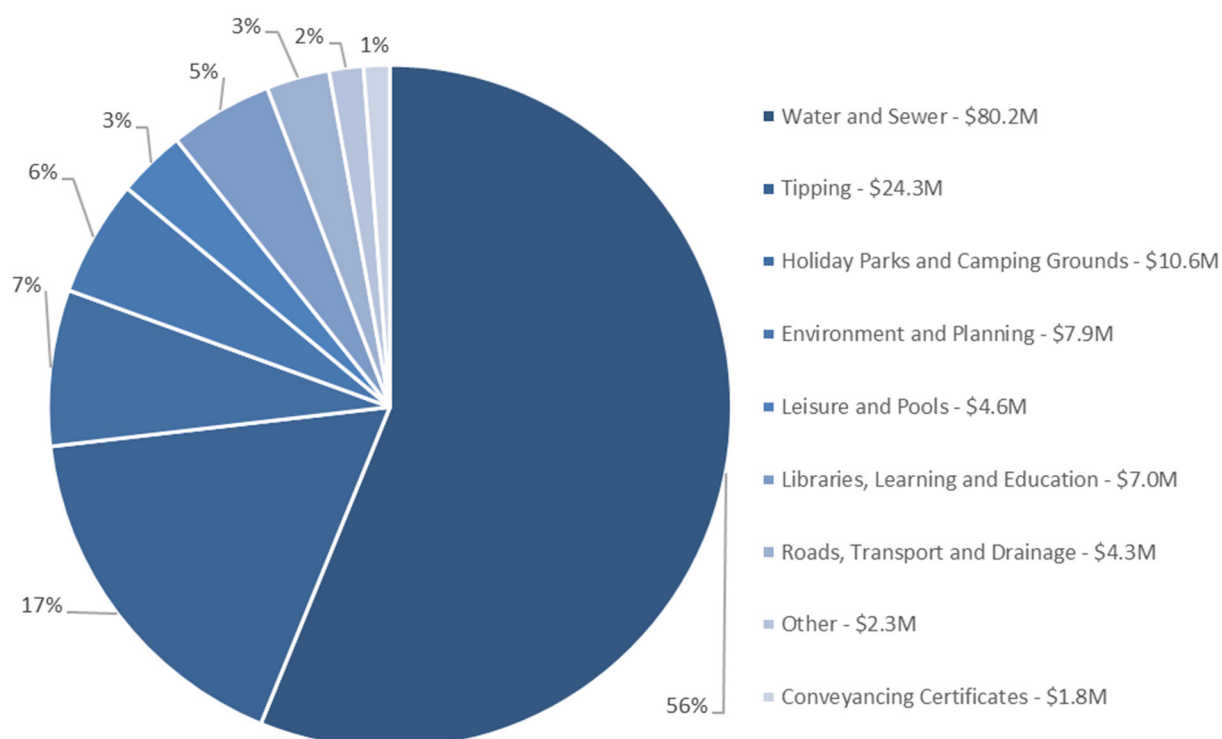
### Domestic Waste Management Charge

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

User charges and fees are made of the following:



## Water Usage Charges

Potable water usage charge is \$2.07 per kL.

Bulk water transfers between Hunter Water and Central Coast Council will be charged at \$0.72 per kL.

## Sewerage Usage Charges

For residential customers there is a deemed sewerage usage charge as follows:

Basis of Charge	Annual Charge
Residential properties <i>not within</i> a mixed multi-premises or residential multi-premises – Houses	\$107.50
Residential properties <i>within</i> a mixed multi-premises or residential multi-premises – Apartments	\$68.80

For non-residential customers the sewerage usage price charge is \$0.86 per kL.

## Other Fees and Charges

Other fees and charges are subject to either competitive forces or legislated maximum charges.

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.

Council's 2020-21 fees and charges were adopted by Council at the extraordinary meeting held on the 29 June 2020. The 2020-21 Fees and Charges are available on Council's website -

[https://cdn.centralcoast.nsw.gov.au/sites/default/files/2020-21\\_Fees\\_And\\_Charges\\_Report\\_x20200630.pdf](https://cdn.centralcoast.nsw.gov.au/sites/default/files/2020-21_Fees_And_Charges_Report_x20200630.pdf)



# Operating and Capital Grants

## Grant Funding

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.

Capital grants are provided to Council to fund renewal or upgrade works on Council assets or for the purchase or construction of new assets.

## Financial Assistance Grants

The Australian 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. on a per capita basis), and
- 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.

For merged Councils, such as Central Coast Council, it has been confirmed that for four years following amalgamation the FAG allocations will be the total of the amounts that would have been provided to the former Councils as if they had remained as separate entities.

The Australian Government prepaid a portion of the 2020-21 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 2020-21 budget includes an assumed prepayment of 2021-22 FAG based on historical trends. Any changes to the timing of FAG payments will be reflected in the quarterly budget review process.

## Capital Grants

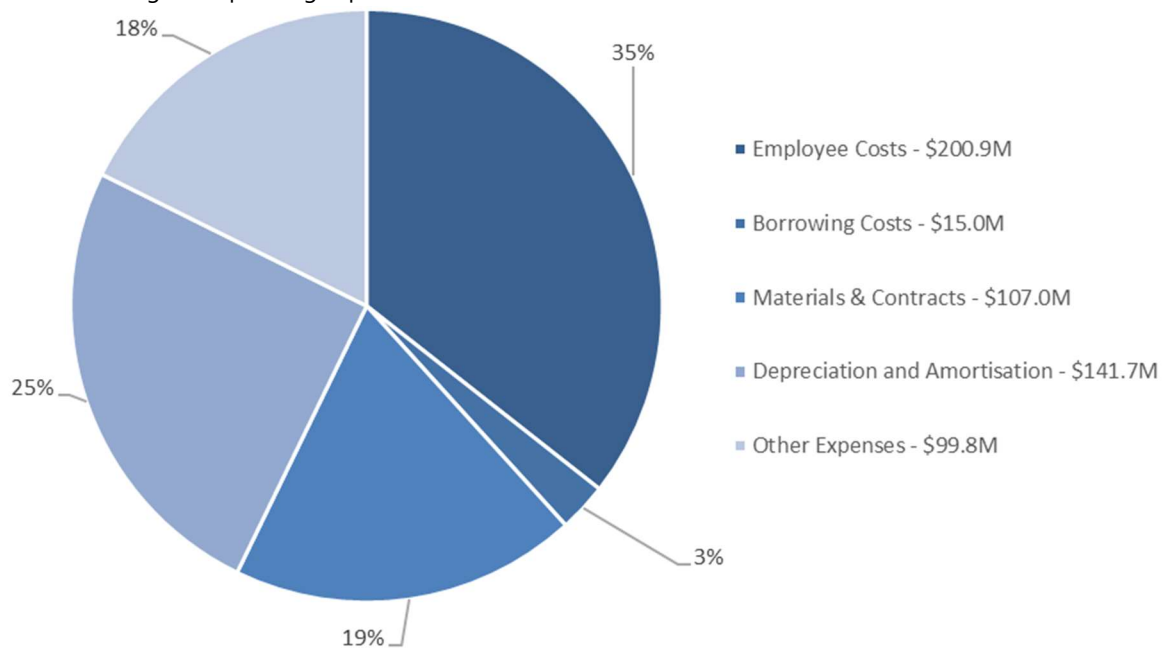
Capital grants are reflected in Council’s budget when the grant funding has been confirmed as approved by an external grant funding body. During the financial year as part of our quarterly budget reviews any new capital grants confirmed will be reflected in the latest financial forecast.



# Operating Expenditure

## Service Delivery

Council's budgeted operating expenditure is \$564.4 million for 2020-21.



## Employee Benefits and On-Costs

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

## Materials and Contracts

The Materials and Contracts budget includes materials, consumables, contractor and consultancy costs, operating leases and contracts including Council's waste collection contract.

## Other Expenses

The other expenses budget reflects costs not included in other operating statement expenditure groupings and covers:

- Council's contributions to emergency services,
- Payments to the Environment Protection Authority for the waste levy which is calculated based on each tonne of waste received at Council's waste management facilities;
- Insurance
- Electricity, street lighting and gas
- Software expenses, and
- Mayoral / Councillor fees and expenses



**FOCUS AREA:** By 2025 we will be more climate resilient with the ability to anticipate, prepare for, and respond to hazardous events or disturbances related to climate. This will ensure we are able to minimise the economic, environmental and social impact of climate change events

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# Capital Works Program

## Capital Works Program Summary

Council has budgeted to invest \$225.0 million on assets in 2020-21 to improve and add to Council's asset portfolio, which has a gross replacement cost of over \$10.2 billion.

Council has \$33.0 million in additional capital works projects which are a combination of projects pending external grant funding confirmation or gated projects where funding will be released once the project meets set criteria to continue.

Where Council receives the external funding agreement after the operational plan has been adopted the appropriate grant funding revenue will be recognised, in accordance with the grant funding agreement, via the Quarterly Budget Review process. Council will assess how much of the project will be able to be delivered in the 2020-21 financial year at that time as the project may span multiple financial years.

Should Council receive confirmation of external grant funding for all projects and all gated projects meet the project criteria to release the gated project funding, the proposed capital works program would total \$258.0 million.

## Capital Works Program by Ward

The 2020-21 capital works program is generally distributed evenly between wards when regionally significant assets are considered. A multi-ward project is one that provides benefit to the whole Central Coast local government area and is not suburb specific. Multi-ward also includes water and sewer projects (whilst they are undertaken in individual suburbs, the works contribute to the overall running of the water and sewer network across the region) and roads, transport and drainage (the road network which the community and visitors use to navigate the Central Coast).

Capital works program summary by Ward	2020-21 Budget \$	% of Capital works program	% of Local Ward Based Projects
Multi-ward	187,468,119	83.3%	
Local Scale Projects			
Budgewoi	5,611,900	2.5%	4.2%
Gosford East	11,846,566	5.3%	8.9%
Gosford West	11,357,194	5.0%	8.6%
The Entrance	5,269,836	2.3%	4.0%
Wyong	3,436,441	1.5%	2.6%
Sub-total Local Scale Projects	37,521,937	16.7%	28.3%
Total	224,990,056	100.0%	

There is another methodology to split the capital works program which is by the suburb in which the project is being delivered. In this instance water and sewer and roads, transport and drainage projects are not treated as multi-ward projects. Multi-ward projects under this methodology includes plant and fleet, information management and technology assets, library resources and programs of work across the LGA.



Capital works program summary by Ward	2020-21 Budget \$	% of Capital works program	% of Local Ward Based Projects
Multi-ward	92,411,252	41.1%	
<b>Local Scale Projects</b>			
Budgewoi	21,593,841	9.6%	16.3%
Gosford East	25,789,148	11.5%	19.5%
Gosford West	40,455,252	18.0%	30.5%
The Entrance	14,009,752	6.2%	10.6%
Wyong	30,730,811	13.7%	23.2%
<b>Sub-total Local Scale Projects</b>	<b>132,578,804</b>	<b>58.9%</b>	<b>100.0%</b>
<b>Total</b>	<b>224,990,056</b>	<b>100.0%</b>	

Gosford West includes Gosford CBD water and sewer infrastructure, Adcock Park Redevelopment, Central Coast Stadium, Gosford Regional Library, Gosford Regional Gallery and Gosford Administration Building projects which provide benefit to more than the Gosford West ward.

Wyong ward projects include the new landfill cell at Buttonderry Waste Management Facility, Wyong Administration Building, and Mardi Water Treatment Plant projects which benefit more than the Wyong ward.

## Capital Works by Expenditure Type

The 2020-21 capital works program is targeted at renewal and upgrade works to existing assets, with 64.6% or \$145.4 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 \$79.6 million, or 35.4% of the capital works program, for new and regionally significant assets.

In June 2013 the former Wyong Shire Council was successful in gaining approval from the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) to address infrastructure asset backlog.

The final year of the IPART approved rate increase was 2016-17, however Council has an obligation to allocate an average of \$10.0 million per year to SRV projects for 10 years from the commencement of the SRV. The works undertaken will improve the condition of roads, bridges, footpaths, buildings, sports facilities and information management systems in the north of the region to ensure they are 'satisfactory' in terms of being safe and fit for community use.

Council will continue to determine a list of works to be undertaken on an annual basis with the SRV funds in accordance with its Asset Management Strategy. Projects directly supported by SRV funds are identified in the individual capital projects in *Overview*.

Capital Works Program Summary by Expenditure Type	2020-21 Budget \$	% of capital works program
New and Strategic	79,614,183	35.4%
Renewal	91,601,574	40.7%
Special Rate Variation (former Wyong LGA only)	4,083,310	1.8%
Upgrade	49,690,989	22.1%
<b>Total</b>	<b>224,990,056</b>	<b>100.0%</b>

The following table shows the funding sources for the capital works program by expenditure type.

Capital Works Program Summary by Expenditure Type	Expenditure Type				
	2020-21 Budget \$	New	Renewal	Special Rate Variation	Upgrade Assets
Grants	43,535,319	15,986,965	18,118,804	-	9,429,550
Restricted Funds (including Developer Contributions)	63,733,622	50,842,418	5,413,224	398,000	7,079,980
General Revenue	117,721,116	12,784,801	68,069,546	3,685,310	33,181,459
<b>Total</b>	<b>224,990,057</b>	<b>79,614,184</b>	<b>91,601,574</b>	<b>4,083,310</b>	<b>49,690,989</b>

## Capital Works Program by Asset Type

Below is a summary of the capital works program based on asset type.

Capital Works Program Summary by Asset Type	2020-21 Budget \$	% of capital works program
Aquatic Facilities	980,046	0.4%
Bridges	2,695,500	1.2%
Buildings	20,285,923	9.0%
Car Parks	1,209,924	0.5%
Footpaths	3,583,300	1.6%
Furniture and Fittings	10,000	0.0%
Information Technology	21,978,232	9.8%
Land Improvements	2,770,562	1.2%
Library Books	890,000	0.4%
Natural Assets	480,582	0.2%
Open Space Assets	11,723,508	5.2%
Other Assets	3,317,650	1.5%
Other Structures	5,598,302	2.5%
Plant and Equipment	5,939,098	2.6%
Roads	44,182,311	19.6%
Sewerage Network	23,769,584	10.6%
Stormwater Drainage	10,055,672	4.5%
Tip Assets	8,501,328	3.8%
Water Supply	57,018,534	25.3%
<b>Total</b>	<b>224,990,056</b>	<b>100.0%</b>

## Capital Works by Community Strategic Plan Theme

The table below provides a summary of the proposed capital works program by each CSP Theme and the percentage of the total capital works program allocated to each CSP Theme based on the primary CSP Theme for each project. Some projects will meet multiple CSP Themes.

Capital Works Program Summary by primary CSP theme	2020-21 Budget \$	% of capital works program
Belonging	3,362,545	1.5%
Green	5,599,609	2.5%
Liveable	44,630,436	19.8%
Responsible	166,808,655	74.1%
Smart	4,588,811	2.0%
<b>Total</b>	<b>224,990,056</b>	<b>100.0%</b>

The capital works program is targeted at areas considered high priority by the community as outlined in the table below.

Priority Areas	2020-21 Budget		CSP Theme
	\$	%	
Water and Sewer	80,788,118	42.0%	Responsible
Roads Transport and Drainage	59,845,865	31.1%	Responsible
Open Space and Recreation	17,409,335	9.0%	Liveable
Waste Services and Business Development	8,501,328	4.4%	Green
Facilities and Asset Management	8,039,747	4.2%	Liveable
Environmental Management Unit	5,328,597	2.8%	Green
Economic Development and Project Delivery	5,141,802	2.7%	Responsible
Business Enterprises	2,915,864	1.5%	Responsible
Libraries, Learning and Education	2,715,000	1.4%	Liveable
Innovation and Futures - Energy Management	1,171,404	0.6%	Green
Leisure and Lifestyle	587,778	0.3%	Liveable
<b>Total</b>	<b>192,444,838</b>		

## Capital Projects Subject to Pending External Grant Funding or Gated Capital Projects

The following table includes projects that are currently awaiting confirmation of external grant funding approval or projects where the funding is gated. These projects are not included as part of the proposed \$225.0 million capital works program for 2020-21.

Where Council receives the external funding agreement after the operational plan has been adopted the appropriate grant funding revenue will be recognised, in accordance with the grant funding agreement, via the Quarterly Budget Review process. Council will assess how much of the project will be able to be delivered in the 2020-21 financial year at that time as the project may span multiple financial years.

A gated project is broken down into smaller stages or phases, each delimited by a gate. At each of these gates, the project decision-makers meet to review the project and decide based on specific criteria and the information available at the time, whether to continue, stop, hold or modify the project.

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
<b>Belonging</b>						
B029.2020-21	Gosford CBD - Car Park	Gosford	Gosford West	Gated project	Economic Development and Project Delivery	\$14,579,261
<b>Liveable</b>						
L161.2020-21	Skate Park Upgrade - Narara Skate Park	Narara	Wyong	Pending external grant	Open Space and Recreation	\$960,000
L162.2020-21	District Playspace Upgrade - Mazlin Reserve, Norah Head	Norah Head	Budgewoi	Pending external grant	Open Space and Recreation	\$550,000
L172.2020-21	Building Upgrade - Umina Oval (Etta Rd) Sportsground Amenities Building	Umina Beach	Gosford West	Pending external grant	Open Space and Recreation	\$900,000
L174.2020-21	Skate Park Upgrade - Umina Skate Park	Umina Beach	Gosford West	Pending external grant	Open Space and Recreation	\$5,000,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
<b>Responsible</b>						
R291.2020-21	Rural Fire Service stations upgrade	Multi-ward	Multi-ward	Pending external grant	Environmental Management	\$1,300,000
R292.2020-21	Rural Fire Service vehicle/equipment replacement program	Multi-ward	Multi-ward	Pending external grant	Environmental Management	\$1,300,000
R290.2020-21	Car Park Upgrade - Mulloway Rd, Chain Valley Bay	Chain Valley Bay	Budgewoi	Pending external grant	Open Space and Recreation	\$500,000
R110.2020-21	Carters Rd - Car park and Road Upgrade Stage 1	Lake Munmorah	Budgewoi	Pending external grant	Roads Asset Planning and Design	\$650,000
R262.2020-21	Hobart Ave and Melbourne Ave - Intersection Upgrade with Kerb, Footpath and Pedestrian Crossing Stage 1	Umina Beach	Gosford West	Pending external grant	Roads Asset Planning and Design	\$405,000
R351.2020-21	Malinya Avenue, Davistown from Coomal Avenue to Henderson Road – Shared Path	Davistown	Gosford East	Pending external grant	Roads Asset Planning and Design	\$1,776,000
R352.2020-21	Rehabilitation of Gorokan Drive, Lake Haven	Lake Haven	Budgewoi	Pending external grant	Roads Asset Planning and Design	\$1,045,000
R353.2020-21	Rehabilitation of Wattle Tree Road, Holgate	Holgate	Gosford East	Pending external grant	Roads Asset Planning and Design	\$562,000
R354.2020-21	Rehabilitation of Gregory Street, Berkeley Vale	Berkeley Vale	The Entrance	Pending external grant	Roads Asset Planning and Design	\$439,000
R355.2020-21	Rehabilitation of Cornwall Avenue, Gorokan	Gorokan	Budgewoi	Pending external grant	Roads Asset Planning and Design	\$346,000
R356.2020-21	Rehabilitation of The Scenic Road, Kincumber	Kincumber	Gosford East	Pending external grant	Roads Asset Planning and Design	\$341,000
R357.2020-21	Rehabilitation of Donaldson Street, Wyong	Wyong	Wyong	Pending external grant	Roads Asset Planning and Design	\$304,000
R358.2020-21	Rehabilitation of Lakeview Avenue, Gorokan	Gorokan	Budgewoi	Pending external grant	Roads Asset Planning and Design	\$283,000
R359.2020-21	Rehabilitation of North Burge Road, Woy Woy	Woy Woy	Gosford West	Pending external grant	Roads Asset Planning and Design	\$249,000
R360.2020-21	Rehabilitation of Hillview Street, Woy Woy	Woy Woy	Gosford West	Pending external grant	Roads Asset Planning and Design	\$108,000
<b>Smart</b>						
S19.2020-21	Refurbishment of The Entrance Visitor Information Centre	The Entrance	The Entrance	Pending external grant	Community Engagement	\$1,400,000

## Capital Projects funded by Special Rate Variation

In June 2013 the former Wyong Shire Council was successful in gaining approval from the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) to address infrastructure asset backlog.

The final year of the IPART approved rate increase was in 2016-17; however, Council has an ongoing obligation to allocate an average of \$10 million per year to SRV projects. The works undertaken will improve the condition of roads, bridges, footpaths, buildings, sports facilities and information management systems within the former Wyong local government area to ensure they are 'satisfactory' in terms of being safe and fit for community use. Council will continue to determine a list of works to be undertaken on an annual basis with the SRV funds. The following table includes projects directly supported by SRV funds.

In the 2020-21 capital works program the SRV funded projects total \$4.1 million.

Ref No.	Project	Suburb	Ward	Responsible Unit	Budget
<b>Green</b>					
G006.2020-21	Major renewal of Kangy Angy Fire Trail complex - Very High Risk	Kangy Angy	Wyong	Environmental Management	\$150,030
G008.2020-21	Establish and upgrade Asset Protection Zones and fire trails to required RFS standards	Mardi	Wyong	Environmental Management	\$96,448
G010.2020-21	Asset Protection Zone and fire trail to suitable standard	Multi-ward	Multi-ward	Environmental Management	\$160,746
G034.2020-21	APZ and fire trail upgrades Watanobbi	Watanobbi	Wyong	Environmental Management	\$108,000
G037.2020-21	Casey/Crystal Woodward Fire Trail	Wyong	Wyong	Environmental Management	\$50,000
<b>Liveable</b>					
L025.2020-21	Lake Haven Recreation Centre: Program of rolling works to refurbish the centre. Flooring, wall repairs, windows replacement	Gorokan	Budgewoi	Leisure and Lifestyle	\$15,000
L177.2020-21	Amenities Building Refurbishments - rolling works program	Multi-ward	Multi-ward	Community Engagement	\$80,000
<b>Responsible</b>					
R015.2020-21	Lakedge Ave - Drainage Upgrade Stage 2	Berkeley Vale	The Entrance	Roads Asset Planning and Design	\$853,554
R113.2020-21	Eloora Rd - Drainage Upgrade Stage 4b	Long Jetty	The Entrance	Roads Asset Planning and Design	\$445,000
R114.2020-21	Eloora Rd - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 4b	Long Jetty	The Entrance	Roads Asset Planning and Design	\$935,300
R16.2020-21	Lakedge Ave - Road Upgrade with Drainage, Kerb & Gutter and Pavement Works Stage 2	Berkeley Vale	The Entrance	Roads Asset Planning and Design	\$1,189,232

## Full Capital Works Program 2020-21

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
<b>Belonging</b>						
B001.2020-21	Gallery Air Conditioning Units	East Gosford	Gosford West	General Revenue	Leisure and Lifestyle	\$130,000
B004.2020-21	Regional Gallery & Arts Centre - Art Gallery - Remove existing glass awning to front of art studios and replace with standard steel roof sheets.	East Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$35,000
B009.2020-21	Resurface of Central Coast stadium pitch	Gosford	Gosford West	General Revenue	Business Enterprise	\$900,000
B010.2020-21	Risk Mitigation devices at Central Coast Stadium	Gosford	Gosford West	General Revenue	Business Enterprise	\$100,000
B012.2020-21	Gosford - Public Art commission and installation	Gosford	Gosford West	Developer Contributions	Community Partnerships	\$125,000
B015.2020-21	CCTV Renewal Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$50,000
B017.2020-21	Terrigal Town Centre: Fencing Upgrade	Terrigal	Gosford East	Developer Contributions	Community Partnerships	\$138,495
B018.2020-21	The Entrance Town Centre: Construction of Stage 2 of the anti-terrorism bollards within The Entrance Town Centre.	The Entrance	The Entrance	General Revenue	Community Partnerships	\$525,000
B023.2020-21	The Entrance Town Centre: Tiles upgrade	The Entrance	The Entrance	General Revenue	Community Partnerships	\$375,000
B026.2020-21	Woy Woy Public Art Installation	Woy Woy	Gosford West	Developer Contributions	Community Partnerships	\$30,000
B027.2020-21	Wyong Town Centre: Relocation of lights within Wyong Town Centre	Wyong	Wyong	Developer Contributions	Community Partnerships	\$24,050
B028.2020-21	Wyong Cultural Hub	Wyong	Wyong	Grant Funding	Community Partnerships	\$750,000
B030.2020-21	Toukley Tourist and Art Centre - New art studio	Toukley	Budgewoi	General Revenue	Facilities and Asset Management	\$60,000
B031.2020-21	Laycock St Theatre, Wyoming - Laycock Street Theatre replacement of smoke vents above stage with extraction fans including roofing repairs and design of compliant system.	Wyoming	Wyong	General Revenue	Facilities and Asset Management	\$120,000
<b>Green</b>						
G001.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Gosford East Ward	Avoca Beach	Gosford East	General Revenue	Environmental Management	\$175,000
G003.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Budgewoi Ward	Budgewoi	Budgewoi	General Revenue	Environmental Management	\$105,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
G004.2020-21	Captain Philip Memorial Reserve, Green Point - construct seawall	Green Point	Gosford East	General Revenue	Environmental Management	\$160,746
G005.2020-21	Fire Trail upgrade - Clyde Road, Holgate	Holgate	Gosford East	General Revenue	Environmental Management	\$270,054
G006.2020-21	Major renewal of Kangy Angy Fire Trail complex - Very High Risk	Kangy Angy	Wyong	General Revenue	Environmental Management	\$150,030
G008.2020-21	Establish and upgrade Asset Protection Zones and fire trails to required RFS standards	Mardi	Wyong	General Revenue and Restricted Assets	Environmental Management	\$96,448
G010.2020-21	Asset Protection Zone and fire trail to suitable standard	Multi-ward	Multi-ward	General Revenue and Restricted Assets	Environmental Management	\$160,746
G011.2020-21	Bush fire mitigation activities in response to RFS Notices	Multi-ward	Multi-ward	General Revenue	Environmental Management	\$125,000
G012.2020-21	Install solar and battery systems on key RFS sites	Multi-ward	Multi-ward	General Revenue	Innovation and Futures - Energy Management	\$225,000
G013.2020-21	Purchase two Resistographs (Arborist equipment)	Multi-ward	Multi-ward	General Revenue	Environmental Management	\$42,866
G014.2020-21	Recreational trail upgrades of natural environmental assets	Multi-ward	Multi-ward	General Revenue	Environmental Management	\$180,000
G015.2020-21	Survey procure and install firebreak delineation markers on Council managed reserves	Multi-ward	Multi-ward	General Revenue	Environmental Management	\$53,582
G017.2020-21	Acquire priority conservation land across the LGA	Multi-ward	Multi-ward	Restricted Assets	Environmental Management	\$53,582
G020.2020-21	Implement priorities of Natural Assets Encroachment Strategy	Multi-ward	Multi-ward	General Revenue	Environmental Management	\$107,164
G021.2020-21	Install solar power systems on Council assets	Multi-ward	Multi-ward	General Revenue	Innovation and Futures - Energy Management	\$946,404
G026.2020-21	Terrigal Lagoon Walking Track	Terrigal	Gosford East	Grant Funding and General Revenue	Environmental Management	\$857,313
G027.2020-21	Terrigal Town Centre: Bin Upgrades	Terrigal	Gosford East	Developer Contributions	Community Partnerships	\$78,750
G028.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - The Entrance Ward	The Entrance	The Entrance	General Revenue	Environmental Management	\$105,000
G029.2020-21	Natural Area Escarpment Stabilisation Castle Circuit Homan Close	Umina beach	Gosford West	General Revenue	Environmental Management	\$107,164

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
G030.2020-21	Natural Area Escarpment Stabilisation Greenhaven Drive	Umina beach	Gosford West	General Revenue	Environmental Management	\$107,164
G031.2020-21	Wadalba Wildlife Corridor upgrade	Wadalba	Wyong	Developer Contributions	Environmental Management	\$80,373
G033.2020-21	GPT - Wairakei Road Wamberal	Wamberal	The Entrance	General Revenue	Environmental Management	\$230,000
G034.2020-21	APZ and fire trail upgrades Watanobbi	Watanobbi	Wyong	Restricted Assets	Environmental Management	\$108,000
G035.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Gosford West Ward	Woy Woy	Gosford West	General Revenue	Environmental Management	\$175,000
G036.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Wyong Ward	Wyong	Wyong	General Revenue	Environmental Management	\$150,000
G037.2020-21	Casey/Crystal Woodward Fire Trail	Wyong	Wyong	Restricted Assets	Environmental Management	\$50,000
G038.2020-21	GPT Upgrade McKellar Rd Blue Haven - ERF	Blue Haven	Budgewoi	Grant Funding	Environmental Management	\$30,000
G039.2020-21	GPT Upgrade Olney Cres Blue Haven - ERF	Blue Haven	Budgewoi	Grant Funding	Environmental Management	\$25,000
G040.2020-21	GPT Upgrade Barega CI Buff Point - ERF	Buff Point	Budgewoi	Grant Funding	Environmental Management	\$40,000
G041.2020-21	Shingle Beach - Kamillaroo Av lake Munmorah - ERF	Lake Munmorah	Budgewoi	Grant Funding	Environmental Management	\$110,000
G042.2020-21	Saltmarsh Swale - San Remo power station outlet - ERF	San Remo	Budgewoi	Grant Funding	Environmental Management	\$20,000
G043.2020-21	Active Lake Beach - Peel Street Toukley - ERF	Toukley	Budgewoi	Grant Funding	Environmental Management	\$7,000
G044-2020-21	Beckingham North Fire Trail	Glenning Valley	The Entrance	General Revenue	Environmental Management	\$167,223
G045.2020-21	GPT - Gamban Road Gwandalan	Gwandalan	Budgewoi	Restricted Assets	Environmental Management	\$300,000
<b>Liveable</b>						
L001.2020-21	Avoca Beach Lifeguard Tower Installation	Avoca Beach	Gosford East	General Revenue	Leisure and Lifestyle	\$100,000
L004.2020-21	Bateau Bay Recreation Centre (PCYC) - Building Compliance (accessibility)	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$10,000
L011.2020-21	Blue Haven Community Centre (Building A) - Install a water drinking station to the rear of the skate park	Blue Haven	Budgewoi	General Revenue	Facilities and Asset Management	\$10,800
L014.2020-21	Sporting Facility Development - Colongra	Colongra	Budgewoi	General Revenue	Open Space and Recreation	\$500,000
L015.2020-21	Local Playspace Upgrade and Relocation - Denman St Reserve, Doyalson	Doyalson	Budgewoi	Developer Contributions	Open Space and Recreation	\$175,000
L016.2020-21	Recreation Facility Development - Lake Munmorah	Doyalson	Budgewoi	General Revenue	Open Space and Recreation	\$1,550,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
L017.2020-21	Local Playspace Upgrade - Hylton Moore Oval, East Gosford	East Gosford	Gosford West	General Revenue	Open Space and Recreation	\$105,000
L018.2020-21	Building Upgrade - Erina Oval Sportsground Amenities - Investigations and Design	Erina	Gosford East	General Revenue	Open Space and Recreation	\$80,000
L025.2020-21	Lake Haven Recreation Centre: Program of rolling works to refurbish the centre. Flooring, wall repairs, windows replacement	Gorokan	Budgewoi	General Revenue	Leisure and Lifestyle	\$15,000
L032.2020-21	Gosford Regional Library	Gosford	Gosford West	Grant Funding	Libraries, Learning and Education	\$1,535,000
L034.2020-21	Reserve Upgrade - Gosford Waterfront Development - Fitness Equipment and Shade Sails	Gosford	Gosford West	Developer Contributions	Open Space and Recreation	\$80,000
L035.2020-21	Racecourse Rd - Shared Path Construction Stage 1	Gosford	Gosford West	Developer Contributions	Roads Asset Planning and Design	\$460,000
L036.2020-21	Regional Playspace Development - Sun Valley Park, Green Point	Green Point	Gosford East	Grant Funding and General Revenue	Open Space and Recreation	\$1,650,000
L037.2020-21	District Playspace Development - Tunkuwallin Oval, Gwandalan	Gwandalan	Budgewoi	Developer Contributions	Open Space and Recreation	\$300,000
L038.2020-21	Local Playspace Upgrade - South Eastern Park, Gwandalan	Gwandalan	Budgewoi	Developer Contributions	Open Space and Recreation	\$200,000
L046.2020-21	Building Upgrade - Adelaide St Oval Sportsground Amenities Building	Killarney Vale	The Entrance	Grant Funding	Open Space and Recreation	\$797,424
L052.2020-21	Little Wobby Wharf - Replacement	Little Wobby	Gosford West	General Revenue	Roads Asset Planning and Design	\$405,000
L054.2020-21	Magenta - Shared Pathway Construction Stage 2	Magenta	The Entrance	Developer Contributions	Roads Asset Planning and Design	\$750,000
L061.2020-21	Mt Ettalong Lookout Upgrade	Pearl Beach	Gosford West	Developer Contributions	Environmental Management	\$48,224
L062.2020-21	Crommelin Native Arboretum Building, Pearl Beach - foot bridge replacement	Pearl Beach	Gosford West	General Revenue	Facilities and Asset Management	\$25,000
L064.2020-21	Bridge Assessment Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$100,000
L065.2020-21	CCTV installation at Community Facilities - Watanobbi Community Hall	Multi-ward	Wyong	General Revenue	Leasing and Asset Management	\$15,000
L065.2020-21	CCTV installation at Community Facilities - Toukley Arts Centre, Blue Haven Community Centre	Multi-ward	Budgewoi	General Revenue	Leasing and Asset Management	\$30,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
L065.2020-21	CCTV installation at Community Facilities - The Entrance Community Centre	Multi-ward	The Entrance	General Revenue	Leasing and Asset Management	\$15,000
L065.2020-21	CCTV installation at Community Facilities - Terrigal Rotary Hall	Multi-ward	Gosford East	General Revenue	Leasing and Asset Management	\$15,000
L065.2020-21	CCTV installation at Community Facilities - Kariong Community Hall	Multi-ward	Gosford West	General Revenue	Leasing and Asset Management	\$15,000
L067.2020-21	Community Facility Lighting Upgrades - Tuggerah Community Hall and The Entrance Community Centre	Multi-ward	The Entrance	General Revenue	Leasing and Asset Management	\$27,500
L067.2020-21	Community Facility Lighting Upgrades - Toukley Hall and Charmhaven Hall	Multi-ward	Budgewoi	General Revenue	Leasing and Asset Management	\$27,500
L068.2020-21	External After Hours Returns Chutes Upgrade	Multi-ward	Multi-ward	General Revenue	Libraries, Learning and Education	\$52,000
L071.2020-21	Leisure Centres, Point of Sale/CRM upgrade, security and access control improvements	Multi-ward	Multi-ward	General Revenue	Leisure and Lifestyle	\$142,778
L073.2020-21	Library Lending Resource Purchases	Multi-ward	Multi-ward	Grant Funding	Libraries, Learning and Education	\$825,000
L075.2020-21	Local Library Priority Grant	Multi-ward	Multi-ward	Grant Funding	Libraries, Learning and Education	\$65,000
L077.2020-21	Missing Link Pathway Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$500,000
L078.2020-21	Playspaces - Inclusive Upgrades	Multi-ward	Multi-ward	General Revenue	Open Space and Recreation	\$100,000
L079.2020-21	Public Internet PC Print/Booking System	Multi-ward	Multi-ward	General Revenue	Libraries, Learning and Education	\$228,000
L08.2020-21	EDSACC - Tennis Buildings - Remove and replace existing tennis court fencing	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$123,000
L088.2020-21	Shared Path and Footpath Renewal Program	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$1,000,000
L090.2020-21	Little Coast Kids Northlakes - Soft Fall Replacement for 0-3yrs	San Remo	Budgewoi	General Revenue	Facilities and Asset Management	\$50,000
L091.2020-21	Bay View Wharf - Replacement	Saratoga	Gosford East	General Revenue	Roads Asset Planning and Design	\$75,000
L092.2020-21	Local Playspace Upgrade - Jirrambah Park, Saratoga	Saratoga	Gosford East	General Revenue	Open Space and Recreation	\$105,000
L095.2020-21	Summerland Point Community Hall - drainage project	Summerland Point	Budgewoi	General Revenue	Facilities and Asset Management	\$55,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
L097.2020-21	Don Small Oval Public Toilets	Tacoma	Wyong	General Revenue	Facilities and Asset Management	\$186,000
L098.2020-21	Terrigal Children's Centre (Entry off Duffys Rd) - Replacement Soft fall	Terrigal	Gosford East	General Revenue	Facilities and Asset Management	\$50,000
L102.2020-21	Terrigal Tennis Complex - Replace court posts, fencing and flood lights	Terrigal	Gosford East	General Revenue	Facilities and Asset Management	\$155,000
L103.2020-21	Terrigal Boardwalk	Terrigal	Gosford East	Grant Funding and General Revenue	Economic Development and Project Delivery	\$5,141,802
L110.2020-21	The Entrance Stage 2 Upgrades -Detailed Design	The Entrance	The Entrance	General Revenue	Community Partnerships	\$543,000
L112.2020-21	District Playspace Upgrade - Swadling Reserve, Toowoan Bay	Toowoan Bay	The Entrance	General Revenue	Open Space and Recreation	\$245,000
L115.2020-21	Toukley Aquatic Centre - Rolling Facility improvements and equipment replacement	Toukley	Budgewoi	General Revenue	Leisure and Lifestyle	\$45,000
L118.2020-21	Toukley Tennis Clubhouse - Upgrade two tennis courts	Toukley	Budgewoi	General Revenue	Facilities and Asset Management	\$65,000
L120.2020-21	Tuggerah Library Branch Office (Westfield) - new customer service point	Tuggerah	The Entrance	General Revenue	Facilities and Asset Management	\$25,000
L122.2020-21	Tuggerawong Foreshore - Shared Path Construction Stage 2 and 3	Tuggerawong	Wyong	Developer Contributions	Roads Asset Planning and Design	\$1,123,300
L124.2020-21	Local Playspace Upgrade - Australia Ave, Umina Beach	Umina Beach	Gosford West	Developer Contributions	Open Space and Recreation	\$105,000
L124.2020-21	Local Playspace Upgrade - Vernon Park, Umina Beach	Umina Beach	Gosford West	Developer Contributions	Open Space and Recreation	\$105,000
L128.2020-21	Wamberal Beach Public Toilet (near Wiles Ave) - Replace public toilets	Wamberal	The Entrance	General Revenue	Facilities and Asset Management	\$355,662
L130.2020-21	Wamberal SLSC - Building extension external deck	Wamberal	The Entrance	Grant Funding	Facilities and Asset Management	\$177,000
L132.2020-21	Sporting Facility Redevelopment - Adcock Park, West Gosford	West Gosford	Gosford West	General Revenue	Open Space and Recreation	\$2,900,000
L136.2020-21	Peninsula Leisure Centre - Rolling Facility improvements and equipment replacement	Woy Woy	Gosford West	General Revenue	Leisure and Lifestyle	\$110,000
L137.2020-21	Sportsground Improvements - James Browne Oval, Woy Woy - Sportsground Lighting Upgrade	Woy Woy	Gosford West	Developer Contributions	Open Space and Recreation	\$380,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
L138.2020-21	Spotters/Oil Shed - Woy Woy Tip Office Renovation - Renovate existing un-used office area into a change room space and refurbish existing toilets	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$130,000
L140.2020-21	Woy Woy Environment Centre - Replace Carpet	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$10,000
L142.2020-21	Woy Woy Town Centre: Picnic shelter and tables / seating	Woy Woy	Gosford West	Developer Contributions	Community Partnerships	\$100,000
L143.2020-21	Woy Woy Town Centre: Tree Surrounds	Woy Woy	Gosford West	Developer Contributions	Community Partnerships	\$192,150
L144.2020-21	Woy Woy Wharf - Construction Stage 2	Woy Woy	Gosford West	Grant Funding	Roads Asset Planning and Design	\$5,700,000
L145.2020-21	Woy Woy Bay Wharf - Replacement	Woy Woy Bay	Gosford West	General Revenue	Roads Asset Planning and Design	\$395,000
L155.2020-21	Local Play space Development - Halekulani Oval, Budgewoi	Budgewoi	Budgewoi	Grant Funding	Open Space and Recreation	\$146,200
L164.2020-21	District Playspace Upgrade - John Pete Howard Reserve, San Remo	San Remo	Budgewoi	Developer Contributions	Open Space and Recreation	\$310,000
L166.2020-21	Sporting Facility Redevelopment - Duffy's Reserve, Terrigal - Terrigal BMX	Terrigal	Gosford East	Grant Funding	Open Space and Recreation	\$300,000
L168.2020-21	Toowoona Bay SLSC - Roof and supporting structure repairs	Toowoona Bay	The Entrance	General Revenue	Facilities and Asset Management	\$200,000
L170.2020-21	Tuggerawong Raised Boardwalk - ERF	Tuggerawong	Wyong	Grant Funding	Environmental Management	\$20,000
L171.2020-21	Building Upgrade - Lemon Grove Netball Courts Amenities Building - Investigations and Design	Umina Beach	Gosford West	Grant Funding	Open Space and Recreation	\$145,000
L172.2020-21	Building Upgrade - Umina Oval (Etta Rd) Sportsground Amenities Building	Umina Beach	Gosford West	Grant Funding	Open Space and Recreation	\$90,000
L173.2020-21	Building Upgrade - Umina Oval (Melbourne Ave) Sportsground Amenities Building - Investigations and Design	Umina Beach	Gosford West	Grant Funding and Developer Contributions	Open Space and Recreation	\$200,000
L175.2020-21	Peninsula Leisure Centre - HVAC replacement	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$4,290,000
L176.2020-21	Building Upgrade - Rogers Park Sportsground Amenities Building, Woy Woy	Woy Woy	Gosford West	Grant Funding and Developer Contributions	Open Space and Recreation	\$1,350,000
L177.2020-21	Amenities Building Refurbishments - rolling works program	Multi-ward	Multi-ward	General Revenue	Community Engagement	\$80,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
L178.2020-21	Upgrade to disabled and public toilets at Memorial Park	The Entrance	The Entrance	General Revenue	Community Engagement	\$150,000
L179.2020-21	Replace public toilets Macmasters Beach	MacMasters Beach	Gosford East	Grant Funding and General Revenue	Facilities and Asset Management	\$506,495
L180.2020-21	Alison Homestead - Construct Multi-purpose building	Alison	Wyong	General Revenue	Facilities and Asset Management	\$25,000
L181.2020-21	The Entrance SLSC and Boatshed - design	The Entrance	The Entrance	General Revenue	Facilities and Asset Management	\$20,790
L182.2020-21	Remodel and upgrade meeting spaces at Lake Haven Library	Lake Haven	Budgewoi	General Revenue	Libraries, Learning and Education	\$10,000
L183.2020-21	Embellishment of Presidents Hill Reserve	West Gosford	Gosford West	Developer Contributions	Environmental Management	\$50,000
L184.2020-21	Beach Access upgrade Umina, Ocean Beach & Ettalong	Umina Beach	Gosford West	Developer Contributions	Environmental Management	\$100,000
L185.2020-21	Embellishment of Rumbalara Reserve	Springfield	Gosford East	Developer Contributions	Environmental Management	\$50,000
L186.2020-21	Local Playspace Upgrade - Brick Wharf Road Waterfront, Woy Woy	Woy Woy	Gosford West	Developer Contributions	Open Space and Recreation	\$105,000
L187.2020-21	Sportsground Improvements - Kanwal Oval - Sportsground Lighting Upgrade	Kanwal	Wyong	Developer Contributions	Open Space and Recreation	\$300,000
L188.2020-21	Building Upgrade - Umina Tennis Clubhouse	Umina Beach	Gosford West	Grant Funding	Open Space and Recreation	\$200,000
L189.2020-21	Car Park Upgrade - Ocean Beach Holiday Park Access Road and Associated Car Parking, Umina Beach	Umina Beach	Gosford West	Grant Funding	Open Space and Recreation	\$570,000
L190.2020-21	EDSACC Amenities – Insurance works	The Entrance	The Entrance	General Revenue - Insurance	Open Space and Recreation	\$30,000
L191.2020-21	Warnervale Oval Redevelopment	Warnervale	Wyong	General Revenue	Open Space and Recreation	\$365,000
L192.2020-21	Aquatic Infrastructure - Upgrade Correa Bay Boat Ramp,	Blackwall	Gosford West	General Revenue	Open Space and Recreation	\$225,000
L193.2020-21	Upgrade Terrigal Rock pool	Terrigal	Gosford East	General Revenue	Open Space and Recreation	\$500,000
L194.2020-21	Upgrade Amenities at Heazlett Park	Avoca Beach	Gosford East	General Revenue	Open Space and Recreation	\$238,626
L195.2020-21	Don Small Oval Amenities and Clubhouse	Tacoma	Wyong	Grant Funding and General Revenue	Open Space and Recreation	\$620,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
L196.2020-21	Design and construction of District Playspace at Empire Bay	Empire Bay	Gosford East	General Revenue	Open Space and Recreation	\$88,000
L197.2020-21	Building Renovation - Duffy's Reserve Sportsground Amenities Building, Terrigal	Terrigal	Gosford East	Grant Funding and General Revenue	Open Space and Recreation	\$516,285
L198.2020-21	Sir Joseph Banks Oval - Irrigation, Drainage and Lighting	Bateau Bay	The Entrance	Grant Funding	Open Space and Recreation	\$70,000
L199.2020-21	District Playspace - Susan Fahey Park, Copacabana	Copacabana	Gosford East	Grant Funding and General Revenue	Open Space and Recreation	\$360,000
L200.2020-21	Sportsground Improvements - EDSACC Cricket Practice Nets	Bateau Bay	The Entrance	Grant Funding and General Revenue	Open Space and Recreation	\$128,500
L201.2020-21	Renewal Program - Drainage Improvements	Multi-ward	Multi-ward	General Revenue	Open Space and Recreation	\$100,000
L202.2020-21	Magenta Shared Pathway construction Stage 2	Magenta	The Entrance	General Revenue	Open Space and Recreation	\$25,000
L203.2020-21	Building Renovation - Gavenlock Oval Sportsground Amenities Building, Narara	Narara	Wyong	General Revenue	Open Space and Recreation	\$80,000
L204.2020-21	Gwandalan Bowling Club Jetty – accessibility upgrade	Gwandalan	Budgewoi	Grant Funding	Open Space and Recreation	\$24,300
L205.2020-21	Tunkuwallin Playspace Masterplan Development	Gwandalan	Budgewoi	General Revenue	Open Space and Recreation	\$15,000
L206.2020-21	Tunkuwallin Oval Car Park Design	Gwandalan	Budgewoi	Developer Contributions	Open Space and Recreation	\$30,000
L207.2020-21	Gwandalan Skate Park Concept Design	Gwandalan	Budgewoi	Developer Contributions	Open Space and Recreation	\$30,000
L208.2020-21	Sportsground Improvements - Kariong Oval Upgrade	Kariong	Gosford West	Developer Contributions	Open Space and Recreation	\$135,000
L209.2020-21	Sporting Facility Development - Mitchell Park Recreation Area - Kariong Pump Track	Kariong	Gosford West	Developer Contributions	Open Space and Recreation	\$10,000
L210.2020-21	Sporting Facility Redevelopment - Mitchell Park Recreation Area - Kariong Skate Park Upgrade	Kariong	Gosford West	Developer Contributions	Open Space and Recreation	\$30,000
L211.2020-21	Car Park Upgrades - McEvoy Oval, Umina Beach	Umina Beach	Gosford West	Developer Contributions	Open Space and Recreation	\$20,000
L212.2020-21	Reserve Upgrades - Woy Woy Waterfront Redevelopment	Woy Woy	Gosford West	Developer Contributions	Open Space and Recreation	\$100,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
L213.2020-21	Reserve Upgrades - Umina, Ocean Beach and Ettalong Landscaping	Multi-ward	Multi-ward	Developer Contributions	Open Space and Recreation	\$50,000
L214.2020-21	Sportsground Improvements - Umina Oval Irrigation Upgrade	Umina Beach	Gosford West	Developer Contributions	Open Space and Recreation	\$10,000
L215.2020-21	Car Park Upgrades - James Browne Oval, Woy Woy	Woy Woy	Gosford West	Developer Contributions	Open Space and Recreation	\$20,000
L216.2020-21	Reserve Upgrades - Terrigal Haven	Terrigal	Gosford East	Developer Contributions	Open Space and Recreation	\$50,000
L217.2020-21	Reserve Upgrades - Terrigal Foreshore Redevelopment	Terrigal	Gosford East	Developer Contributions	Open Space and Recreation	\$25,000
L218.2020-21	Tennis Courts - Bill Sohler Park Upgrade	Ourimbah	Wyong	Developer Contributions	Open Space and Recreation	\$100,000
L219.2020-21	Reserve Upgrades - Helen Reserve, Gorokan	Gorokan	Budgewoi	Developer Contributions	Open Space and Recreation	\$150,000
L220.2020-21	Aquatic Infrastructure - Gorokan Boat Ramp Fish Cleaning Table	Gorokan	Budgewoi	Developer Contributions	Open Space and Recreation	\$70,000
L221.2020-21	District Park Development - Hilltop Park	Warnervale	Wyong	Developer Contributions	Open Space and Recreation	\$100,000
L222.2020-21	Replace playground, including partial fencing at Budgewoi Holiday Park	Budgewoi	Budgewoi	Restricted Assets	Business Enterprise	\$105,000
L223.2020-21	Upgrade Central Coast Stadium lighting towers	Gosford	Gosford West	General Revenue	Business Enterprise	\$390,100
<b>Responsible</b>						
R001.2020-21	Avoca Dr - Drainage Upgrade Stage 4	Avoca Beach	Gosford East	General Revenue	Roads Asset Planning and Design	\$1,393,000
R002.2020-21	Cabbage Tree Ave Block 1 - Pavement Renewal and Road Resurfacing	Avoca Beach	Gosford East	Grant Funding	Roads Asset Planning and Design	\$399,000
R005.2020-21	Ridgway Rd - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works - Stage 1	Avoca Beach	Gosford East	Grant Funding	Roads Asset Planning and Design	\$2,500,000
R006.2020-21	Water Trunk Main Renewal - North Avoca to Avoca	Avoca Beach	Gosford East	General Revenue	Water Construction and Project Management	\$24,824
R007.2020-21	Covered Storage for the Emulsion Tank at Long Jetty	Bateau Bay	The Entrance	General Revenue	Strategic Procurement	\$31,500
R010.2020-21	Sewage Treatment Plant Instrumentation Upgrade - Bateau Bay	Bateau Bay	The Entrance	General Revenue	Water Construction and Project Management	\$250,000
R011.2020-21	Sewage Treatment Plant Process Improvements - Bateau Bay	Bateau Bay	The Entrance	Developer Contributions and General Revenue	Water Construction and Project Management	\$505,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R013.2020-21	Corella CI Block 1 - Pavement Renewal and Road Resurfacing	Berkeley Vale	The Entrance	Grant Funding	Roads Asset Planning and Design	\$432,000
R014.2020-21	Corella CI Block 2 - Pavement Renewal and Road Resurfacing	Berkeley Vale	The Entrance	Grant Funding	Roads Asset Planning and Design	\$452,000
R015.2020-21	Lakedge Ave - Drainage Upgrade Stage 2	Berkeley Vale	The Entrance	General Revenue	Roads Asset Planning and Design	\$853,554
R016.2020-21	Lakedge Ave - Road Upgrade with Drainage, Kerb & Gutter and Pavement Works Stage 2	Berkeley Vale	The Entrance	General Revenue	Roads Asset Planning and Design	\$1,189,232
R018.2020-21	Booker Bay Rd Block 5 - Pavement Renewal and Road Resurfacing	Booker Bay	Gosford West	Grant Funding	Roads Asset Planning and Design	\$307,000
R019.2020-21	Elouera Ave - Timber Footbridge Replacement	Buff Point	Budgewoi	General Revenue	Roads Asset Planning and Design	\$65,000
R021.2020-21	Crossingham St Block 1 - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	General Revenue	Roads Asset Planning and Design	\$52,000
R022.2020-21	Crossingham St Block 2 - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$188,547
R023.2020-21	Crossingham St Block 3 - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$164,832
R024.2020-21	Hibbard St - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$428,000
R025.2020-21	Maloneys Creek - Timber Bridge Replacement	Cedar Brush Creek	Wyong	General Revenue	Roads Asset Planning and Design	\$400,000
R027.2020-21	Renew Gantry crane carriage to building E South Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$60,000
R027.2020-21	Renew Gantry crane carriage to building E North Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$60,000
R028.2020-21	Renew Gantry crane carriage to building D Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$60,000
R030.2020-21	Renew outdoor lunch facilities and replace rusted balustrading Long Jetty Depot	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$15,000
R033.2020-21	Security access control and additional CCTV cameras to Buildings C, D, F Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$35,000
R034.2020-21	Sewage Treatment Plant Major Augmentation Works - Charmhaven	Charmhaven	Budgewoi	Developer Contributions	Water Construction and Project Management	\$878,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R035.2020-21	Del Monte Pl - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works - Stage 1	Copacabana	Gosford East	Grant Funding	Roads Asset Planning and Design	\$2,500,000
R036.2020-21	Oceano St - Drainage Upgrade Stage 4	Copacabana	Gosford East	General Revenue	Roads Asset Planning and Design	\$1,105,000
R037.2020-21	Oceano St - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 4	Copacabana	Gosford East	General Revenue	Roads Asset Planning and Design	\$1,700,000
R038.2020-21	Reservoir Kanangra Renewal - Pacific Hwy Crangan Bay	Crangan Bay	Budgewoi	General Revenue	Water Construction and Project Management	\$705,000
R039.2020-21	Sewer Pump Station Civil Remediation - Daley Ave Daleys point (DP3)	Daleys Point	Gosford East	General Revenue	Water Construction and Project Management	\$14,000
R040.2020-21	Davistown Rd - Drainage Upgrade Stage 13	Davistown	Gosford East	General Revenue	Roads Asset Planning and Design	\$305,000
R041.2020-21	Davistown Rd - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 13	Davistown	Gosford East	General Revenue	Roads Asset Planning and Design	\$805,000
R044.2020-21	Daley Street - Sealing Gravel Road	Doyalson North	Budgewoi	General Revenue	Roads Asset Planning and Design	\$83,200
R045.2020-21	Bay View Ave Block 1 - Pavement Renewal and Road Resurfacing	East Gosford	Gosford West	Grant Funding	Roads Asset Planning and Design	\$298,000
R047.2020-21	Wells St - Drainage Upgrade Stage 4	East Gosford	Gosford West	General Revenue	Roads Asset Planning and Design	\$400,000
R049.2020-21	Covered Storage for Cold Mix within Erina Stores Bulkyard	Erina	Gosford East	General Revenue	Strategic Procurement	\$20,000
R050.2020-21	Design and construct new fleet degreasing washbay Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$60,000
R051.2020-21	Install security CCTV cameras to rear half of Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$30,000
R052.2020-21	Reconfigure block walls in bulk materials storage area within Erina Depot	Erina	Gosford East	General Revenue	Strategic Procurement	\$10,000
R057.2020-21	Upgrade of key system at Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$45,000
R058.2020-21	Sewer Pump Station Renewal - Lagoon Street Ettalong Beach (E1)	Ettalong Beach	Gosford West	General Revenue	Water Construction and Project Management	\$10,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R059.2020-21	Sewer Pump Station and Rising Main Renewal - Crystal St Forresters Beach (FB1)	Forresters Beach	The Entrance	Developer Contributions and General Revenue	Water Construction and Project Management	\$170,720
R060.2020-21	Nichols Ave - Drainage Upgrade	Gorokan	Budgewoi	General Revenue	Roads Asset Planning and Design	\$105,000
R061.2020-21	The Corso - Pavement Renewal and Road Resurfacing	Gorokan	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$544,000
R062.2020-21	Albany St North - Raised Intersection and Pedestrian Crossing	Gosford	Gosford West	Developer Contributions	Roads Asset Planning and Design	\$130,000
R067.2020-21	Sewer Infrastructure Reinforcements - Gosford CBD	Gosford	Gosford West	Grant Funding	Water Construction and Project Management	\$3,000,000
R068.2020-21	Sewer System Bolt Down Cover Installation - Coastal System	Gosford	Gosford West	Developer Contributions and General Revenue	Water Construction and Project Management	\$455,750
R070.2020-21	Water Infrastructure Reinforcements - Gosford CBD	Gosford	Gosford West	Grant Funding	Water Construction and Project Management	\$3,000,000
R073.2020-21	Sewer Pump Station Renewal - Bayside Drive Green Point (GP3)	Green Point	Gosford East	General Revenue	Water Construction and Project Management	\$10,000
R074.2020-21	Wisemans Ferry Rd - Embankment Stabilisation	Gunderman	Gosford West	General Revenue	Roads Asset Planning and Design	\$250,000
R075.2020-21	Wisemans Ferry Rd Block 116 - Pavement Renewal and Road Resurfacing	Gunderman	Gosford West	Grant Funding	Roads Asset Planning and Design	\$333,000
R076.2020-21	Sewer Rising Main Replacement - Koowong Road Gwandalan (GW02)	Gwandalan	Budgewoi	General Revenue	Water Construction and Project Management	\$1,000
R077.2020-21	Kala Ave and Walu Ave - Drainage Upgrade Stage 2	Halekulani	Budgewoi	General Revenue	Roads Asset Planning and Design	\$689,200
R078.2020-21	Kala Ave and Walu Ave - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works Stage 2	Halekulani	Budgewoi	General Revenue	Roads Asset Planning and Design	\$1,455,000
R079.2020-21	Manoa Rd Block 1 - Pavement Renewal and Road Resurfacing	Halekulani	Budgewoi	General Revenue	Roads Asset Planning and Design	\$159,000
R081.2020-21	Mountain Rd Block 2 - Pavement Renewal and Road Resurfacing	Halloran	Wyong	Grant Funding	Roads Asset Planning and Design	\$145,000
R082.2020-21	Louisiana Road - Drainage Upgrade	Hamlyn Terrace	Wyong	Developer Contributions and General Revenue	Roads Asset Planning and Design	\$1,504,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R083.2020-21	Sewer Pump Station and Rising Main Upgrade - Hamlyn Terrace (CH12-13)	Hamlyn Terrace	Wyong	Developer Contributions and General Revenue	Water Construction and Project Management	\$300,600
R084.2020-21	The Ridgeway, Holgate - Embankment Stabilisation	Holgate	Gosford East	General Revenue	Roads Asset Planning and Design	\$75,000
R085.2020-21	Buttonderry WMF - Buttonderry Creek crossing - Access Area 5 (planning and design)	Jilliby	Wyong	General Revenue	Waste Services and Business Development	\$90,000
R086.2020-21	Buttonderry WMF - Fire break and fire trail (northern boundary of cell 4.2/4.3)	Jilliby	Wyong	General Revenue	Waste Services and Business Development	\$60,000
R087.2020-21	Buttonderry WMF - Haul road stabilisation works (northern boundary of cell 4.3)	Jilliby	Wyong	General Revenue	Waste Services and Business Development	\$90,000
R088.2020-21	Buttonderry WMF - Scrap metal Resource Recovery Area	Jilliby	Wyong	General Revenue	Waste Services and Business Development	\$100,000
R089.2020-21	Buttonderry WMF - Waste Management Facility Cell expansion Construction	Jilliby	Wyong	Restricted Assets	Waste Services and Business Development	\$7,756,328
R090.2020-21	Jilliby Cemetery - Stage 2 - car park areas including new main entrance, drainage and landscaping	Jilliby	Wyong	Restricted Assets	Business Enterprise	\$9,300
R091.2020-21	Upgrade Jilliby Cemetery - Stage 2 Additional Memorial Sites	Jilliby	Wyong	Restricted Assets	Business Enterprise	\$57,240
R092.2020-21	Craigie Ave - Pavement Renewal and Road Resurfacing	Kanwal	Wyong	Grant Funding	Roads Asset Planning and Design	\$425,000
R094.2020-21	Cresthaven Ave - Footbridge Replacement	Killarney Vale	The Entrance	General Revenue	Roads Asset Planning and Design	\$50,000
R097.2020-21	Sewer Rising Main Isolation Valve Installation - Killcare Carrier Main	Killcare Heights	Gosford East	General Revenue	Water Construction and Project Management	\$1,000
R098.2020-21	Upgrade Killcare Heights Water Pump Station	Killcare Heights	Gosford East	General Revenue	Water Construction and Project Management	\$194,000
R101.2020-21	Sewage Treatment Plant Installation of Aeration Mixers - Kincumber	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$11,300
R102.2020-21	Sewage Treatment Plant Public Waste Disposal Point - Kincumber	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$1,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R103.2020-21	Sewage Treatment Plant Road Renewal - Kincumber	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$1,000
R104.2020-21	Sewage Treatment Plant Sludge Scrapers Replacement - Kincumber	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$1,000
R105.2020-21	Sewer Pump Station Emergency Overflow Prevention - Cochrone St Kincumber (KMJ)	Kincumber	Gosford East	Developer Contributions	Water Construction and Project Management	\$1,000
R106.2020-21	Sewer Pump Station Renewal - Brisbane Water Drive Koolewong (WG08)	Koolewong	Gosford West	General Revenue	Water Construction and Project Management	\$10,000
R107.2020-21	Dam Spillway and Upgrades - Mangrove Creek Dam Kulnura	Kulnura	Gosford West	General Revenue	Water Construction and Project Management	\$655,469
R108.2020-21	Anita Ave - Footbridge Replacement No.1	Lake Munmorah	Budgewoi	General Revenue	Roads Asset Planning and Design	\$35,000
R109.2020-21	Anita Ave - Footbridge Replacement No.2	Lake Munmorah	Budgewoi	General Revenue	Roads Asset Planning and Design	\$35,000
R113.2020-21	Eloora Rd - Drainage Upgrade Stage 4b	Long Jetty	The Entrance	General Revenue	Roads Asset Planning and Design	\$445,000
R114.2020-21	Eloora Rd - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 4b	Long Jetty	The Entrance	General Revenue	Roads Asset Planning and Design	\$935,300
R120.2020-21	Purchase and Install Pre-fabricated Change room facilities for Mangrove Mountain Depot	Mangrove Mountain	Gosford West	General Revenue	Facilities and Asset Management	\$65,000
R124.2020-21	Mannering Park - Footbridge Replacement	Mannering Park	Budgewoi	General Revenue	Roads Asset Planning and Design	\$50,000
R125.2020-21	Sewer Rising Main Partial Replacement - Mannering Park (MP08)	Mannering Park	Budgewoi	General Revenue	Water Construction and Project Management	\$475,000
R128.2020-21	Water Treatment Plant Major Electrical Renewal - Mardi	Mardi	Wyong	General Revenue	Water Construction and Project Management	\$1,076,340
R129.2020-21	Water Treatment Plant Major Upgrade - Mardi	Mardi	Wyong	Grant Funding and General Revenue	Water Construction and Project Management	\$1,831,000
R130.2020-21	Woodbury Park Dr - Pavement Renewal and Road Resurfacing	Mardi	Wyong	Grant Funding	Roads Asset Planning and Design	\$306,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R131.2020-21	Carlton Rd - Road Upgrade and Realignment with Drainage and Footpath Stage 2	Matcham	Gosford East	Grant Funding	Roads Asset Planning and Design	\$50,000
R132.2020-21	Mooney Dam Replacement of Rising Main Meter and Pit	Mooney Mooney	Gosford West	General Revenue	Water Construction and Project Management	\$10,000
R133.2020-21	Water Pump Station Capacity Upgrade - Mooney Mooney Dam Somersby	Mooney Mooney	Gosford West	Developer Contributions	Water Construction and Project Management	\$1,000
R134.2020-21	Water Pump Station Server and Storage Replacement - Mooney and Mangrove	Mooney Mooney	Gosford West	General Revenue	Water Construction and Project Management	\$150,000
R136.2020-21	Sewer Pump Station Upgrade - Carrington St Narara (N7)	Narara	Wyong	General Revenue	Water Construction and Project Management	\$945,120
R137.2020-21	Norah Head Masterplan Implementation Stage 3	Norah Head	Budgewoi	General Revenue	Roads Asset Planning and Design	\$1,085,700
R139.2020-21	Sewer Rising Main Upgrade - Bungary Road Norah Head (TO08A)	Norah Head	Budgewoi	Developer Contributions	Water Construction and Project Management	\$10,000
R141.2020-21	Oleander St Block 1 - Pavement Renewal and Road Resurfacing	Noraville	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$324,000
R142.2020-21	Oleander St Block 2 - Pavement Renewal and Road Resurfacing	Noraville	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$530,000
R146.2020-21	Gem Rd - Road Upgrade with Drainage and Pavement Works	Pearl Beach	Gosford West	Grant Funding	Roads Asset Planning and Design	\$420,000
R147.2020-21	Patonga Dr Block 1 - Pavement Renewal and Road Resurfacing	Pearl Beach	Gosford West	Grant Funding	Roads Asset Planning and Design	\$322,000
R149.2020-21	Monastir Rd - Seawall Reconstruction	Phegans Bay	Gosford West	General Revenue	Roads Asset Planning and Design	\$165,000
R150.2020-21	Fiona St - Drainage Upgrade	Point Clare	Gosford West	General Revenue	Roads Asset Planning and Design	\$40,000
R154.2020-21	Bus Stop Improvement Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$400,000
R156.2020-21	Additional New Water Reservoir Assets - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$212,000
R158.2020-21	Annual Replacement Program for: - Marine Equipment	Multi-ward	Multi-ward	General Revenue	Plant and Fleet	\$465,031

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R160.2020-21	Annual Replacement Program for: Earthmoving Equipment	Multi-ward	Multi-ward	General Revenue	Plant and Fleet	\$2,557,215
R162.2020-21	Annual Replacement Program for: Trucks	Multi-ward	Multi-ward	General Revenue	Plant and Fleet	\$2,336,208
R163.2020-21	Annual Replacement Program for: Workshop Equipment	Multi-ward	Multi-ward	General Revenue	Plant and Fleet	\$60,000
R164.2020-21	Application Upgrades	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$95,700
R165.2020-21	Asphalt Resurfacing Program - North 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$1,100,000
R166.2020-21	Asphalt Resurfacing Program - South 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$1,240,000
R167.2020-21	Asset Management System Enhancements	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$2,031,453
R168.2020-21	Car park Renewal Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$250,000
R172.2020-21	Customer360	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$751,450
R173.2020-21	Data Management Platform Enhancements	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$1,323,850
R174.2020-21	Digital Aerial Imagery	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$740,000
R175.2020-21	Drainage Design Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$750,000
R176.2020-21	DXP Channel Development	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$650,150
R177.2020-21	Enterprise Architecture Definition	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$1,560,500
R180.2020-21	HCM System Enhancements	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$1,026,035
R182.2020-21	Heavy Patch Program (North) 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$308,000
R183.2020-21	Heavy Patch Program (South) 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$308,000
R184.2020-21	Implement a consolidated payroll and time and attendance system	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$688,642
R185.2020-21	Implement a consolidated property and rating system	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$2,997,927



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R186.2020-21	IMT Infrastructure Refresh	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$1,448,763
R187.2020-21	IMT Security Enhancements	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$3,677,450
R190.2020-21	Integration Enhancements and Business Process Management	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$2,327,500
R192.2020-21	Laboratory Information Management System - Region Wide (LIMS)	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$245,000
R193.2020-21	Minor Drainage Improvement Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$400,000
R194.2020-21	Minor Transport Improvement Program 2020-21	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$500,000
R195.2020-21	Modern Collaboration Capability	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$1,375,800
R196.2020-21	Network and Automation Remote Telemetry Unit Replacement - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$250,000
R198.2020-21	Our+Apps Development	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$1,000,850
R200.2020-21	Reservoir Generator Purchase and Installation - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$18,000
R201.2020-21	Reservoir Safety Investigation - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$290,600
R202.2020-21	Road Design Program	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$800,000
R204.2020-21	Road Resealing Program - North	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$2,300,000
R205.2020-21	Road Resealing Program - South	Multi-ward	Multi-ward	General Revenue	Roads Asset Planning and Design	\$2,300,000
R206.2020-21	Sewage Treatment Plant Solar Installation Program - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$5,000
R207.2020-21	Sewage Treatment Plants Electrical Replacements - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$110,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R208.2020-21	Sewer Gravity Main Augmentations - Region Wide	Multi-ward	Multi-ward	Developer Contributions and General Revenue	Water Construction and Project Management	\$126,000
R209.2020-21	Sewer Hydraulic Model Calibration Stage 2 - Region Wide	Multi-ward	Multi-ward	Developer Contributions and General Revenue	Water Construction and Project Management	\$90,500
R210.2020-21	Sewer Hydraulic Model Development - Region Wide	Multi-ward	Multi-ward	Developer Contributions and General Revenue	Water Construction and Project Management	\$400,000
R211.2020-21	Sewer LPSS Vacuum System Minor Asset Renewal/Replace Program - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$100,000
R212.2020-21	Sewer Main Asset Renewal Program - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$2,500,000
R213.2020-21	Sewer Network Assets Installation of Overflow Monitoring - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$3,000
R214.2020-21	Sewer Network Operations Minor Asset Renewals	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$5,000
R215.2020-21	Sewer Pump Station Asset Renewal Program - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$1,000
R216.2020-21	Sewer Pump Station Electrical and Control Switchboard Replacement Program - Northern Region	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$500,000
R217.2020-21	Sewer Pump Station Electrical and Control Switchboard Replacement Program - Southern Region	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$350,000
R218.2020-21	Sewer Reactive and Program Planning - Region wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$39,500
R219.2020-21	Traffic Facilities Program	Multi-ward	Multi-ward	Grant Funding	Roads Asset Planning and Design	\$350,000
R220.2020-21	Water and Sewer Asset and Network Security Installations - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$100,000
R221.2020-21	Water Catchment Area - Fire Trail Renewals - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$150,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R222.2020-21	Water Catchment Area Minor Asset Renewals - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$200,000
R223.2020-21	Water Main and Network Monitoring and Improvements - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$108,000
R224.2020-21	Water Mains Asset Renewal Program - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$1,800,000
R226.2020-21	Water Network Operations Minor Asset Renewals	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$5,000
R227.2020-21	Water Reactive and Program Planning - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$151,499
R228.2020-21	Water Reservoirs Asset Renewal Program - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$1,000
R229.2020-21	Water Treatment Plants Solar Installation Program - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$5,000
R231.2020-21	Richardson Rd - Pavement Renewal and Road Resurfacing	San Remo	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$236,000
R232.2020-21	Water Trunk Main Renewal - Davistown Rd Saratoga	Saratoga	Gosford East	General Revenue	Water Construction and Project Management	\$31,000
R234.2020-21	Wisemans Ferry Rd Block 76 - Pavement Renewal and Road Resurfacing	Spencer	Gosford West	General Revenue	Roads Asset Planning and Design	\$234,000
R235.2020-21	Wisemans Ferry Rd Block 77 - Pavement Renewal and Road Resurfacing	Spencer	Gosford West	General Revenue	Roads Asset Planning and Design	\$119,000
R237.2020-21	Sewer Pump Station Renewal - Government Road Summerland Point (GW05)	Summerland Point	Budgewoi	General Revenue	Water Construction and Project Management	\$10,000
R238.2020-21	Sewerage System Low Pressure Installation - South Tacoma	Tacoma South	Wyong	General Revenue	Water Construction and Project Management	\$1,700,000
R239.2020-21	Glenrock Pde - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works - Stage 4	Tascott	Gosford West	Grant Funding	Roads Asset Planning and Design	\$500,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R240.2020-21	Sewer Pump Station Renewal - Glenrock Parade Koolewong (WG6)	Tascott	Gosford West	General Revenue	Water Construction and Project Management	\$10,000
R241.2020-21	Barnhill Rd Block 2 - Pavement Renewal and Road Resurfacing	Terrigal	Gosford East	Grant Funding	Roads Asset Planning and Design	\$155,000
R242.2020-21	Brooks Hill Ln - Sealing Gravel Road	Terrigal	Gosford East	General Revenue	Roads Asset Planning and Design	\$305,000
R244.2020-21	Sewer Pump Station Electrical Replacement - Terrigal Drive Terrigal (TMJ)	Terrigal	Gosford East	General Revenue	Water Construction and Project Management	\$200,000
R248.2020-21	Torrens Ave and Fairview Ave - Intersection Upgrade	The Entrance	The Entrance	Developer Contributions and General Revenue	Roads Asset Planning and Design	\$434,300
R250.2020-21	Frauent St - Pavement Renewal and Road Resurfacing	Toukley	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$374,000
R253.2020-21	Sewer Pump Station Renewal - Toukley Package TO1 TO6 TO9	Toukley	Budgewoi	Developer Contributions and General Revenue	Water Construction and Project Management	\$6,725,882
R257.2020-21	Sewer Pump Station Upgrade - Cadonia Rd Tuggerawong (TO19)	Tuggerawong	Wyong	Developer Contributions and General Revenue	Water Construction and Project Management	\$2,945,920
R258.2020-21	Tuggerawong Rd - Pavement Renewal and Road Resurfacing	Tuggerawong	Wyong	General Revenue	Roads Asset Planning and Design	\$407,000
R260.2020-21	Reservoir Power Supply Replacement - Beckingham Rd Tumby Umbi	Tumby Umbi	The Entrance	General Revenue	Water Construction and Project Management	\$75,000
R261.2020-21	The Ridgeway, Tumby Umbi - Embankment Stabilisation	Tumby Umbi	The Entrance	General Revenue	Roads Asset Planning and Design	\$55,000
R263.2020-21	Mount Ettalong Rd - Embankment Stabilisation	Umina Beach	Gosford West	General Revenue	Roads Asset Planning and Design	\$75,000
R264.2020-21	Sewer Pump Station Renewal - Cowper Road Umina Beach (OB4)	Umina Beach	Gosford West	General Revenue	Water Construction and Project Management	\$362,000
R265.2020-21	Sewer Pump Station Renewal - Mulhall Street Wagstaffe (HB04)	Wagstaffe	Gosford East	General Revenue	Water Construction and Project Management	\$10,000
R266.2020-21	Albert Warner Dr - Pavement Renewal and Road Resurfacing	Warnervale	Wyong	Grant Funding	Roads Asset Planning and Design	\$436,000
R267.2020-21	Sewer Infrastructure - Warnervale Town Centre	Warnervale	Wyong	Grant Funding	Water Construction and Project Management	\$1,500,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R269.2020-21	Water Infrastructure - Warnervale Town Centre	Warnervale	Wyong	Grant Funding	Water Construction and Project Management	\$500,000
R270.2020-21	Water Trunk Main Installation - Mardi to Warnervale	Warnervale	Multi-ward	Developer Contributions	Water Construction and Project Management	\$39,166,990
R274.2020-21	Covered Storage for Cold Mix within Woy Woy Stores Bulkyard	Woy Woy	Gosford West	General Revenue	Strategic Procurement	\$20,000
R276.2020-21	Everglades Catchment - Drainage Upgrade Stage 3	Woy Woy	Gosford West	Grant Funding	Roads Asset Planning and Design	\$650,000
R277.2020-21	Ocean Beach Rd and Rawson Rd - Intersection Upgrade	Woy Woy	Gosford West	Grant Funding	Roads Asset Planning and Design	\$500,000
R278.2020-21	Upgrade of key system at Woy Woy Depot	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$20,000
R280.2020-21	Woy Woy WMF - Stormwater management improvement works	Woy Woy	Gosford West	General Revenue	Waste Services and Business Development	\$405,000
R281.2020-21	Woy Woy Rd, Woy Woy - Road Safety Improvements	Woy Woy Bay	Gosford West	Grant Funding	Roads Asset Planning and Design	\$165,000
R288.2020-21	Murrawal Rd - Drainage Upgrade Stage 2	Wyongah	Wyong	General Revenue	Roads Asset Planning and Design	\$390,000
R289.2020-21	Murrawal Rd - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works Stage 2	Wyongah	Wyong	General Revenue	Roads Asset Planning and Design	\$790,000
R290.2020-21	CX Enhancements	Multi-ward	Multi-ward	General Revenue	Chief Information Officer	\$54,162
R291.2020-21	Wyong Administration Building - Refurbishment Level 2	Wyong	Wyong	General Revenue	Facilities and Asset Management	\$905,000
R292.2020-21	Pollution control device - Hylton Moore Park	East Gosford	Gosford West	Developer Contributions	Environmental Management	\$30,141
R293.2020-21	Pollutant control devices at Russell Drysdale Street	East Gosford	Gosford West	Developer Contributions	Environmental Management	\$15,071
R294.2020-21	Install pit baskets in West Gosford Shopping Centre	West Gosford	Gosford West	Developer Contributions	Environmental Management	\$150,706
R295.2020-21	Mangrove Mt and surrounds Fire Trails	Mangrove Mountain	Gosford West	Grant Funding	Environmental Management	\$60,000
R296.2020-21	Water supply tanks installation	Multi-ward	Multi-ward	Grant Funding	Environmental Management	\$115,000
R297.2020-21	Fire Station Bush Fire Protection Upgrades	Multi-ward	Multi-ward	Grant Funding	Environmental Management	\$40,000
R298.2020-21	Dune Stabilisation Activities at Umina, Ocean Beach and Ettalong	Multi Ward	Multi-ward	Developer Contributions	Environmental Management	\$200,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R299.2020-21	Charmhaven RFS Upgrade	Charmhaven	Budgewoi	Grant Funding	Environmental Management	\$100,000
R300.2020-21	Design and replace street lights at Norah Head Holiday Park	Norah Head	Budgewoi	Restricted Assets	Business Enterprise	\$180,000
R301.2020-21	Goobarabah Ave - Pedestrian Refuge	Lake Haven	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$74,000
R302.2020-21	Batley St North and Racecourse Rd - Road Safety Improvements	Gosford	Gosford West	Grant Funding	Roads Asset Planning and Design	\$33,000
R303.2020-21	Brisbane Water Drive - Road Upgrade with Footpath Works	Point Clare	Gosford West	General Revenue	Roads Asset Planning and Design	\$70,000
R304.2020-21	Peats Ridge Road - Traffic Safety Improvements	Peats Ridge	Gosford West	Grant Funding	Roads Asset Planning and Design	\$150,000
R305.2020-21	Pemberton Hill Road - Road Reconstruction	Mangrove Mountain	Gosford West	General Revenue	Roads Asset Planning and Design	\$250,000
R306.2020-21	Ruttleys Rd - Road Safety Improvements	Manning Park	Budgewoi	Grant Funding	Roads Asset Planning and Design	\$360,000
R307.2020-21	St Huberts Island Bridge - Upgrade Railing & Security Fencing	St Huberts Island	Gosford East	Grant Funding	Roads Asset Planning and Design	\$900,000
R308.2020-21	Tonkiss St and Westfield Access - Road Safety Improvements	Tuggerah	The Entrance	Grant Funding	Roads Asset Planning and Design	\$65,000
R309.2020-21	Woy Woy Rd, Woy Woy Bay - Road Safety Improvements	Woy Woy	Gosford West	Grant Funding	Roads Asset Planning and Design	\$305,000
R310.2020-21	Akora Road Bridge - Road Upgrade	Wyoming	Wyong	General Revenue	Roads Asset Planning and Design	\$450,000
R311.2020-21	Carrington Road Bridge - Road Upgrade	Narara	Wyong	Grant Funding and General Revenue	Roads Asset Planning and Design	\$687,500
R312.2020-21	Fowlers Bridge - Timber Bridge Replacement	Tuggerah	The Entrance	General Revenue	Roads Asset Planning and Design	\$198,000
R313.2020-21	Hudson Lane - Road Upgrade	Terrigal	Gosford East	Developer Contributions and General Revenue	Roads Asset Planning and Design	\$275,200
R314.2020-21	Lake Rd & Bryant Dr - Intersection Upgrade	Tuggerah	The Entrance	General Revenue	Roads Asset Planning and Design	\$400,000
R315.2020-21	Ocean Parade - Drainage Upgrade	The Entrance	The Entrance	General Revenue	Roads Asset Planning and Design	\$50,000
R316.2020-21	Kalakau Avenue - Drainage Upgrade	Forresters Beach	The Entrance	General Revenue	Roads Asset Planning and Design	\$80,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R317.2020-21	Oyster Shell Road Bridge Replacement	Warnervale	Wyong	Grant Funding	Roads Asset Planning and Design	\$150,000
R318.2020-21	Water Trunk Main Flow Meter Pit Upgrades - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$10,000
R319.2020-21	Water Pumping Station Kiosk Replacement - Brooke Ave Killarney Vale	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$200,000
R320.2020-21	Reservoir Valve Replacement - Tuggerah 1 Kangy Angy	Kangy Angy	Wyong	General Revenue	Water Construction and Project Management	\$145,262
R321.2020-21	Sewage Treatment Plant Digester Renewal - Kincumber	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$1,000
R322.2020-21	Sewer Pump Station and Main Upgrade - Riverside Park West Gosford	West Gosford	Gosford West	General Revenue	Water Construction and Project Management	\$329,000
R323.2020-21	Dam Intake Tunnel Eel Screen Installation - Mangrove Creek Dam, Boomerang Creek Tunnel	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$94,375
R324.2020-21	Sewer Siphon System Refurbishment - Springfield Rd Erina	Springfield	Gosford East	Developer Contributions	Water Construction and Project Management	\$1,000
R325.2020-21	20777. Sewer Pump Station Upgrade - Victory Pde Tascott (WG05B)	Tascott	Gosford West	General Revenue	Water Construction and Project Management	\$424,562
R326.2020-21	Reservoir Exterior Repairs - Beatties Rd Green Point	Green Point	Gosford East	General Revenue	Water Construction and Project Management	\$104,293
R327.2020-21	Water Pump Station Refurbishment - Central Coast Hwy Forresters Beach	Forresters Beach	The Entrance	General Revenue	Water Construction and Project Management	\$1,307,310
R328.2020-21	Dam Destrat Aeration Pipework Renewal - Mooney Mooney Dam Somersby	Somersby	Gosford West	General Revenue	Water Construction and Project Management	\$9,000
R329.2020-21	Dam Crest Replacement and Remediate Dam Face - Mooney Mooney Dam Somersby	Somersby	Gosford West	General Revenue	Water Construction and Project Management	\$60,000
R330.2020-21	Dam Upgrades to Access Shaft & Lower Chamber System - Boomerang Creek Portal	Kulnura	Gosford West	General Revenue	Water Construction and Project Management	\$10,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R331.2020-21	Water Pump Station Pump Refurbishment - Mangrove Mountain	Mangrove Mountain	Gosford West	General Revenue	Water Construction and Project Management	\$5,000
R332.2020-21	Water Pump Station Refurbishment - The Rampart Umina Heights	Umina Beach	Gosford West	General Revenue	Water Construction and Project Management	\$42,500
R333.2020-21	Sewer Flow Monitoring and Gauge Installations - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$122,000
R334.2020-21	Water Pump Station Rising Main Surge Vessel Upgrades - Mangrove Creek Weir	Mangrove Creek	Gosford West	General Revenue	Water Construction and Project Management	\$19,000
R335.2020-21	Water Treatment Plant Workshop Upgrades - Somersby	Somersby	Gosford West	General Revenue	Water Construction and Project Management	\$1,000
R336.2020-21	Dam Survey Network upgrade - Mooney Mooney Dam Somersby	Somersby	Gosford West	General Revenue	Water Construction and Project Management	\$133,778
R337.2020-21	Sewer Pump Station Pump Replacement - McDonagh Rd Tacoma (WS29)	Tacoma	Wyong	General Revenue	Water Construction and Project Management	\$120,000
R338.2020-21	Water Main and Penstock Renewal - Mangrove Creek	Mangrove Creek	Gosford West	General Revenue	Water Construction and Project Management	\$78,000
R339.2020-21	Sewage Treatment Plant Sludge Mechanical Dewatering Renewal - Kincumber	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$38,965
R340.2020-21	Dam Intake Tower Refurbishment - Mangrove Creek Dam Kulnura	Kulnura	Gosford West	General Revenue	Water Construction and Project Management	\$167,999
R341.2020-21	Sewer Pump Station High Voltage Investigations - Cochrone St Kincumber (KMJ)	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$450,000
R342.2020-21	Sewage Treatment Plant Mechanical and Electrical Workshop Upgrades - Charmhaven and Wyong South	Charmhaven	Budgewoi	General Revenue	Water Construction and Project Management	\$82,080
R343.2020-21	Water Valve Replacement - Woy Woy	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$166,695
R344.2020-21	30-100 - Sewage Treatment Plant - G - Inlet Works Upgrade	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$1,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
R345.2020-21	20-112 - Water Mains - Trunk Main - Hillcrest Road Empire Bay	Empire Bay	Gosford East	General Revenue	Water Construction and Project Management	\$75,000
R346.2020-21	20-142 - Water Treatment Plants - M - Cyanobacteria Ultrasonic Buoys	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$350,000
R347.2020-21	Network and Automation Server Replacements - Region Wide	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$15,285
R348.2020-21	30-100 - Sewage Treatment Plant - K - Odour Control Facility Upgrade	Kincumber	Gosford East	General Revenue	Water Construction and Project Management	\$215,000
R349.2020-21	30-112 - Sewer Mains - W - Sewer Rising Main Replacement E02	Ettalong Beach	Gosford West	General Revenue	Water Construction and Project Management	\$257,000
R350.2020-21	Sewer Pump Station Access Upgrades - (K05)	Multi-ward	Multi-ward	General Revenue	Water Construction and Project Management	\$50,000
<b>Smart</b>						
S001.2020-21	Budgewoi Holiday Park - Reactive capital renewal	Budgewoi	Budgewoi	Restricted Assets	Business Enterprise	\$20,000
S002.2020-21	Budgewoi Holiday Park - Renovate guest facilities	Budgewoi	Budgewoi	Restricted Assets	Business Enterprise	\$40,000
S003.2020-21	Budgewoi Holiday Park- Renovate Cabins	Budgewoi	Budgewoi	Restricted Assets	Business Enterprise	\$40,000
S004.2020-21	Canton Beach Holiday Park - Design and replace street lights and posts	Canton Beach	Budgewoi	Restricted Assets	Business Enterprise	\$183,600
S005.2020-21	Canton Beach Holiday Park - Reactive capital renewal	Canton Beach	Budgewoi	Restricted Assets	Business Enterprise	\$20,000
S006.2020-21	Canton Beach Holiday Park - Renovate guest facilities	Canton Beach	Budgewoi	Restricted Assets	Business Enterprise	\$60,000
S007.2020-21	Canton Beach Holiday Park- Renovate Cabins	Canton Beach	Budgewoi	Restricted Assets	Business Enterprise	\$40,000
S008.2020-21	Gosford Town Centre: Replacement of Bin Hutches and introduction of public space recycling in Gosford Town Centre and Kibble Park	Gosford	Gosford West	Developer Contributions	Community Partnerships	\$210,000
S009.2020-21	Gosford Town Centre: Kibble Park Grass Upgrade	Gosford	Gosford West	Developer Contributions	Community Partnerships	\$185,850
S010.2020-21	Stage 1 Gosford Upgrades	Gosford	Gosford West	Developer Contributions	Community Partnerships	\$250,000
S011.2020-21	Norah Head Holiday Park - Reactive capital renewal	Norah Head	Budgewoi	Restricted Assets	Business Enterprise	\$20,000
S012.2020-21	Norah Head Holiday Park - Renovate guest facilities	Norah Head	Budgewoi	Restricted Assets	Business Enterprise	\$60,000
S013.2020-21	Norah Head Holiday Park - Renovate Cabins	Norah Head	Budgewoi	Restricted Assets	Business Enterprise	\$80,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget
S014.2020-21	Patonga Camping Ground - Reactive capital renewal	Patonga	Gosford West	Restricted Assets	Business Enterprise	\$20,000
S015.2020-21	Design of new cabins and guest facilities	Multi-ward	Multi-ward	Restricted Assets	Business Enterprise	\$50,000
S016.2020-21	General Town Centre: Accessibility Upgrades	Multi-ward	Multi-ward	Developer Contributions	Community Partnerships	\$200,000
S018.2020-21	Wisemans Ferry Rd - Road Upgrade Stage 4	Somersby	Gosford West	General Revenue	Roads Asset Planning and Design	\$1,081,000
S019.2020-21	Refurbishment of The Entrance Visitor Information Centre	The Entrance	The Entrance	General Revenue and Restricted Assets	Community Engagement	\$566,737
S020.2020-21	Toowoona Bay Holiday Park - Reactive capital renewal	Toowoona Bay	The Entrance	Restricted Assets	Business Enterprise	\$20,000
S021.2020-21	Toowoona Bay Holiday Park - Renovate cabins	Toowoona Bay	The Entrance	Restricted Assets	Business Enterprise	\$100,000
S022.2020-21	Toowoona Bay Holiday Park - Renovate guest facilities	Toowoona Bay	The Entrance	Restricted Assets	Business Enterprise	\$60,000
S023.2020-21	Toowoona Bay Holiday Park - Upgrade road and car park	Toowoona Bay	The Entrance	Restricted Assets	Business Enterprise	\$50,000
S024.2020-21	Gateway Projects at Budgewoi, Toukley and Wyong	Multi-ward	Multi-ward	General Revenue	Community Partnerships	\$132,000
S025.2020-21	Town Centre Signage	Multi-ward	Multi-ward	General Revenue	Community Partnerships	\$370,000
S026.2020-21	Stage 2 Heritage Signage - The Entrance	The Entrance	The Entrance	General Revenue	Community Partnerships	\$124,000
S027.2020-21	Scoping project to look at possible future expansion of the Laycock Street Theatre	North Gosford	Wyong	General Revenue	Leisure and Lifestyle	\$45,000
S028.2020-21	Umina Beach Surf Club Car Park Shared Path	Umina Beach	Gosford West	Grant Funding	Roads Asset Planning and Design	\$250,000
S029.2020-21	Install loop counters to advertise occupancy	Terrigal	Gosford East	General Revenue	Business Enterprise	\$85,000
S030.2020-21	Replace fluoro lighting in the Baker sty Pay & display area with LED lights	Gosford	Gosford West	Restricted Assets	Business Enterprise	\$225,624







# Long Term Financial Plan





# Long Term Financial Plan

## Summary

### Purpose

The purpose of the Long Term Financial Plan (LTFP) is to provide the financial resources needed to achieve the objectives of the Community Strategic Plan. The LTFP 2020-21 to 2029-30 reflects our capacity to deliver the strategies, initiatives, works and programs identified in delivery program and annual operational plan.

The LTFP ensures Council's financial sustainability and informs decision making, in collaboration with other resourcing strategies.

The LTFP seeks to answer the following key questions:

- Can Council survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can Council afford what the community wants?
- How can Council go about achieving these outcomes?

### Introduction

Central Coast Council is unique as it 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 not only delivers the diverse range of services associated with local government such as roads, open space, community facilities and waste management, but also provides water, sewerage and stormwater drainage services as a Water Supply Authority.

Council has funds to ensure appropriate reporting of services based on restrictions. The Consolidated Fund refers to the total of all services provided by Council and includes all of the funds. The Water Supply Authority reporting includes the water, sewer and drainage funds.

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

## Strategic Financial Objectives

Council's Strategic Financial Objectives and the resulting Long Term Financial Plan are all driven by the overriding principle of financial sustainability. Balancing and meeting these Strategic Financial Objectives will ensure we achieve financial sustainability now and into the future.

Council's Strategic Financial Objectives, the sub-objectives and Key Performance Indicators (KPIs) are as follows:



## Financial Sustainability

Tracking of the Key Performance Indicators (KPIs) aligned to each of the Strategic Objectives is how Council will monitor its financial performance and sustainability. A detailed explanation on the purpose, and the mathematical formula for each of these ratios appears as Appendix 1 to the LTFP. Under the Financial Ratios prescribed by the NSW Government to assess Financial Sustainability, Central Coast Council is working towards achieving each of the benchmarks. The following table shows Council's current and planned performance resulting from the Long Term Financial Plan, compared to the prescribed NSW Government benchmarks:

NSW Government	NSW Government Benchmark	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
		(Actual)											
<b>Positive Operating Performance</b>													
<b>Operating Performance Ratio</b>	> 0	(0.37%)	(3.74%)	(2.43%)	0.85%	3.36%	4.47%	4.55%	5.47%	5.88%	6.40%	6.47%	7.14%
		✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Own Source Operating Revenue</b>													
	> 60%	82.11%	84.41%	85.30%	82.24%	84.17%	81.18%	81.32%	80.56%	80.74%	80.93%	81.07%	81.14%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Strong Liquidity</b>													
<b>Unrestricted Current Ratio</b>	> 1.5	1.68	1.16	0.86	1.39	1.64	2.10	2.52	2.91	3.20	3.51	3.81	4.11
		✓	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓
<b>Cash Expense Coverage Ratio</b>	3	9.80	7.92	5.08	5.21	5.29	5.15	4.97	5.55	6.11	7.20	8.13	3.32
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Rates and Annual Charges Outstanding Percentage</b>	5.00%	6.53%	5.50%	5.50%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
		✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓

Operating Performance Ratio is under the Office of Local Government (OLG) benchmark of > 0.0% in 2020-21 as there is an operating deficit. It is forecasted that there will be an operating surplus in the 2021-22 and future financial years.

Unrestricted Current Ratio is below the OLG benchmark of > 1.5 - largely due to the significant restricted developer contributions balances. Council has received over \$59 million in developer contributions for the last 2 financial years (2017-18 and 2018-19) and during that time period has not delivered capital works funded by developer contributions to the same level which leads to the increase in the restricted developer contributions balances. Included in the 2020-21 capital works program are \$53.3 million of projects funded by developer contributions. Council will continue to monitor cash and investment balances and restrictions to ensure that Council has sufficient funds available to meet short term obligations.

Rates and Annual Charges Outstanding Ratio is within the OLG benchmark of 5% within the 10-year LTFP. Prior to COVID-19 Council was on track to meet this ratio however with COVID-19 and the decline in customer payments the ratio will not be met for the 2019-20 financial year and will impact the ratio for future financial years. With the impact of COVID-19 on businesses and families Council is forecasting that rates and annual charges outstanding will increase in the short term and will be managed back to the benchmark over time.

NSW Government		NSW Government Benchmark	2018-19 (Actual)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Infrastructure and Service Management</b>														
<b>Infrastructure Backlog Ratio</b>		<2% (.02)	2.41% <span>✗</span>	2.91% <span>✗</span>	2.92% <span>✗</span>	2.92% <span>✗</span>	2.90% <span>✗</span>	2.90% <span>✗</span>	2.90% <span>✗</span>	2.90% <span>✗</span>	2.90% <span>✗</span>	2.90% <span>✗</span>	2.90% <span>✗</span>	2.90% <span>✗</span>
<b>Asset Maintenance Ratio</b>		100% (1)	94.81% <span>✗</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>
<b>Building and Infrastructure Renewals Ratio</b>		1	132.56% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>	100% <span>✓</span>
<b>Debt Management</b>														
<b>Debt Service Cover Ratio</b>		>2.0	3.21 <span>✓</span>	2.14 <span>✓</span>	2.40 <span>✓</span>	3.40 <span>✓</span>	4.16 <span>✓</span>	3.97 <span>✓</span>	3.83 <span>✓</span>	3.63 <span>✓</span>	3.65 <span>✓</span>	3.98 <span>✓</span>	4.15 <span>✓</span>	4.24 <span>✓</span>

Infrastructure Backlog Ratio – strategies are in place to reduce the backlog which includes increased renewal funding and alternative intervention methods. The capital works program for water, sewer and stormwater drainage assets has been updated to reflect IPART's final determination. The capital works program is focused on renewal and upgrade projects to reduce the asset backlog. For further details in relation to the Infrastructure and Service Management Ratios please refer to the Asset Management Strategy.



# Strengths, Weaknesses, Opportunities and Threats

## Strengths

### Financial Sustainability

As noted under the Financial Sustainability section, Council is working towards the State Government Benchmarks for Financial Sustainability during the ten year horizon of this Long Term Financial Plan (LTFP). In alignment with these ratios, Council has forecasted operating surpluses (before capital grants and contributions) from the 2021-22 financial year and subsequent years of this LTFP.

The forecasted operating deficit before capital grants and contributions has decreased in the 2020-21 financial year to \$13.4 million from \$16.0 million (based on the 2019-20 financial year LTFP). The changes in the forecasted operating deficit relate to:

1. changes in Council's operating environment, focus on continuing to improve service delivery and customer service whilst delivering projects in line with the Community Strategic Plan. Some of the significant changes to our operating income and expenditure for 2020-21 including:
  - i. Decrease in development application fees - 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;
  - ii. Reduction in interest income due to lower interest rates;
  - iii. Increase in emergency services levy – Council was notified of a significant increase in the emergency services levy (due to changes to fund reforms to workers compensation for firefighters diagnosed with work-related cancers) after the 2019-20 operational plan was adopted. For the 2019-20 financial year the State Government agreed to cover the increase for the workers compensation reforms. This was not agreed for future financial years;
  - iv. Increase in contract costs for Holiday Parks management under the new contract;
  - v. Increase in costs for the development of Coastal Management Plans;
  - vi. Increase in costs for water and sewer for the development of the integrated water cycle management strategy;
  - vii. Costs to implement LED streetlighting which will result in future savings in energy costs.
2. changes made in response to COVID-19 financial impacts (refer below)

Since Central Coast Council was formed on 12 May 2016 the cumulative operating surplus (before capital income) from 13 May 2016 to 30 June 2019 is \$72.9 million. These operating surpluses will offset the operating deficit before capital grants and contributions of \$13.4 million in 2020-21.

### Financial Impact of COVID-19

During the last quarter of 2019-20 (April to June 2020) COVID-19 restrictions resulted in the closure or reduction of some Council services to the public in accordance with NSW Government Public Health Orders.

Based on the social distancing restrictions (as at June 2020) it was forecasted that Council's revenue from impacted services would reduce by \$8.5 million for the 2020-21 financial year (user fees and charges and other revenue). This forecast is based on assumptions of when services are able to open, and in some circumstances when programs or events are available. Even once facilities are re-opened and events are available to the public, with social distancing restrictions in place, the utilisation of Council services is largely unknown. As it is difficult to predict when there will be a vaccine for COVID-19, it is very difficult to accurately forecast the full financial impact as COVID-19 will continue to impact how we go about our daily activities. The number of COVID-19 cases will impact the NSW Government's social distancing restrictions and public health orders. This will impact on the services which Council is able to provide to the community which impacts the cost of providing services and any potential income from the services.

The financial impact on Council's operations is not only a reduction in income from either closure or reduction in services but also includes delays in ratepayer and customer payments. Whilst rates and annual charges are billed to ratepayers and customers during the financial year, Council is forecasting a reduction in payments received due to the impact of COVID-19 on businesses and families. During the last quarter of 2019-20 financial year payments received for rates and annual charges have decreased compared to prior years. It is anticipated that this trend will continue during 2020-21 financial year with uncertainty around the application and continuation of Jobkeeper assistance and the Jobseeker coronavirus supplement (the Australian Government announced an extension of the JobKeeper payment by a further six months to March 2021. The support will be targeted to businesses and not-for-profits that continue to be significantly impacted by COVID-19. The payment rate will be reduced and a lower payment rate will be introduced for those who work fewer hours. The Jobseeker coronavirus supplement has been extended for 3 months to December 2020 at a reduced payment rate), and current unemployment and underemployment rates. Whilst banks have extended deferrals of home loan repayments from September 2020 to January 2021 it will only be provided for those still experiencing financial hardship with a focus on getting people back to making repayments.

With the forecasted reduction in cash receipts from rates and annual charges Council has reviewed its capital works program and operational expenditure.

Council's operating deficit before capital grants and contributions has reduced by \$19.1 million to \$13.4 million. The reduction in the operating deficit is due to increases in other sources of revenue such as bio-certification scheme income, operating grant from NSW Government to cover the increase in Emergency Services Levy for 2020-21 and proposed increases in some fees and charges (which will be placed on public exhibition), reductions in employee costs (award increase was 1% less than forecasted, reduction in overtime, considered approach to prioritising recruitment of vacancies and reduction of excess leave), deferral of election costs to 2021-22 financial year (elections will now be held in September 2021) and deferral of some operational projects to future years.

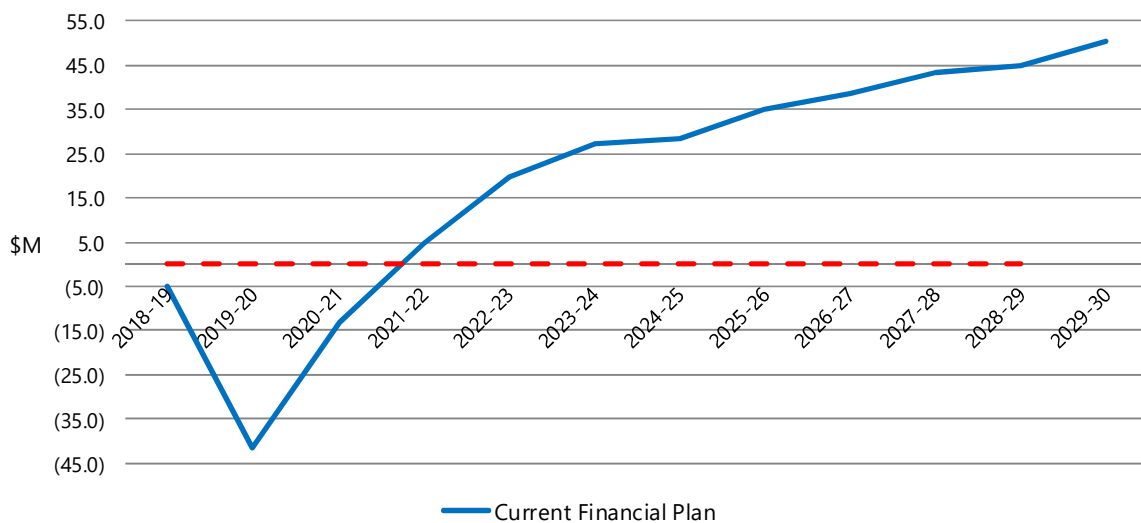
The capital works program has reduced by \$23.3 million to \$225.0 million. Changes to the capital works program have been made to focus on the delivery of capital works which is funded by grant funding, developer contributions or other restricted funds. To achieve this new projects have been identified and are now included in the 2020-21 capital works program. This also means that some projects which were proposed in the draft operational plan 2020-21 will be deferred to future financial years or will be delayed during 2020-21 and projects will continue into 2021-22 financial year for completion.

The reduction in payments received from ratepayers and customers will have an ongoing impact on outstanding balances which in turn will make it difficult for Council to achieve the 5% OLG benchmark for the Rates and Annual Charges Outstanding Ratio. It will take time for ratepayers and customers with outstanding balances to clear the amounts outstanding which will have an ongoing impact on Council's cash inflows. Council will monitor and consider this in planning for future delivery programs – both with operational deliverables and the capital works program.

### **10 Year Long Term Financial Plan Forecast**

The operating deficit in 2020-21 financial year is the baseline for the LTFP which is escalated for each subsequent year (as per the escalation table in the Assumptions section) with adjustments in the 2021-22, 2024-25 and 2028-29 financial years for local government elections which are one off costs. In the 2021-22 financial year we have included \$2.2 million local government elections and in 2024-25 and 2028-29 these costs have been escalated by assumed CPI of 2.5%.

## Consolidated Net Operating Result Excluding Capital Grants and Contributions



Council is able to manage and correct existing weaknesses and to manage and absorb future threats. In addition, Council is in a unique position to seize and maximise opportunities and leverage off existing strengths.

### Financial Management

Careful planning, management and focus on Council's Strategic Financial Objectives will ensure that Council's financial position improves into the future. Management will continue to focus on best value service delivery within financial realities. This will involve business improvement initiatives, benchmarking, automation, improved processes and examining alternative operating models.

### Strength of Balance Sheet

Council has a very strong balance sheet with significant Total Assets and Net Assets (assets less liabilities), conservative and serviceable debt levels, fully recognised and funded liabilities, fully funded restricted cash, and minimal risk of loss existing in the asset portfolio.

At 30 June 2019, the gross replacement cost of Council's infrastructure, property, plant and equipment was \$10.4 billion and net assets was \$7.2 billion.

Debt levels are low compared to Total Assets. Borrowings as at 30 June 2019 totalled \$233.2 million and \$7.2 billion in Total Net Assets. Council's Consolidated Debt Ratio (Total Debt/Total Assets) is very conservative at 3.2% considering the infrastructure Council manages on behalf of the community.

The majority of debt resides in the Water Supply Authority funds and was originally undertaken to support the principle of "intergenerational equity"<sup>1</sup>.

These debts are serviceable, as indicated by the Debt Service Cover Ratio (this ratio measures the availability of operating cash to service debt including interest and principle) which exceeds the Office of Local Government benchmark of greater than 2.00 for all years of the LTFP.

Council's Current Cash and Investment Portfolio, totalling \$376.2 million (as at 31 May 2020), is in compliance with the *Local Government Act 1993*, *Local Government (General) Regulation 2005*, the investment policy adopted at the Ordinary Council Meeting on 28 October 2019, Ministerial Investment Order issued February 2011 and Division of Local Government (as it was then known) Investment Policy Guidelines published in May 2010.

<sup>1</sup> Spreading the cost of major infrastructure works over the many generations that will benefit from the works

## Diversity of Income Streams

Council has a very strong own source operating ratio of 82.1% as at 30 June 2019. This ratio is forecasted to exceed the Office of Local Government benchmark of greater than 60% in each year of the LTFP. This indicates a very high level of fiscal flexibility and very low reliance on external funding sources such as operating grants and contributions.

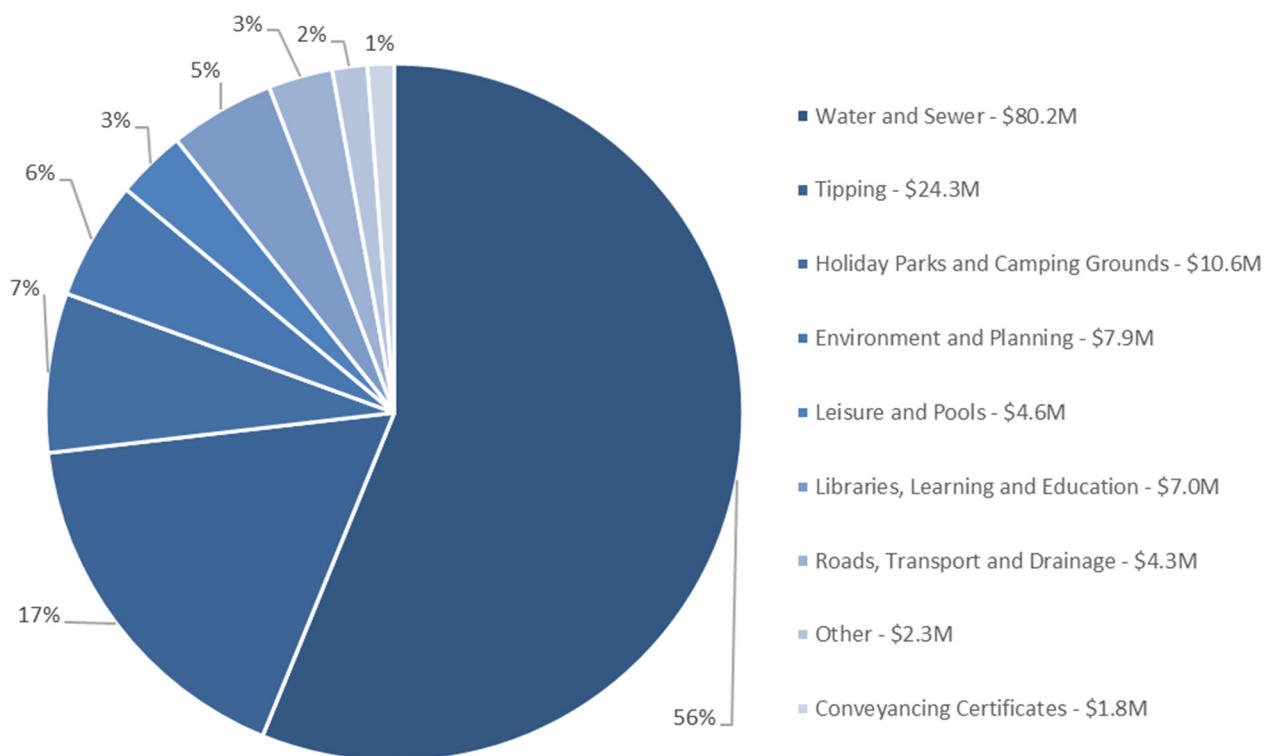
\$335.5 million (60.9%) of the 2020-21 planned Total Operating Revenue of \$551.0 million is derived from Rates and Annual Charges (ordinary and special rates, domestic waste management charge, water, sewerage and stormwater drainage service charges).

In addition, a further \$142.8 million (25.9%) of operating revenue is derived from User Charges and Fees from delivery of a broad number of services including water and sewerage usage charges, childcare, holiday parks, leisure centres and pools, waste tipping fees and building and development fees.

## User Charges and Fees

While some of these fees are regulated, others are contestable, that is offered by other businesses, in their own right and are subject to supply and demand pressures.

Benchmarking against external competitors and an increased understanding of unit costs has been an area of focus, with Council focussing on cost recovery, self-funding and positive return models.





## Weaknesses

### 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 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.

Council's forecasted revenue for 2022-23 financial year and subsequent financial years have been escalated for CPI assumed to be 2.5% plus some growth in Council's customer based offset by lower water usage from potential water restrictions.

### Investment Interest Rates

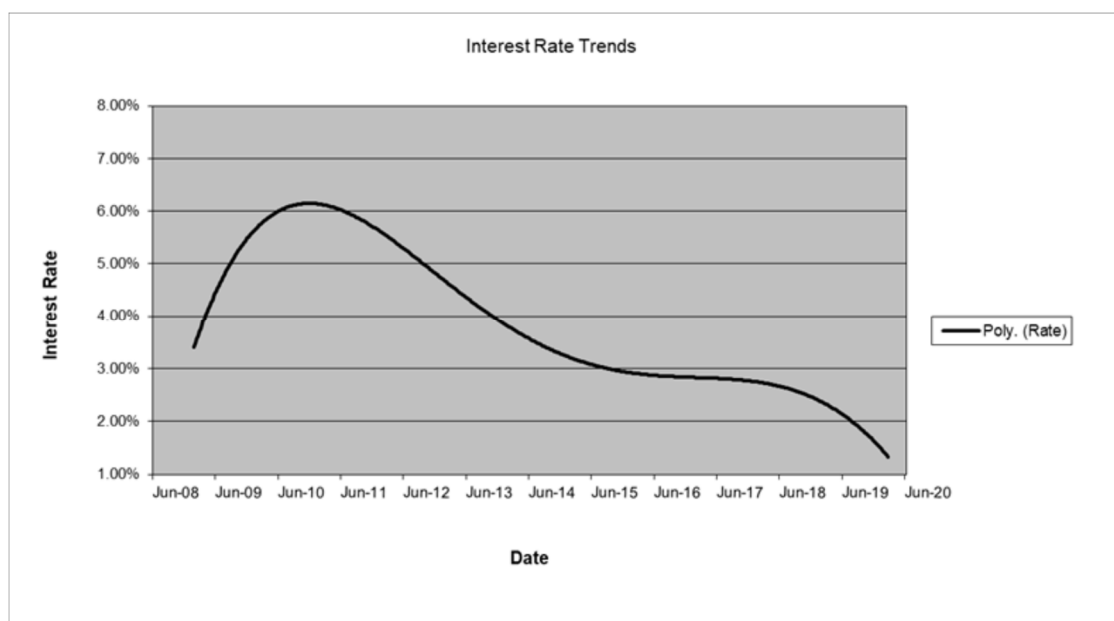
Council's current policy for Investment Management provides the framework for balancing the most favourable rate of interest with due consideration of risk (including Ministerial Directives) and liquidity. The policy limits investment to secure interest bearing instruments with Authorised Deposit-Taking Institutions (ADIs).

In addition, the need to maintain liquidity means that most investment term deposits have maturities of less than 12 months, negating the opportunity to "fix" higher rates when they were historically available.

As such, nearly all investments are fixed rate term deposits and the interest rates received reflect current market conditions in Australia.

Fixed interest rates on investment term deposits (and resulting income from invested cash) have been declining since 2010-11. Trends since 2008 demonstrate recovery from the Global Financial Crisis however changes to monetary policy and market influences in recent years has seen interest rates declining.

The trend towards low interest rates has continued throughout 2019-20 and it has been anticipated that this low return environment will continue for the foreseeable future.



## Fixed Rate Debt

A significant majority of Council's debt (concentrated in the Water Supply Authority funds) originated when interest rates were substantially higher and were fixed at those rates for periods between 10 and 20 years (on the principle of intergenerational equity).

This means that Council's weighted average cost of funding at 6.62% is significantly higher than current market borrowing rates.

Refinancing opportunities are under continual review, but break costs have been judged to be prohibitively high so debt is being paid down steadily at current rates. Consequentially Council is negatively impacted by a negative interest margin between the cost of its debt against prevailing market borrowing rates.

Significant "balloon payments" are due in the next few years between 2020 and 2022. Council will investigate the need to refinance, which gives Council an opportunity to secure lower rates through market forces and the structure of borrowing.

## State and Federal Government Impacts

### 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, approximately \$44.7 million in the 2017-18 financial year which is estimated to be around 8% of Council's total income before capital grants and contributions. Local Government NSW conducts the survey of NSW Councils and further information can be found on their website <https://www.lgnsw.org.au/policy/cost-shifting-survey>. 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.

The local contributions levy for the Gosford City Centre has been reduced to 1% (was previously 4%) of the cost of development due to the Gosford City Centre Special Infrastructure Contribution (SIC) under the *Environmental Planning and Assessment (Special Infrastructure Contribution – Gosford City Centre Determination 2018)*.

The SIC is collected by the NSW Government. Council is still required to deliver the infrastructure under the local contributions plan for the Gosford City Centre and is required to apply to the NSW Government for funding to contribute to these projects.

### 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 2020-21 the budgeted expenditure on the Waste Levy is \$32.5 million.

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

Tipping revenues 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.

Council receives approximately \$300,000 per year from the Better Waste Recycling Fund which is funded from the waste levy.

### **Financial Assistance Grants**

Council receives grant funding under the Federal Government's Financial Assistance Grant (FAG) program to assist with general operations in accordance with local priorities. 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. on a per capita basis), and
- An identified local road component which is distributed between the states and territories according to fixed historical shares.

Council has no control over the formula used to determine the amount of the FAG allocation and has no control over the timing of the receipt, but all of these factors have a material impact on Council's financial performance. For merged Councils, such as Central Coast Council, it has been confirmed that for four years following amalgamation the FAG allocations will be the total of the amounts that would have been provided to the former Councils as if they had remained as separate entities.

The Federal Government prepaid a portion of the 2020-21 FAG as it has historically in June. The 2020-21 budget includes an assumed prepayment of 2021-22 FAG based on historical trends. Any changes to the timing of FAG payments will be reflected in the quarterly budget review process. It should be noted that where the Federal Government decides to prepay the FAG Council will still receive its full FAG entitlement to assist in the provision of services, however the timing of the payment will determine which financial year the grant funding is recognised as income.

The FAG is essential as it allows Council to provide a reasonable level of service and infrastructure to local residents. Pausing indexation or reducing the overall amount of FAGs is not within the control of Council, however decisions made by other levels of government impact on the budget and service delivery can be profoundly negative.

### **Amalgamation**

Central Council was formed on the 12 May 2016. The amalgamation of the former Gosford City and Wyong Shire Councils into Central Coast Council operating from one IT platform is still in progress. Council has implemented human capital management, financial systems, electronic document management system, geospatial information system, customer experience. Further systems will be implemented during 2020-21. The time and effort involved in bringing Council to one platform diverts resources from other service delivery and improvement activities.

## **Opportunities**

### **Optimising Property Portfolio Performance**

Observation of the Local Government sector indicates that the majority of those councils, who are performing well financially and have built a sustainable future, have commonly done so by maximising the potential of their property portfolio. As at 30 June 2019 the value of Council's operational and community land portfolio totalled \$688.9 million.

### **Projected Population Growth**

The population of the Central Coast is 342,047 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. This creates significant challenges but Council views this growth, coupled with coherent strategy and available resources for growth, as an opportunity to deliver to the community.

The region has both the location and resources to leverage from this growth. Located one hour north of Sydney and one hour south of Newcastle, along major transport links, the Central Coast is ideal for encouraging increased commercial and industrial development.

## **Development Applications**

Development activity is closely aligned to the broader economic climate with high levels of development activity which is evidenced through the number of development applications received and construction commencement around the Central Coast. While the current trend has not been positive it remains difficult to project future trends.

Income related to development applications has fallen in the 2019-20 financial year 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.

Council has forecasted a decrease in the number of developer applications and correspondingly a decrease in development application income and associated developer contributions due to the uncertainty from COVID-19.

## **Debt Restructure**

Council's debt portfolio totalled \$233.2 million of external borrowings at 30 June 2019. The majority of these loans were established when interest rates were far higher than they are now, pre-dating the Global Financial Crisis, and the average rate on these loans is higher than present market rates.

The majority of current debt was established to finance long term water and sewerage network assets and is held as a liability within the Water Supply Authority functions. The average duration of the loan portfolio is reducing at a faster rate than the depreciation of the corresponding infrastructure assets and will require refinancing in the short to medium term.

We undertake regular debt reviews to determine the costs and benefits associated with extinguishing existing debt and investigating favourable refinancing options. To date, break costs have been judged to be prohibitively high so debt is being paid down steadily at current rates.

New borrowing requirements in recent years have been satisfied by borrowing internally from the other funds (General and Sewer funds) that have sufficient unrestricted cash.

In 2020-21 Council does expect to require borrowings from external financial institutions to refinance the maturity of current existing borrowings with material balloon repayments of approximately \$43.7 million.

It is expected that Council will seek expressions from NSW TCorp and external major banks to procure the lowest cost of funding for terms of up to 10 – 20 years. Whilst Council will continue to review funding requirements annually, it is currently planning to borrow \$50 million for 2020-21.

## **Threats**

### **General Economic Conditions**

The Australian economy has been relatively stable since the last recession in the early 1990s. Current market conditions, at the time of writing, have been heavily influenced by the COVID-19 pandemic. Australia is in a recession for the first time in 29 years based on the social distancing restrictions put in place to slow down the spread of COVID-19.

There will be impacts on the Central Coast economy which may impact Council's revenue base and also place cost pressures on Council's operations. The extent of the financial impact will depend on how long the recession lasts.



How long the recession will last is difficult to forecast as the recession has come about due to the shutdown of services and activities to avoid a public health emergency. The Federal Government has provided financial assistance and grant funding for infrastructure projects to stimulate the economy. As services and activities re-open spending will provide an indication of consumer confidence however as Australia's borders are closed for international travel the recovery of some sectors, such as tourism and international students attending university, will impact how quickly Australia's economy recovers.

### **Natural Disasters**

Natural disasters such as droughts, bush fires, storm events and pandemics will impact the services which Council provides and may cause damage to Council assets. Natural disaster events will have an 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 forecasted results for the reporting periods which the natural disaster 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. As already evidenced in respect of the Waste Levy, and Cost Shifting in general, legislative decisions have a material impact on Council's financial position.

More specifically, every service Council offers can potentially be materially impacted by legislative change. For example changes to child care staff ratios impact the costs associated with delivering the service.

### **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 2025-26 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.

### **Asset Management**

Council's infrastructure, property, plant and equipment portfolio has a gross replacement cost of \$10.4 billion as at 30 June 2019.

The infrastructure backlog ratio which is part of the infrastructure and service management ratios exceeds the OLG benchmark of < 2%. Strategies are in place to reduce the backlog which includes increased renewal funding and alternative intervention methods.

Council's capital works program for the 2020-21 financial year is \$225.0 million (excluding pending grant funding and gated projects). A total of 64.6% or \$145.4 million is allocated to renewal and upgrades to existing assets to address the asset backlog.

Council is also investing 35.4% or \$79.6 million in new and regionally significant assets for the community.

The capital expenditure planning for future years is based on a minimum of \$180 million per year for renewal and upgrades to existing assets. New and regionally significant assets will be influenced by external grant funding.

For further details in relation to the Infrastructure and Service Management Ratios please refer to the Asset Management Strategy.

Council's forecasted unrestricted current ratio is below the OLG benchmark of > 1.5. This is largely due to the significant restricted developer contributions balances. Council has received over \$59 million in developer contributions for the last 2 financial years (2017-18 and 2018-19) and during that time has not delivered capital works funded by developer contributions to the same level which leads to the increase in the restricted developer contributions balances.

In Council's proposed 2020-21 capital works program \$53.3 million will be funded by developer contributions which is largely due to the Mardi to Warnervale water trunk main project.

Council is developing plans to deliver the capital works projects that are funded by developer contributions with the focus being the next four financial years.

It should be noted that developer contributions generally fund up to 20% to 30% of the project cost and additional sources of funds need to be found to fund the balance of the project costs.

Council will continue to monitor cash and investment balances and restrictions to ensure that Council has sufficient funds available to meet short term obligations.

Council will continue to apply for external grant funding to assist with the cost of asset renewals and upgrades to address the asset backlog and the fund projects which are partially funded by developer contributions.

# Assumptions

## Assumptions – General

The LTFP is a ten year plan that includes the one year Operational Plan and the three year Delivery Program (based on a shortened term for the current Council due to the amalgamation). It is revised annually to reflect changing financial aspects impacting Council and is aligned to optimal delivery of services contained within the CSP.

The projected components contained within the key financial statements relating to income, expenses, assets, and liabilities are based on assumptions that are modelled within the LTFP.

### Population Growth

Although projected population growth within the region is set to rise over the next 20 years (415,000 by 2036); population growth does not always lead to growth in Council's rateable base.

In recent years, our rateable property base has grown by approximately 0.5% per year and this escalation has been factored into the assumptions within the LTFP for income and expenditure projections.

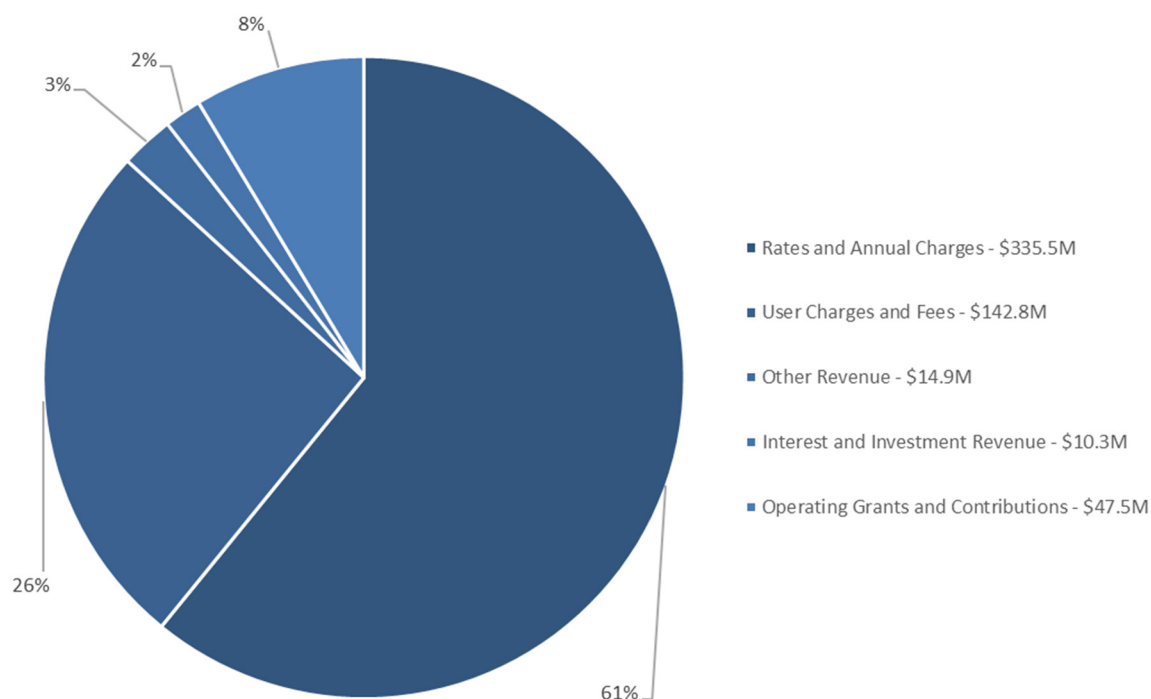
### Inflation

A number of indices used in the LTFP have been based on the Reserve Bank of Australia's Consumer Price Index (CPI) inflation forecast of 2% - 3% from the February 2020 Statement on Monetary Policy.

We have considered this forecast and used a 2.5% escalation in most LTFP income and expense categories, with the exception of regulated income and expense items that are set by IPART.

## Assumptions – Income

### Operating Income 2020-21



## **Rates and Annual Charges**

Rates and annual charges include the following revenue types:

- Ordinary rates (including pensioner rebates)
- Special rates
- Domestic waste management charge
- Water service charge
- Sewerage service charge
- Drainage service charge

### **Ordinary and Special Rates**

Council's Special Rates fund activities that directly support business activities in certain areas. This will continue to be levied on the same basis as Ordinary Rates for those applicable properties as follows:

- Gosford Parking
- Gosford Central Business District Improvement Special Rate
- Business/Tourism Development Special Rate
- The Entrance Area
- Toukley Area
- Wyong Area

Ordinary and special rates account for 51.7% of the rates and annual charges income (after pensioner rebates have been applied).

### **Domestic Waste Management Charge**

All residential properties attract an annual domestic waste management charge recouped for the provision of waste collection, recycling services and remediation of closed landfill sites.

Domestic waste management charges account for approximately 22.5% of the overall rates and annual charges income.

### **Water, Sewerage and Stormwater Drainage Service Charges**

The water supply service charge is levied 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.

The sewerage service charge covers 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.

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

The water, sewerage and stormwater drainage service charges account for 25.2% of the rates and annual charges income.

### **User Fees and Charges**

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 the following:

- Water usage charges
- Sewer user charges
- Tipping 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
- Companion animal registrations

Income forecasts have been based on projected volumes multiplied by the unit rate as contained in the Statement of Revenue.

### **Water Supply User Charges**

The largest component of revenue within user fees and charges relates specifically to residential water usage (31.5%).

Total water usage charge (residential and non-residential) represents 41.2% of user fees and charges.

Water usage is a highly responsive charge that can be significantly impacted by weather conditions and consumer tendencies.

Following the drought between 2001 and 2007, there has been a conservative water usage trend that is aligned with entrenched water wise practice among users. Even though water restrictions have been easing since 2008, the usage trend remains conservative.

As our dam storage levels fall during drought, water restrictions will apply to help us make sure there's enough water for everyone. Given the current dam levels we are currently on level 1 water restrictions and Council has undertaken a comprehensive education program for residents to live to 150L. Applying water restrictions will impact water usage charge income. For more details on water restrictions please refer to Council's website

<https://lovewater.centralcoast.nsw.gov.au/water-restrictions>

### **Sewerage Usage Charge**

Accounts for 11.9% of user fees and charges in 2020-21 and reflects the deemed residential sewerage charge and non-residential sewerage service charges.

### **Tipping Fees**

Tipping fees account for 17.0% of projected income in this category and include impacts of changes to costs of operating the landfill site. The fees include a levy which is collected by Council on behalf of the NSW Government, Environment and Protection Authority (EPA), and subsequently remitted back to them on a monthly basis.

Any increase in fees will directly influence the amount of waste being disposed of at the facility, thereby impacting income projections (as well as operating costs) in the LTFP. Income projections contained within the LTFP have been based on current user trends.

### **Holiday Park and Camping Ground User Charges**

Council has four holiday parks in the region located in Budgewoi, Canton Beach, Toowoona Bay and Norah Head and a camping ground in Patonga. Income from the holiday parks and camping ground is estimated to account for 7.4% of our user fees and charges income for 2020-21. Fees for the holiday parks are set on a benchmarked market price.

### **Child Care Fees**

Council operates eight child care centres in Kanwal, Kariong, Niagara Park, Terrigal, Toukley, San Remo, Umina and Wyong, ensuring the provision of quality child care and education in the region. The LTFP contains operating income and expenditures associated with Council's child care centres.

Income from child care accounts for approximately 4.8% of Council's user fees and charges income for 2020-21.

## Leisure and Pools Fees

Council operates six leisure and pool facilities in Gosford, Lakehaven, Niagara Park, Toukley, Woy Woy and Wyong, ensuring the provision of quality leisure and pool facilities in the region. The LTFP contains operating income and expenditures associated with Council's leisure and pool facilities.

Income from leisure and pools accounts for approximately 2.9% of Council's user fees and charges income for 2020-21. The social distancing requirements for COVID-19 have reduced the number of people who are able to utilise Council's facilities at any one time which has impacted the forecasted income for leisure and pool fees.

## 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 2010-11 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, calculated at the rate set by the Minister for Local Government and calculated on the Reserve Bank of Australia (RBA) cash rate plus 6%.

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 2020-21 rating year will be:

- from 1 July 2020 to 31 December 2020 = 0%
- from 1 January 2021 to 30 June 2021 = 7%

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 0.50% has been effective since 4 March 2020 means that the maximum rate of interest payable on overdue rates and charges levied under the *Water Management Act 2000*, from 1 July 2020 will be 6.75%.

## Other Revenue

Other sources of revenue include:

- Commercial and residential rent
- Fines and infringements
- Cemetery plots and memorials
- Water and sewerage service connections
- Royalty payments for landfill gas
- Miscellaneous

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

## **Grants and Contributions**

Grants and contributions provide Council with an income stream consisting of both cash payments as well as non-cash receipts, such as in-kind contributed assets. For example, roads and drainage assets in new sub-divisions built by a developer and then transferred to Council.

The amount of both operating and capital grants and contributions available to Council is subject to external influences and will vary each year.

Council has been focusing on applying for grant funding to offset service delivery costs and to fund the capital works program.

Operating grants or contributions are funds received that relate to day-to-day service delivery, whereas capital grants or contributions are funds received that relate directly to creation or enhancement of an asset.

### **General Purpose**

Grants and contributions received for a general purpose allows Council to determine the allocation of funds to any of the services which Council delivers. For example the Financial Assistance Grant (FAG) received from the Federal Government and Pensioner Rebate subsidies received from the NSW Government have been factored into the LTFP.

The LTFP assumes that these general purpose grants are recurrent in nature with escalations of CPI.

### **Specific Purpose**

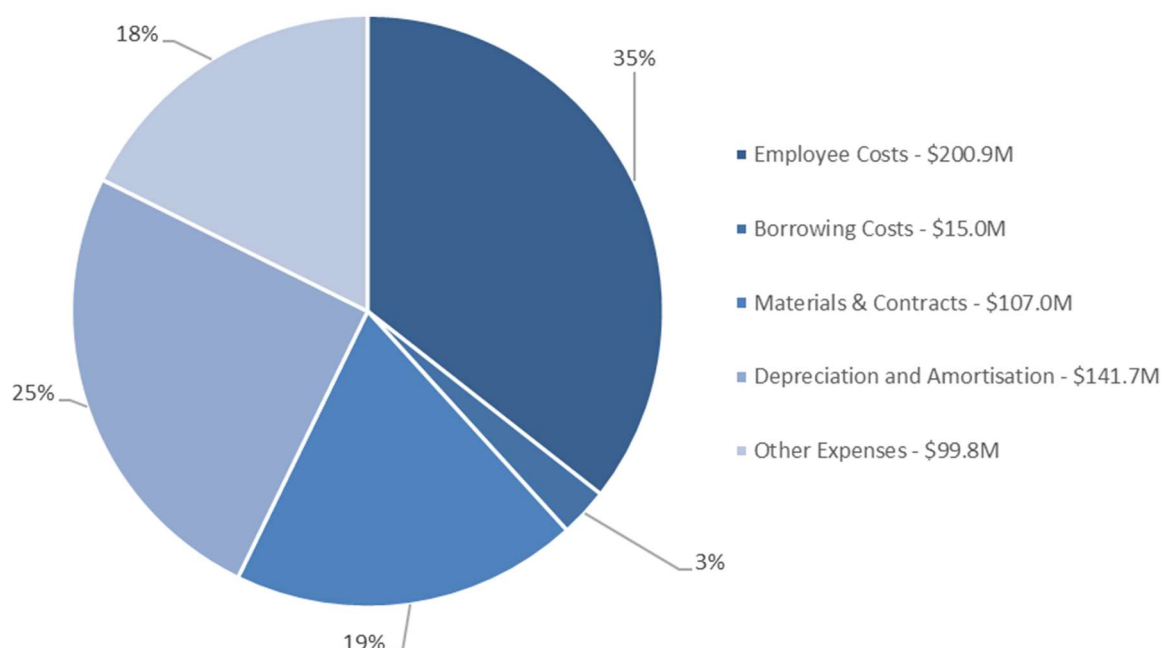
Income received for specific purpose means that it is restricted in use and cannot be used for any purpose other than that identified in the funding agreement. This income is kept as a separate cash reserve until such time as the expenditure occurs. Common examples of specific purpose grants received by Council relate to the following:

- Roads
- Street lighting
- Bushfire prevention
- Waste and recycling
- Child care
- Library services
- 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 in nature and have been included as a consideration in the capital works program and therefore non-recurrent in nature.

## Assumptions – Expenses

### Operating Expenditure 2020-21



### Employee Benefits and On-Costs

Employee costs account for over one third of total operating expenditure and include:

- Salaries and wages
- Superannuation
- Payroll tax
- Training
- Workers compensation
- Personal and protective equipment

The LTFP has also factored in predicted Award increases and stepped increases to superannuation based on legislative change (from 9.5% current rate to 12% effective 1 July 2025).

### Borrowing Costs

We traditionally have used long term loans to finance large capital expenditures, particularly related to major water and sewerage network projects. More than 90% of debt is held in our Water Supply Authority functions. 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.

A key objective in improving our financial sustainability is to reduce overall debt in the medium to long term and the LTFP assumes inter-fund borrowings will occur where sufficient unrestricted cash is available. These arm's length transactions allow Council to retain interest income internally for reinvestment into delivery of valuable services.

We will also apply for subsidised borrowing schemes from the State or Federal Government to promote accelerated infrastructure investment and reduce borrowing costs as they become available.

External loan balances (on existing loans) forecasted as at 30 June 2020 are \$235.4 million and all existing loans are due to mature by May 2037. With material loan balloon payments due in the financial years 2020 – 2022 and Australia currently in a recession due to the impact of COVID-19 impacting cash inflows, Council will be seeking additional external funding to maintain its current ratio through the short to medium term. Interest expense has been projected on this basis based on the rates applicable for each loan.



## Materials and Contracts

Almost half of the costs within this category relate to essential delivery of services such as waste management, water and sewerage services and roads maintenance. Specific contracts include:

- Garbage collection
- Equipment hire and fuel
- Information management hardware
- Chemicals (for water and sewage treatment)

This expense class includes costs associated with consultants and labour hire contracts where we do not have the expertise or capacity to resource activities internally.

Projections have been based on existing contracted rates escalated for CPI where applicable.

## Depreciation and Amortisation

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciation expense contributes to 25.1% of our operational expenditure.

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

This expense group includes the following costs:

- Waste levy
- Electricity and street lighting
- Tourist park management
- Software
- Insurance
- Contributions to the following services:
  - Fire and Rescue Services
  - State Emergency Services
- Telecommunications
- Bank charges
- Local Government election costs for 2021-22, 2024-25 and 2028-29 financial years - \$2.2 million in 2021-22 and escalated by assumed CPI of 2.5% for future financial years

## Waste Levy

The *Protection of the Environment Operations Act 1997* requires licensed waste facilities in NSW to pay a contribution for each tonne of waste received for disposal at the facility. This cost accounts for approximately one third of other expenses.

As the operator of Waste Management Facilities, we incorporate this levy into the fees charged to customers and then remit this to the EPA. This levy has historically increased well above the CPI rate as shown on the table below. More recently the levy has increased in line with the CPI rate. Within the LTFP we have escalated future years waste levy at 2.5%.

Period	SMA	ERA	RRA
2009-10	\$58.80	\$52.40	\$10.00
2010-11	\$70.30	\$65.30	\$20.40
2011-12	\$82.20	\$78.60	\$31.10
2012-13	\$95.20	\$93.00	\$42.20
2013-14	\$107.80	\$107.80	\$53.70

Period	SMA	ERA	RRA
2014-15	\$120.90	\$120.90	\$65.40
2015-16	\$133.10	\$133.10	\$76.70
2016-17	\$135.70	\$135.70	\$78.20
2017-18	\$138.20	\$138.20	\$79.60
2018-19	\$141.20	\$141.20	\$81.30
2019-20	\$143.60	\$143.60	\$82.70
2020-21	\$146.00	\$146.00	\$84.10

Notes: The SMA and ERA are now collectively known as the Metropolitan Levy Area. The RRA is now known as the Regional Levy Area.

## Electricity

Based on current wholesale prices it is estimated that Council's electricity costs will increase in line with CPI in 2020-21 and continue to increase by CPI in future years.

Electricity costs (including street lighting) make up 15.4% of other expenses and the LTFP includes the following further underlying assumptions:

- The level of consumption remains constant
- Usage times between peak, shoulder and off-peak remain consistent with existing patterns
- No new environmental charges are introduced

## Escalations

Category	2020-21	2021-22	2022-23	2023-24	Thereafter
Income	Rates – ordinary	2.6%	2.5%	2.5%	2.5%
	Rates – special	2.6%	2.5%	2.5%	2.5%
	Domestic waste management ∞	2.5%	2.5%	2.5%	2.5%
	Water service and usage charges, Sewerage service and usage charges and Stormwater drainage service charges ^	^	^	(includes fee escalation and growth)	2.5% plus 0.1% average growth
	Fees and charges	2.5%	2.5%	2.5%	2.5%
	Interest - investments	1.5%	1.5%	1.5%	1.5 – 2.0%
	Other revenues	2.5%	2.5%	2.5%	2.5%
	Operating grants	2.5%	2.5%	2.5%	2.5%
	Net gains from disposal	0.0%	0.0%	0.0%	0.0%
	Salaries and wages *				
Expenditure	Water Supply Authority	1.5%	1.5%	1.75%	2.0%
	General Fund	1.5%	0.0%	0.0%	2.0%
	Domestic Waste Fund	1.5%	1.5%	1.75%	2.0%
	Materials and contracts				
	Water Supply Authority	2.5%	1.5%	1.5%	2.5%
	General Fund	2.5%	0.0%	0.0%	2.5%
	Domestic Waste Fund	2.5%	1.5%	1.5%	2.5%
	Insurance	5.0%	0.0%	0.0%	7.0%
	Utilities				
	Water Supply Authority	2.5%	2.5%	2.5%	3.0%
	General Fund	2.5%	0.0%	0.0%	3.0%
	Domestic Waste Fund	2.5%	2.5%	2.5%	3.0%
	Other expenses				
	Water Supply Authority	2.5%	1.0%	1.5%	2.0%
	General Fund	2.5%	0.0%	0.0%	2.0%

Category	2020-21	2021-22	2022-23	2023-24	Thereafter
Domestic Waste Fund	2.5%	1.0%	1.0%	2.0%	2.5%
Other expenses – Waste Levy	2.5%	2.5%	2.5%	2.5%	2.5%

<sup>^</sup> Water, Sewerage and Drainage charges are determined by IPART. All prices for water, sewerage, drainage and ancillary services for 2019-20 to 2021-22 are in accordance with IPART's final determinations issued on 24 May 2019. In 2022-23 and subsequent years the escalation is applied to service and usage charges.

<sup>∞</sup> Domestic waste management charge includes waste levy remitted to NSW Government.

\* Includes Award and performance increases and legislative changes to Superannuation to increase to 12% by 2025-26.

## 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 2020-21 budgeted estimates and may have other consequential outcomes if they are realised.

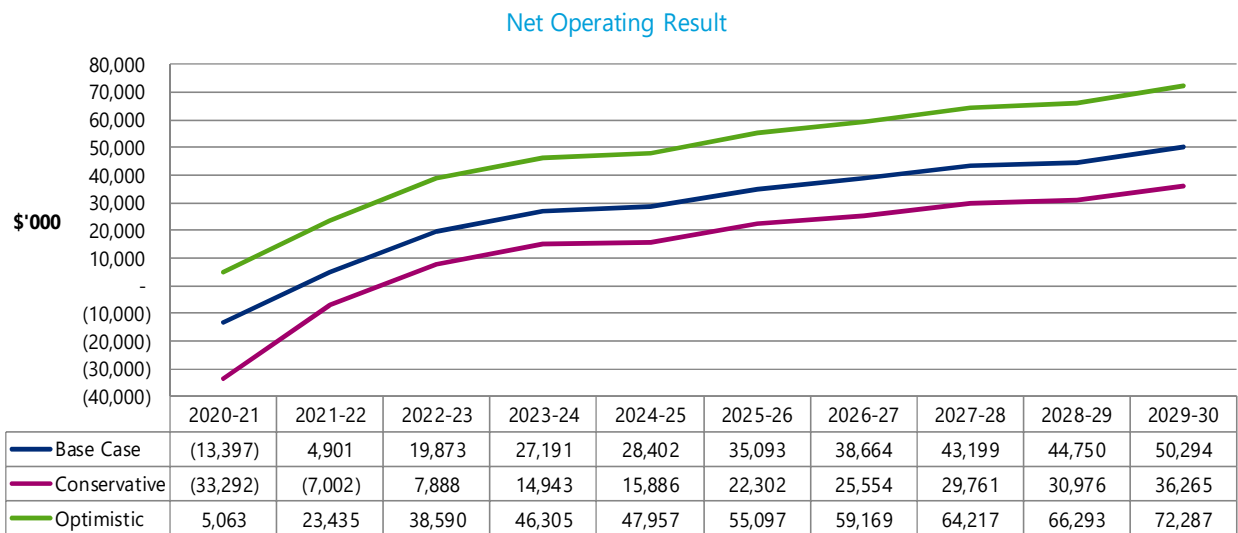
Item	Variation (+ or -)	Approximate Operational Impact 2020-21
<b>Rate Peg</b>	1.0% rates	\$1.7 million change in revenue
<b>Interest Rate</b>	1.0% rate	\$4.0 million change in revenue
<b>Water Usage</b>	1.0% consumption	\$590k change in revenue
<b>Tip Volumes</b>	1.0% tonnages	\$256k change in revenue
<b>Inflation Other Expenses</b>	0.5% cost base	\$502k change in expenses
<b>Inflation Materials</b>	0.5% cost base	\$565k change in expenses
<b>Staff Establishment</b>	1.0% increased turnover rate	\$2.5 million change in expenses

# Scenarios

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

- A. Base case
- B. Conservative
- C. Optimistic

All scenarios maintain a consistent capital works program, assume existing levels of service are maintained and ensure that a positive cash position is achieved. The net operating results (before capital income) for all scenarios are shown on the below graph.



## A. Base case

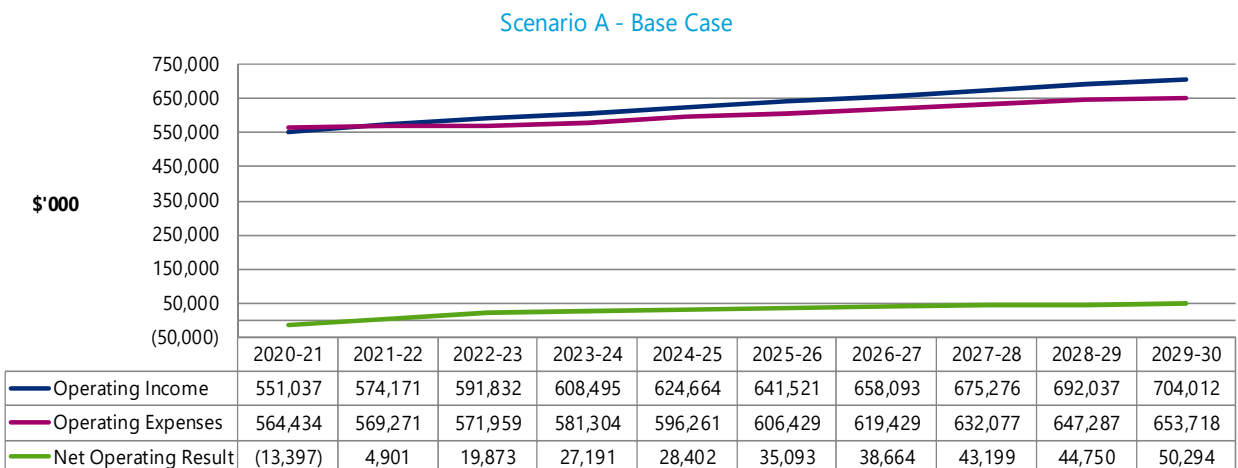
This scenario includes the following assumptions:

Ordinary Rates escalated by the estimated rate peg thereafter (2.5%)

Water and Sewer income in line with Council's submission to IPART for 2019-20 to 2021-22, 2022-23 escalation of 3.9% at the commencement of the next determination period and thereafter 2.5% including growth

Operating expenditures that support delivery of the Community Strategic Plan

Financially sustainable capital expenditure program consistent with the Asset Management Strategy





The below financial tables represent the base case planned outcomes over the ten year horizon.

Income Statement													
Central Coast Council													
10 Year Financial Plan for the Years ending 30 June 2030													
INCOME STATEMENT - CONSOLIDATED													
Scenario: Baseline													
Income from Continuing Operations													
Revenue:													
Actuals		Current Year		Operational Plan		Projected Years							
2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30		
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

Balance Sheet

Central Coast Council  
10 Year Financial Plan for the Years ending 30 June 2030  
BALANCE SHEET - CONSOLIDATED  
Scenario: Baseline

ASSETS												
Current Assets												
Cash & Cash Equivalents	44,059	37,877	84,096	141,117	195,083	275,989	357,517	429,337	489,874	553,896	624,071	698,459
Investments	340,739	230,940	169,906	187,216	186,883	186,549	186,215	185,881	185,081	185,081	185,081	185,081
Receivables	68,807	68,211	64,000	69,919	69,445	72,795	74,912	77,544	79,523	81,552	83,715	85,036
Inventories	1,391	1,403	1,774	1,788	1,752	1,795	1,840	1,886	1,933	1,982	2,031	2,082
Other	5,481	6,037	7,215	7,247	7,101	7,279	7,573	7,678	7,887	8,102	8,430	8,548
Total Current Assets	460,477	344,468	326,990	407,287	460,263	544,407	628,057	702,327	764,298	830,613	903,329	979,207
Non-Current Assets												
Investments	93,717	143,540	105,342	110,479	110,813	111,147	111,481	111,815	112,614	112,614	112,614	112,614
Receivables	3,409	3,774	3,590	3,989	4,084	4,179	4,275	4,375	4,476	4,580	4,686	7,558
Infrastructure, Property, Plant & Equipment	7,077,104	7,177,342	7,262,719	7,308,175	7,346,646	7,384,352	7,418,080	7,449,682	7,479,109	7,506,312	7,531,694	7,556,022
Intangible Assets	11,727	9,650	7,531	5,411	3,291	1,703	1,703	1,703	1,703	1,703	1,703	1,703
Other	336	391	457	458	449	460	479	486	499	512	533	541
Total Non-Current Assets	7,186,293	7,334,697	7,379,638	7,428,512	7,465,283	7,501,841	7,536,018	7,568,059	7,598,401	7,625,722	7,651,231	7,678,438
TOTAL ASSETS	7,646,770	7,679,166	7,706,628	7,835,799	7,925,546	8,046,248	8,164,075	8,270,386	8,362,700	8,456,335	8,554,569	8,657,645
LIABILITIES												
Current Liabilities												
Payables	76,906	79,726	81,287	81,737	81,940	83,236	85,343	86,310	87,976	89,694	92,119	92,375
Income received in advance	16,144	16,166	16,147	16,887	17,242	17,723	18,156	18,607	19,063	19,529	20,008	20,398
Borrowings	47,753	44,782	34,187	28,093	31,718	34,076	39,065	40,848	38,856	38,543	40,037	44,354
Provisions	66,418	63,823	62,052	60,199	58,843	57,499	55,900	54,434	53,259	52,463	51,771	51,079
Total Current Liabilities	207,221	204,497	193,674	186,917	189,743	192,534	198,464	200,199	199,163	200,229	203,934	208,205
Non-Current Liabilities												
Income received in advance	7,465	6,483	6,474	6,809	6,935	7,133	7,307	7,488	7,671	7,858	8,050	8,209
Borrowings	185,404	191,802	207,615	279,522	297,803	313,727	324,663	313,815	284,959	246,416	206,379	164,789
Provisions	66,752	61,627	58,219	53,483	51,281	49,003	43,640	37,145	33,292	33,259	34,285	35,311
Total Non-Current Liabilities	259,621	259,912	272,307	339,814	356,019	369,863	375,610	358,448	325,922	287,533	248,714	208,308
TOTAL LIABILITIES	466,842	464,409	466,981	526,731	545,763	562,397	574,073	558,648	525,075	487,762	452,647	416,514
Net Assets	7,180,928	7,214,757	7,240,647	7,309,069	7,379,783	7,483,852	7,590,001	7,711,739	7,837,625	7,968,573	8,101,912	8,241,131
EQUITY												
Retained Earnings	6,989,141	7,022,970	7,048,860	7,117,282	7,187,996	7,292,065	7,398,214	7,519,952	7,645,898	7,776,786	7,910,125	8,049,344
Revaluation Reserves	191,787	191,787	191,787	191,787	191,787	191,787	191,787	191,787	191,787	191,787	191,787	191,787
Council Equity Interest	7,180,928	7,214,757	7,240,647	7,309,069	7,379,783	7,483,852	7,590,001	7,711,739	7,837,625	7,968,573	8,101,912	8,241,131
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	7,180,928	7,214,757	7,240,647	7,309,069	7,379,783	7,483,852	7,590,001	7,711,739	7,837,625	7,968,573	8,101,912	8,241,131

**Cash Flow Statement**  
Central Coast Council  
10 Year Financial Plan for the Years ending 30 June 2030  
**CASH FLOW STATEMENT - CONSOLIDATED**  
Scenario: Base line

Central Coast Council														
10 Year Financial Plan for the Years ending 30 June 2030														
CASH FLOW STATEMENT - CONSOLIDATED														
Scenario: Baseline														
	Actuals	Current Year	Operational Plan		Projected Years									
	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Cash Flows from Operating Activities														
Receipts:														
	361,262	329,788	337,078		345,080	355,437	365,506	374,660	384,037	393,588	403,459	413,537	421,276	
	159,019	146,325	143,054		151,516	156,548	160,466	164,317	168,277	172,333	176,489	180,746	183,360	
	20,195	9,539	11,795		8,509	9,462	9,637	11,017	12,540	13,674	14,856	15,203	15,477	
	94,933	90,083	87,525		111,253	103,716	128,189	131,065	141,088	143,420	145,361	147,634	149,492	
	41,452	10,355	15,239		16,091	18,369	18,807	19,747	20,125	20,858	21,381	21,908	22,452	
Payments:														
	(201,639)	(208,753)	(202,579)		(203,108)	(203,699)	(207,779)	(212,035)	(216,181)	(221,471)	(226,950)	(232,565)	(237,303)	
	(114,972)	(95,963)	(106,441)		(109,168)	(110,172)	(111,659)	(113,799)	(117,636)	(120,046)	(123,047)	(125,585)	(128,957)	
	(15,200)	(13,202)	(13,899)		(12,487)	(14,021)	(14,489)	(14,809)	(15,055)	(14,463)	(13,158)	(11,749)	(10,343)	
	(5,246)	(390)	(395)		(401)	(407)	(413)	(419)	(426)	(432)	(438)	(445)	(452)	
	(135,554)	(101,744)	(104,619)		(106,342)	(102,065)	(104,360)	(113,150)	(114,893)	(115,086)	(114,084)	(118,976)	(119,587)	
Net Cash provided (or used in) Operating Activities														
	204,250	166,038	166,759		200,943	213,168	243,927	246,594	261,875	272,375	283,868	289,708	295,415	
Cash Flows from Investing Activities														
Receipts:														
	281,453	73,827	99,232		-	-	-	-	-	-	-	-	-	
	2,092	-	-		-	-	-	-	-	-	-	-	-	
Payments:														
	(298,706)	(13,851)	-		(22,447)	-	-	-	-	-	-	-	-	
	(169,619)	(235,621)	(224,990)		(187,288)	(181,108)	(181,303)	(180,990)	(180,990)	(180,990)	(180,990)	(180,990)	(180,990)	
	(3,233)	-	-		-	-	-	-	-	-	-	-	-	
	24	-	-		-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities														
	(187,989)	(175,646)	(125,758)		(209,735)	(181,108)	(181,303)	(180,990)	(180,990)	(180,990)	(180,990)	(180,990)	(180,990)	
Cash Flows from Financing Activities														
Receipts:														
	-	50,000	50,000		100,000	50,000	50,000	50,000	30,000	10,000	-	-	-	
Payments:														
	(31,704)	(46,574)	(44,782)		(34,187)	(28,093)	(31,718)	(34,076)	(39,065)	(40,848)	(38,856)	(38,543)	(40,037)	
Net Cash Flow provided (used in) Financing Activities														
	(31,704)	3,426	5,218		65,813	21,907	18,282	15,924	(9,065)	(30,848)	(38,856)	(38,543)	(40,037)	
Net Increase/(Decrease) in Cash & Cash Equivalents														
	(15,443)	(6,182)	46,218		57,021	53,967	80,906	81,528	71,820	60,537	64,022	70,175	74,388	
plus: Cash, Cash Equivalents & Investments - beginning of year														
	59,502	44,059	37,877		84,096	141,117	195,083	275,989	357,517	429,337	489,874	553,896	624,071	
Cash & Cash Equivalents - end of the year														
	44,059	37,877	84,096		141,117	195,083	275,989	357,517	429,337	489,874	553,896	624,071	698,459	
	434,456	374,480	275,249		297,696	297,696	297,696	297,696	297,696	297,696	297,696	297,696	297,696	
Cash, Cash Equivalents & Investments - end of the year														
	478,515	412,358	359,344		438,812	492,779	573,685	655,212	727,033	787,569	851,591	921,766	996,154	

## B. Conservative

This scenario includes the following assumptions that vary when compared to the base case LTFP:

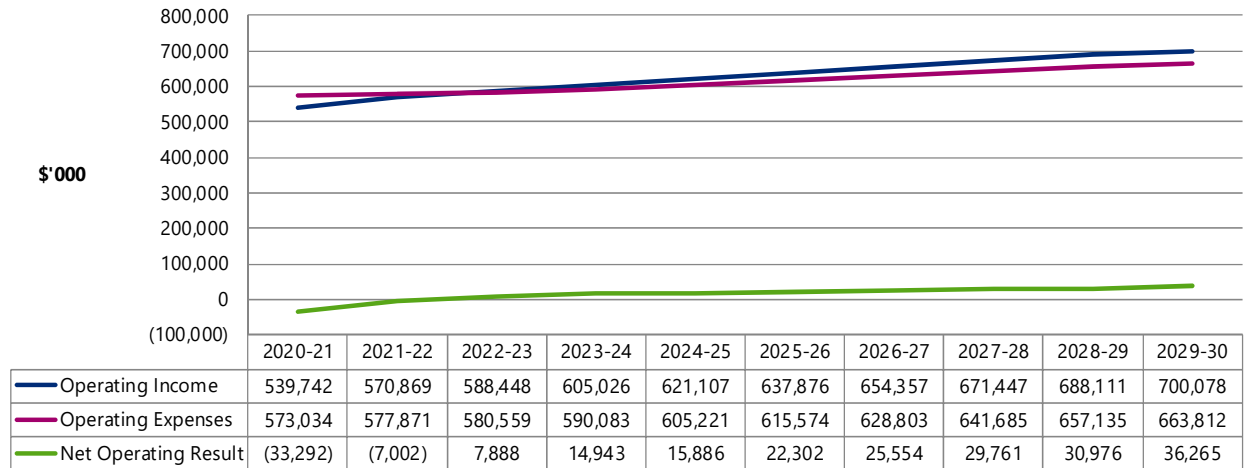
Additional revenue loss as a result of COVID19 pandemic continuing with revenue recovery deferred a further 6 months

Water usage income is 5% lower as a result of entrenched water wise practice

Inflation rates are 1% higher than expected

Staff turnover rate is 3% lower than planned

Scenario B - Conservative



## C. Optimistic

This scenario includes the following assumptions that vary when compared to the base case LTFP

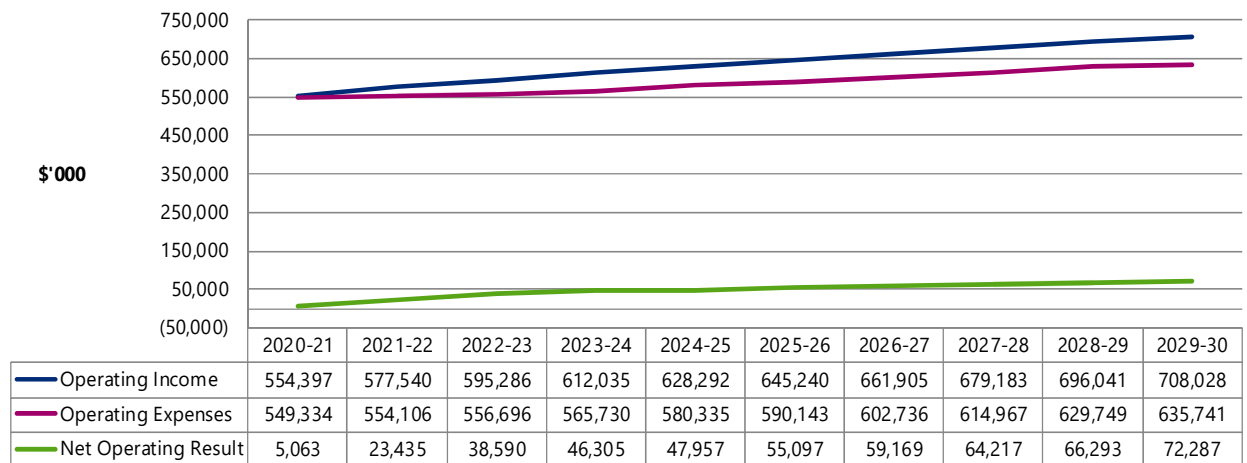
Waste levy costs are reduced as a result of implementation of alternative waste technology (estimated 20% diversion of landfill waste)

Water usage income is 5% higher as a result of additional consumption

Inflation rates are 1% lower than expected

Staff turnover rate is 3% higher than planned

Scenario C - Optimistic





# Appendix 1: Financial Performance Ratios

## Methods of Monitoring Financial Performance

A primary goal of the LTFP is to enable transparent measurement and accountability. We use the following indicators to achieve this goal:

### Operating Performance Ratio

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

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.

### Own Source Operating Revenue Ratio

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

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.

### Unrestricted Current Ratio

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

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

### Cash Expense Cover Ratio.

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

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

### **Rates and Annual Charges Outstanding Percentage**

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

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

### **Infrastructure Backlog Ratio**

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

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

### **Asset maintenance ratio**

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

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

### **Building and Infrastructure Renewals Ratio**

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

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.

### **Debt Service Cover Ratio**

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

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







# Statement of Revenue

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# 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.



# Ordinary Rates and Special Rates

## Ordinary Rates and Special Rates

The total amount of ordinary and special rates Council can charge is capped by legislation. The Independent Pricing and Regulatory Tribunal (IPART) has approved a 2.6% rate peg for 2020-21 as the allowable increase on this capped amount.

This capped amount is effectively shared between ratepayers according to the individual value of each property within each of the former Gosford and Wyong Local Government Areas.

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 new valuations replace those with a base date of 1 July 2016.

As a direct result of the NSW Valuer General's revaluation, properties with large increases in land value will experience rate increases well above the IPART approved rate pegging increase of 2.6%. As Council's total rates income can only increase by the IPART approved 2.6%, other ratepayers will see increases of less than 2.6% and some will see rate decreases.

Council usually has a limited number of inflexible rating structures at its discretion for levying ordinary rates, which is mandated under the *Local Government Act 1993*. All possible rating structures utilise the unimproved land value of property. However, in accordance with the NSW Government's rate path freeze policy provisions as determined under s. 218CB of the *Local Government Act 1993*, these limited options are not available to Central Coast Council currently. The NSW Government's rate path freeze policy means that Council is required to maintain the rate path that was last applied by the former Gosford City Council and the former Wyong Shire council for 2020-21. This rate path freeze policy has been formalised through successive legislation and will apply until 30 June 2021.

## 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		
<b>Farmland</b>	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.
<b>Residential</b>	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.
<b>Residential – Flood Prone</b>	s. 516 of the <i>Local Government Act 1993</i>	Land is categorised as residential – flood prone if it is a parcel of rateable land valued as one assessment and it is vacant flood liable land which is unsuitable for building upon.
<b>Mining</b>	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.
<b>Business</b>	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.
<b>Business – Major Retail</b>	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 Sub Category of Major Retail applies to properties within the major retail precincts in the former Wyong Shire local government area of: <ul style="list-style-type: none"> <li>• Bay Village Bateau Bay (refer to Map 1)</li> <li>• Lake Haven Shopping Centre and Home Mega Centre (refer to Map 2)</li> <li>• Westfield Tuggerah (refer to Map 3)</li> <li>• Tuggerah SuperCentre (refer to Map 4)</li> </ul>
<b>Business – Local Retail</b>	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 Sub Category of Local Retail applies to properties within the local retail precincts in the former Wyong Shire local government area at: <ul style="list-style-type: none"> <li>• Chittaway Bay (refer to Map 5)</li> <li>• Lake Munmorah (refer to Map 6)</li> <li>• San Remo (refer to Map 7)</li> <li>• Wadalba (refer to Map 8)</li> </ul>

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

In accordance with the *Local Government Act 1993* applicable to merged councils, Central Coast Council is required to maintain the rate path that was last applied by the former Gosford City Council and the former Wyong Shire Council.

The rating structures that apply within each of the former Gosford and Wyong Local Government Areas therefore reflects the structure and path of rate increases in place within each of those areas prior to the formation of Central Coast Council on 12 May 2016.

## 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.

Ordinary Rates 2020-21					
Category and Sub category	Former Gosford Local Government Area		Former Wyong Local Government Area		Forecast Income per category (\$)
	Ad Valorem Cents per \$ land value	Minimum (\$)	Ad Valorem Cents per \$ land value	Minimum (\$)	
Farmland	0.119365	554.00	0.245081	300.00	805,000
Residential	0.235395	554.00	0.386287	300.00	148,112,000
Residential – Flood Prone	0.271689	283.00	-	-	13,000
Business	0.417268	554.00	0.842029	300.00	19,946,000
Business – Major Retail	-	-	1.266792	300.00	1,328,000
Business – Local Retail	-	-	1.055717	300.00	137,000
Mining	-	-	14.874325	300.00	2,345,000

### Estimated Ordinary Residential Rate - former Gosford Local Government Area

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	\$554	\$160,000	\$554	\$300,000	\$706
\$40,000	\$554	\$170,000	\$554	\$320,000	\$753
\$50,000	\$554	\$180,000	\$554	\$340,000	\$800
\$60,000	\$554	\$190,000	\$554	\$360,000	\$847
\$70,000	\$554	\$200,000	\$554	\$380,000	\$895
\$80,000	\$554	\$210,000	\$554	\$400,000	\$942
\$90,000	\$554	\$220,000	\$554	\$450,000	\$1,059
\$100,000	\$554	\$230,000	\$554	\$500,000	\$1,177
\$110,000	\$554	\$240,000	\$565	\$550,000	\$1,295
\$120,000	\$554	\$250,000	\$588	\$600,000	\$1,412
\$130,000	\$554	\$260,000	\$612	\$650,000	\$1,530
\$140,000	\$554	\$270,000	\$636	\$700,000	\$1,648
\$150,000	\$554	\$280,000	\$659	\$750,000	\$1,765

### Estimated Ordinary Residential Rate - former Wyong Government Area

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	\$300	\$160,000	\$618	\$300,000	\$1,159
\$40,000	\$300	\$170,000	\$657	\$320,000	\$1,236
\$50,000	\$300	\$180,000	\$695	\$340,000	\$1,313
\$60,000	\$300	\$190,000	\$734	\$360,000	\$1,391
\$70,000	\$300	\$200,000	\$773	\$380,000	\$1,468
\$80,000	\$309	\$210,000	\$811	\$400,000	\$1,545
\$90,000	\$348	\$220,000	\$850	\$450,000	\$1,738
\$100,000	\$386	\$230,000	\$888	\$500,000	\$1,931
\$110,000	\$425	\$240,000	\$927	\$550,000	\$2,125
\$120,000	\$464	\$250,000	\$966	\$600,000	\$2,318
\$130,000	\$502	\$260,000	\$1,004	\$650,000	\$2,511
\$140,000	\$541	\$270,000	\$1,043	\$700,000	\$2,704
\$150,000	\$579	\$280,000	\$1,082	\$750,000	\$2,897

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

Based on 2019 Land Value of \$413,000	Annual Amount	Quarterly Instalment
<b>Ordinary Residential Rates</b>	\$972	
<b>Domestic Waste Management Charge*</b>	\$512	
Three bin waste and recycling collection services with 6 bulk kerbside collections. *\$512 Eastern area waste service or \$454 Western area waste service which excludes the garden vegetation bin service		
<b>Water Authority Charges#</b>	\$699	
Water, sewerage and stormwater drainage services as detailed in the table below		
<b>Total Annual Rates and Charges</b>	<b>\$2,183</b>	<b>\$546</b>

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

Based on 2019 Land Value of \$309,000	Annual Amount	Quarterly Instalment
<b>Ordinary Residential Rates</b>	\$1,194	
<b>Domestic Waste Management Charge*</b>	\$512	
Three bin waste and recycling collection services with 6 bulk kerbside collections. *\$512 Eastern area waste service or \$454 Western area waste service which excludes the garden vegetation bin service		
<b>Water Authority Charges#</b>	\$667	
(water, sewerage and stormwater drainage services as detailed in the table below)		
<b>Total Annual Rates and Charges</b>	<b>\$2,373</b>	<b>\$593</b>



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

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services - (separate user pays charges apply for water usage)	\$86.36	
<b>Sewer Service Charge</b> For the supply of sewer service	\$398.64	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.85	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.50	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.07 per kL)</b>	<b>\$699.35</b>	<b>\$174.84</b>

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

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services - (separate, user pays, charges apply for water usage)	\$86.36	
<b>Sewer Service Charge</b> For the supply of sewer services - (separate, user pays, charges apply for sewer usage)	\$366.18	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.85	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.50	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.07 per kL)</b>	<b>\$666.89</b>	<b>\$166.72</b>

## 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)*.

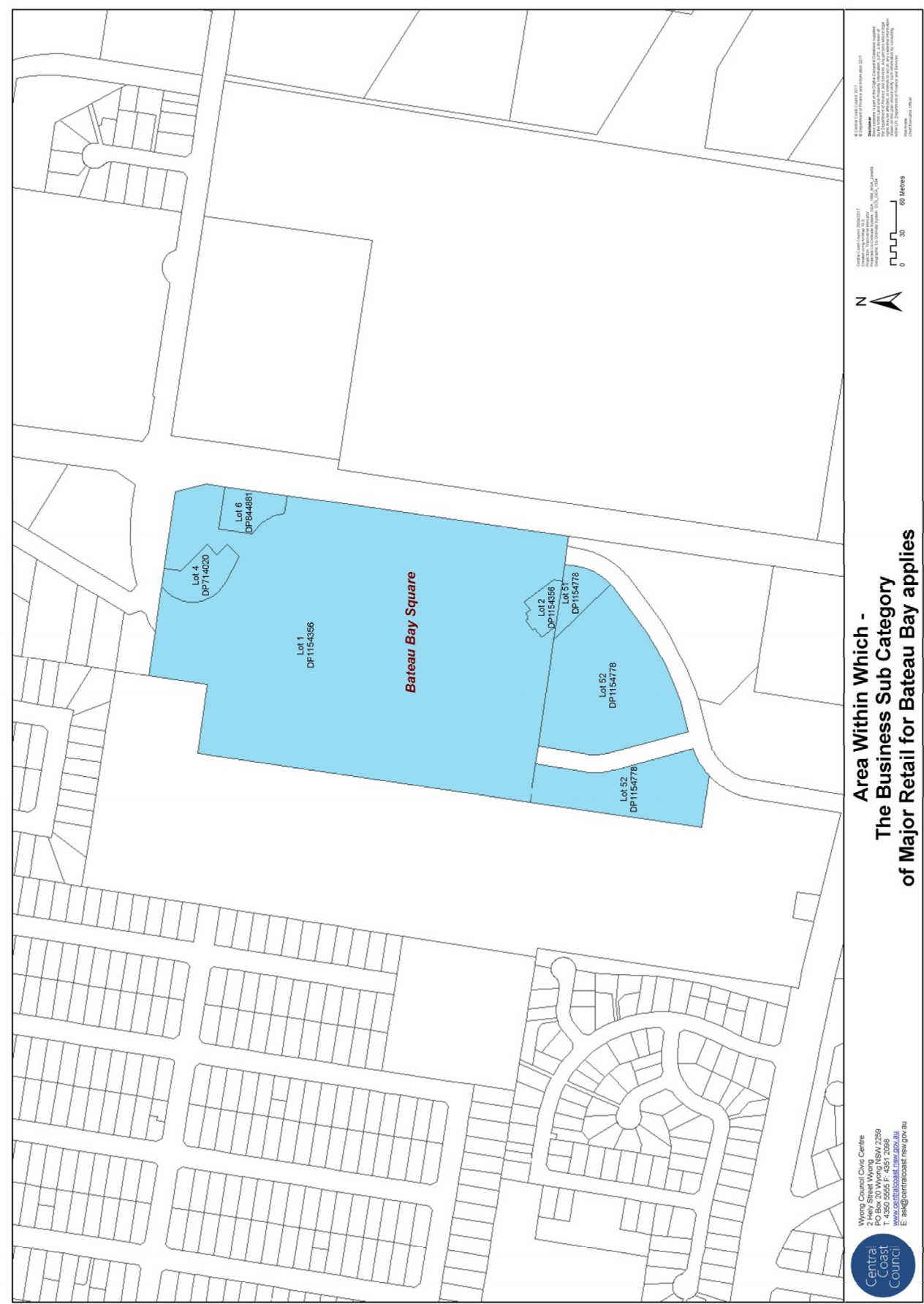
Current Billing Methodology former Gosford Local Government Area				
Rate or Service Charge	Legislation	Notice/Account	Billing Frequency	Payment Dates
<b>Ordinary Rates</b>	LGA	Annual Rates	July annually	In full by 30 September or four instalments due: <ul style="list-style-type: none"> <li>30 September</li> <li>30 November</li> <li>28 (or 29) February</li> <li>31 May</li> </ul>
<b>Special Rates</b>				
<b>Domestic Waste</b>				
<b>Other (non-Domestic) Waste</b>				
<b>Water Service</b>	WMA	Water Account	Quarterly*	30 days after issue date
<b>Sewerage Service</b>				
<b>Stormwater Drainage Service</b>				
<b>Water Usage</b>				
<b>Sewer Usage</b>				
<b>Trade Waste Usage</b>		Trade Waste Notice	Annually	

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

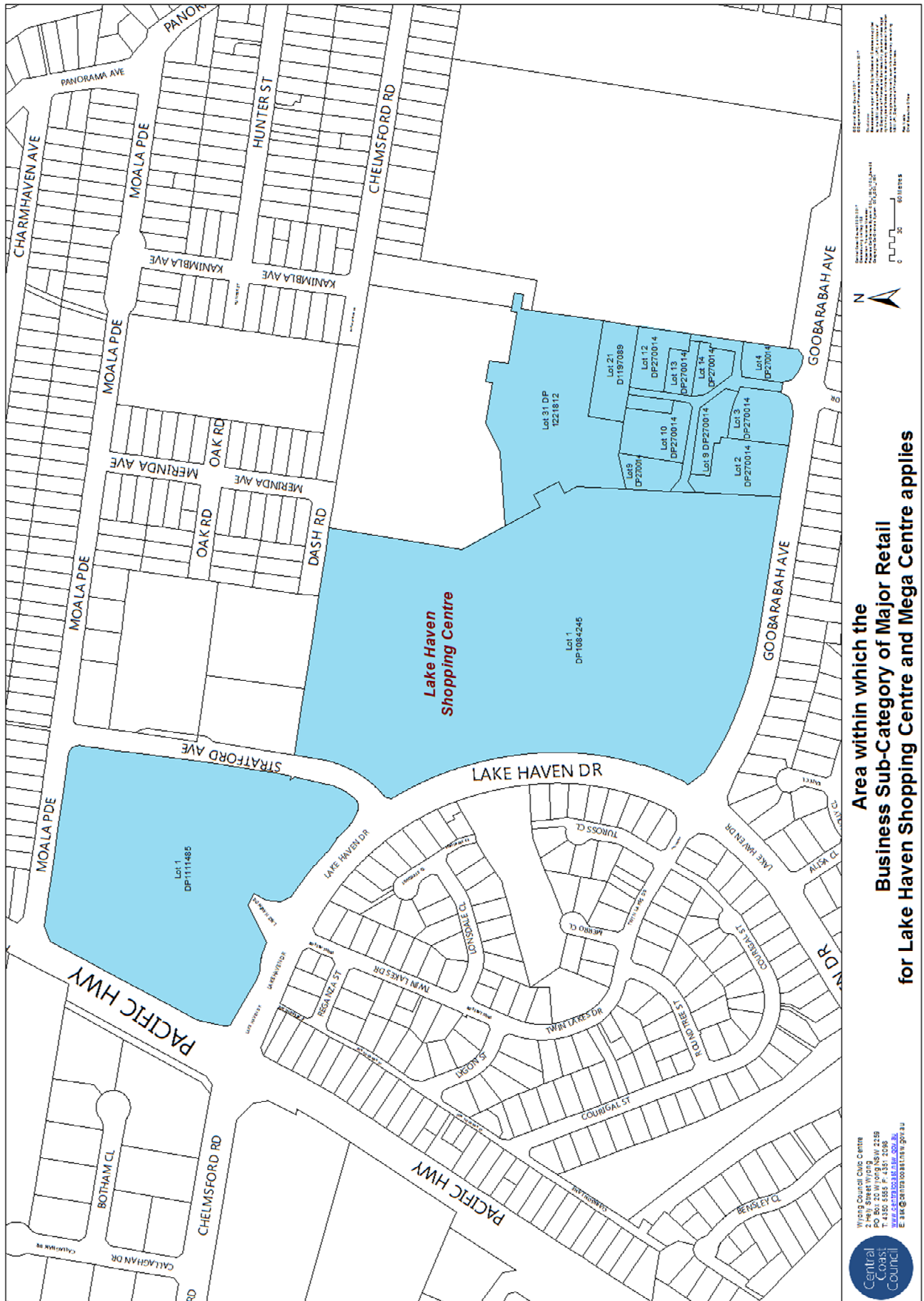
Current Billing Methodology former Wyong Local Government Area				
Rate or Service Charge	Legislation	Notice/Account	Billing Frequency	Payment Dates
Ordinary Rates	LGA	Annual Rates	July annually	In full by 30 September or four instalments due; <ul style="list-style-type: none"> <li>• 30 September</li> <li>• 30 November</li> <li>• 28 (or 29) February</li> <li>• 31 May</li> </ul>
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





[illegible]

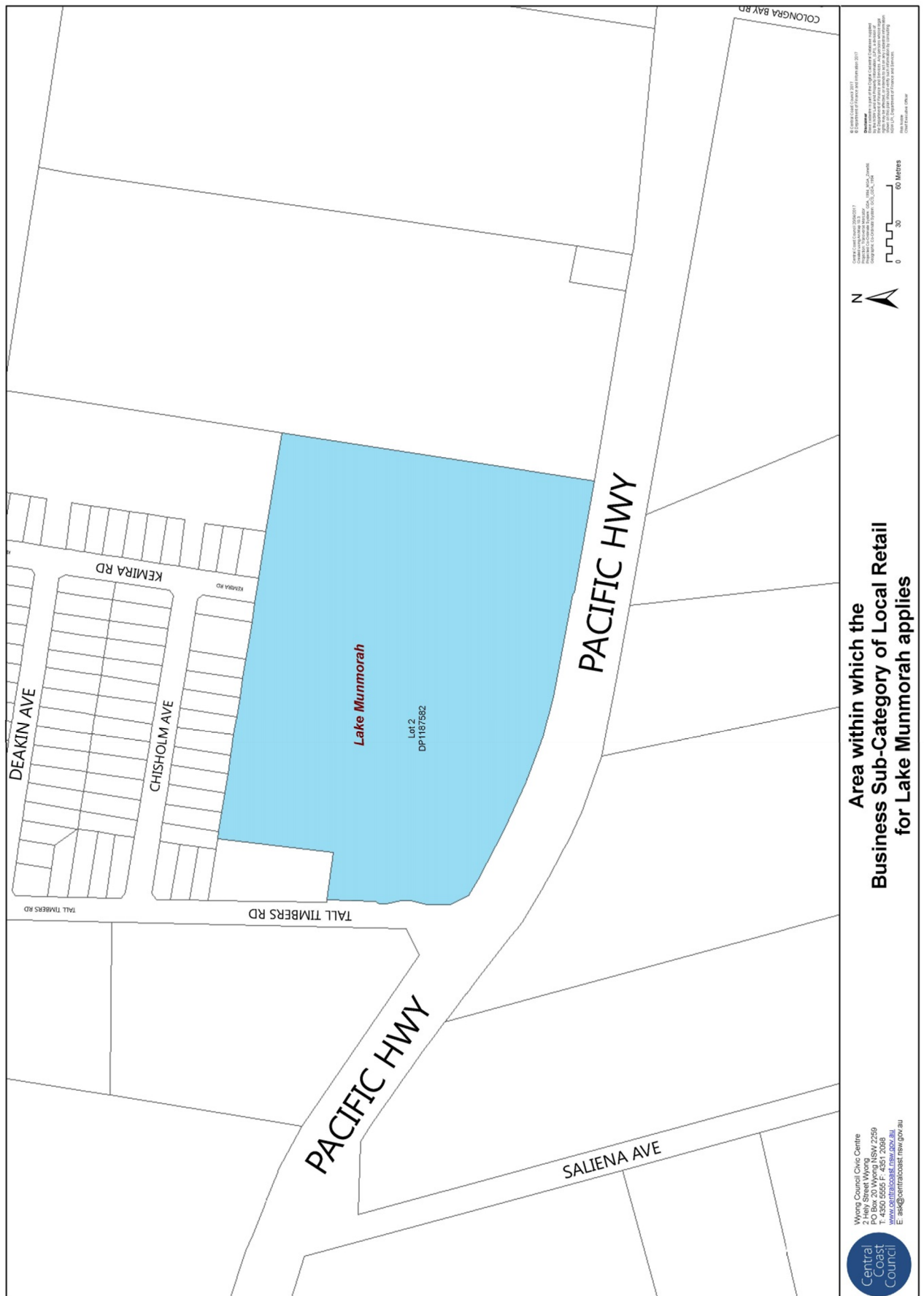
## Map 4 - Business Major Retail – Tuggerah Super Centre



Map 5 - Business Local Retail – Chittaway Bay

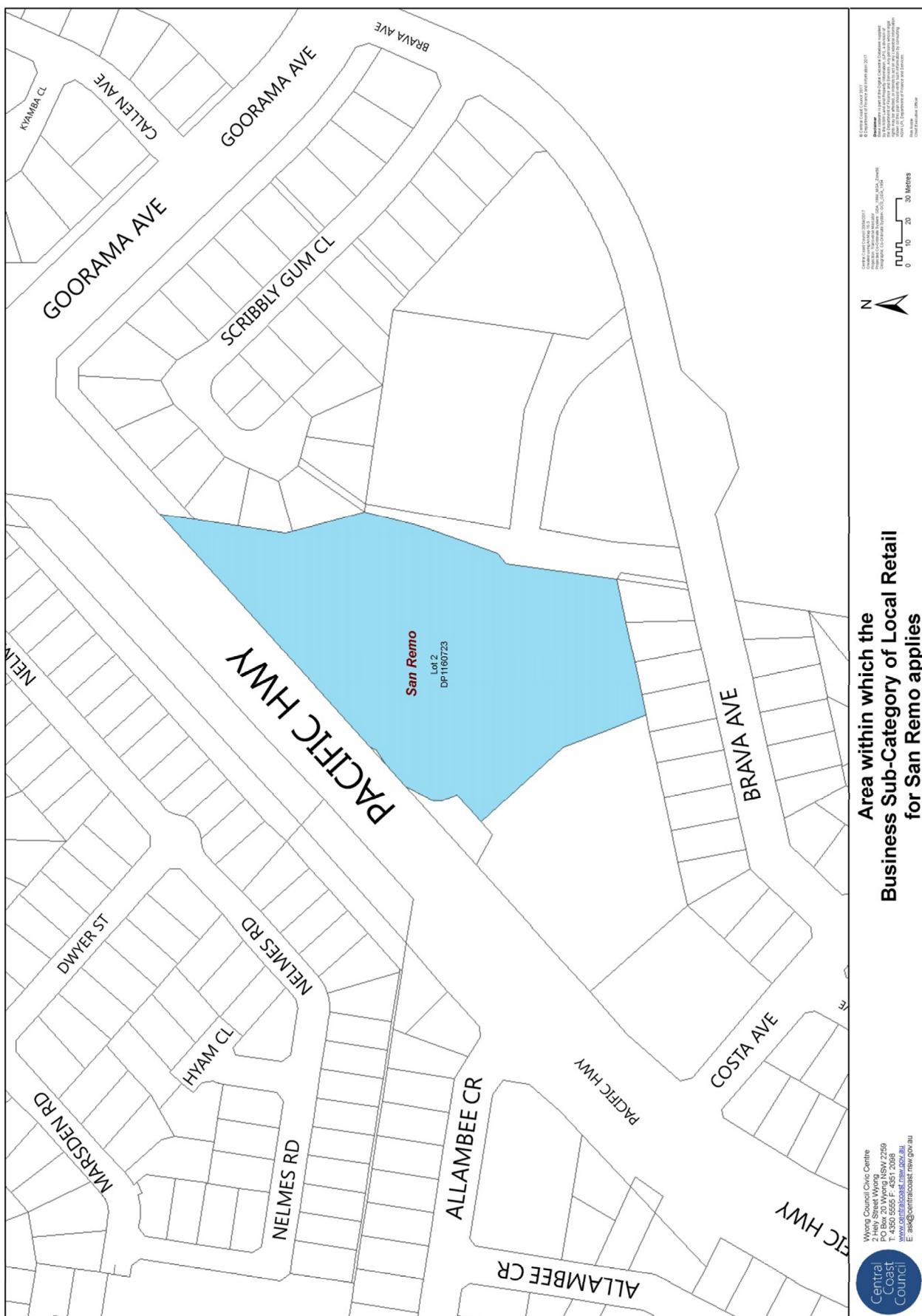


## Map 6 - Business Local Retail – Lake Munmorah

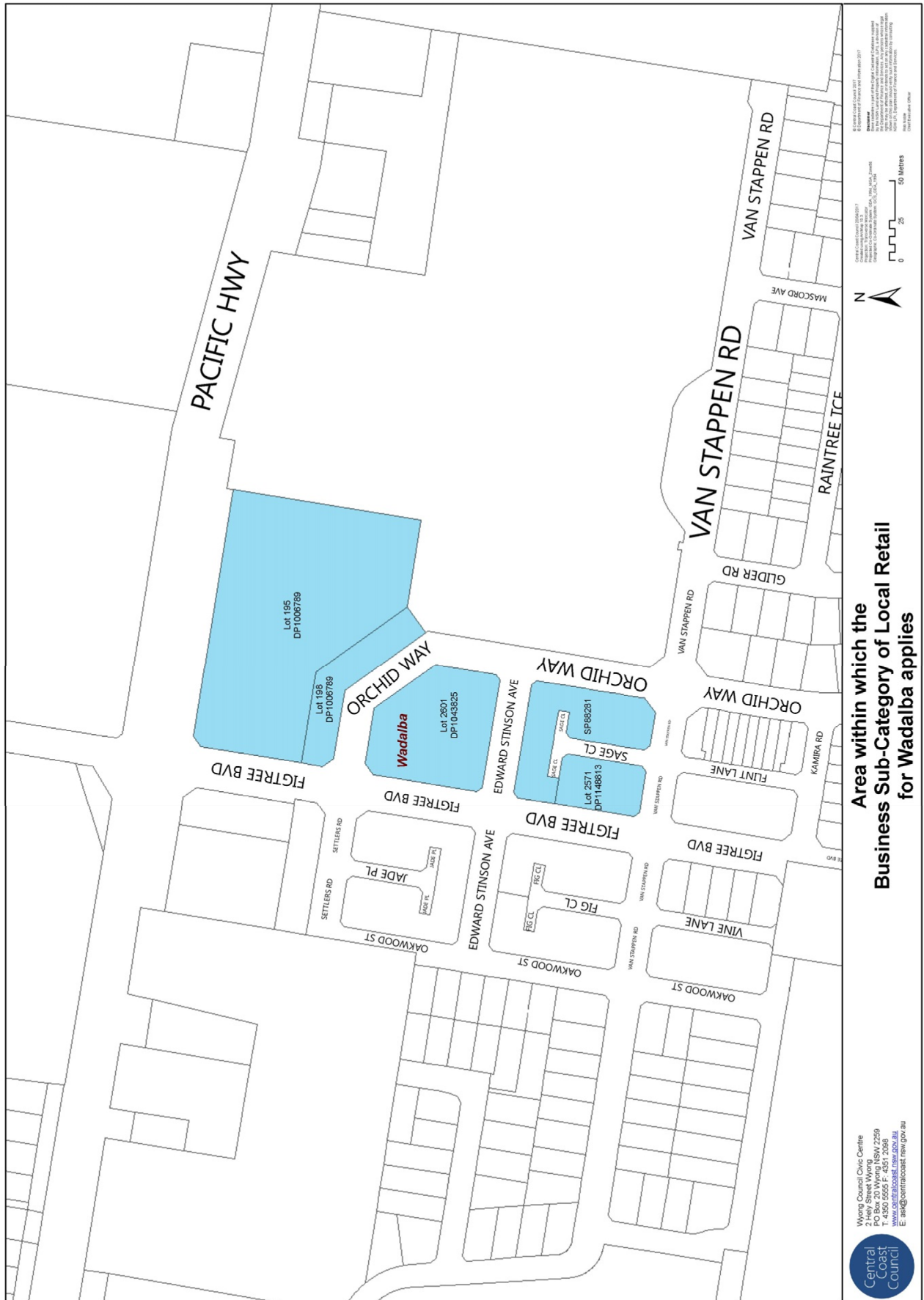




## Map 7 - Business Local Retail – San Remo



## Map 8 – Business Local Retail – Wadalba



## 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 s. 495 of the *Local Government Act 1993*.

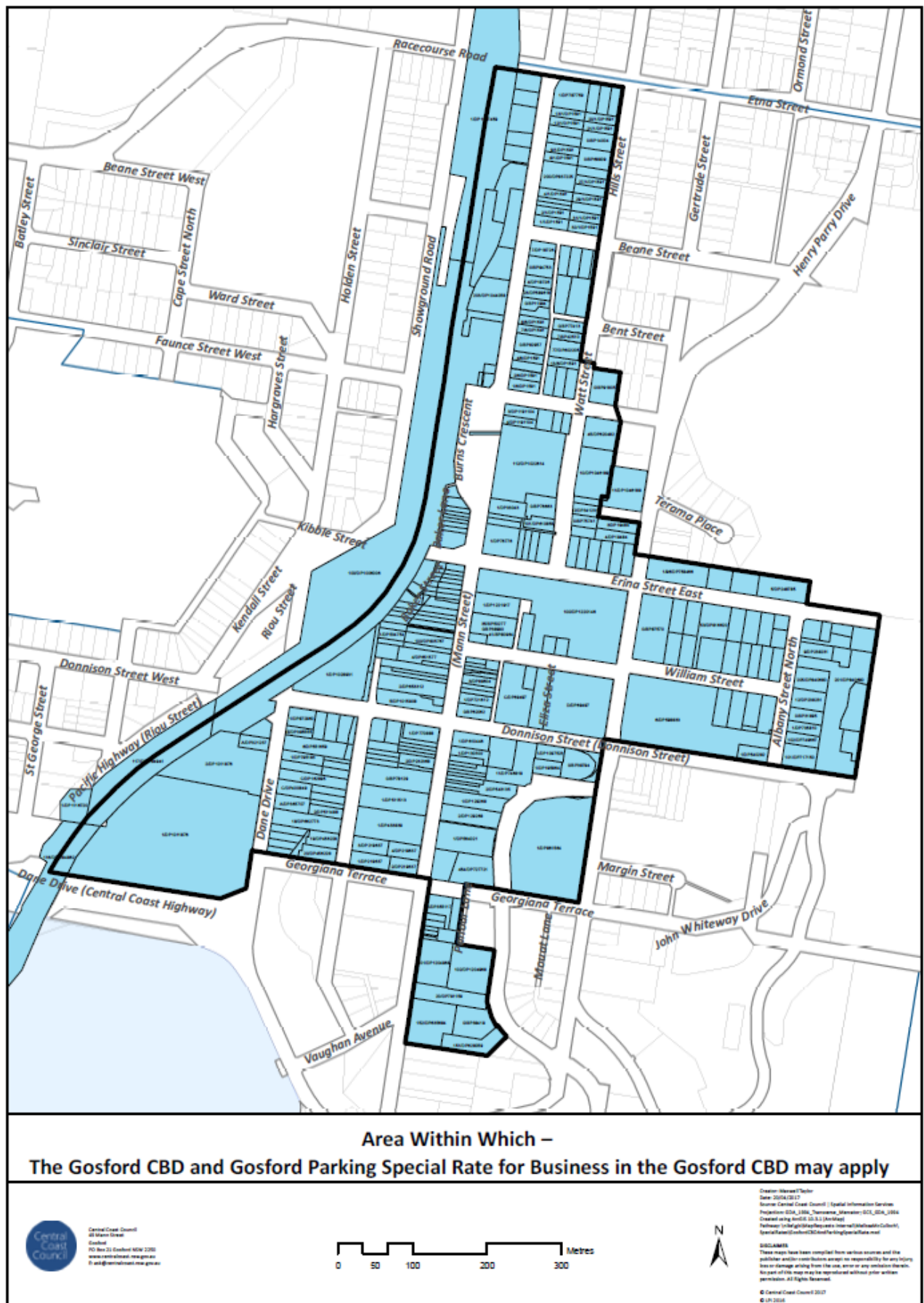
Special Rate	Properties Assessed	Base Amount	Ad Valorem Cents per \$ land value	Forecast income
Gosford Parking Special Rate				
<u>Purpose</u> Provide funding for the operation of the Baker Street Parking Station.	All properties categorised as Business, in accordance with s. 518 of the <i>Local Government Act 1993</i> , located within the Gosford Central Business District.	-	0.119652	\$199,000
<u>Background</u> Introduced in 1978 as an ongoing rate.				
Refer to Map 9				
Gosford Central Business District Improvement Special Rate				
<u>Purpose</u> Provide funding for works which will enhance the Central Business District and benefit business properties located in that area.	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.	-	0.312151	\$520,000
<u>Background</u> Introduced in 1994-95 as an ongoing rate				
Refer to Map 9				
Business/Tourism Development Special Rate				
<u>Purpose</u> Provide funding for Business / tourism works across the former Gosford Local Government Area.	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.	-	0.044161	\$958,000
<u>Background</u> Introduced in 1994-95 as an ongoing rate				
Refer to Map 10				

Special Rate	Properties Assessed	Base Amount	Ad Valorem Cents per \$ land value	Forecast income
<b>The Entrance Area</b>				
<p><u>Purpose</u> Provide funding to The Entrance area to:</p> <ul style="list-style-type: none"> <li>Promote the economic development of The Entrance area</li> <li>Market and promote The Entrance area</li> <li>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.</li> </ul> <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 11 and 12</p>	<p>The Entrance Area Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>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</li> <li>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"> <li>Amusement centres</li> <li>Camping grounds</li> <li>Caravan parks</li> <li>Eco-tourist facilities</li> <li>Pubs</li> <li>Registered clubs</li> <li>Service stations</li> <li>Tourist and visitor accommodation</li> </ul> </li> <li>Identified as Town Centres in Council's current Retail Centres Strategy.</li> </ul> <p>These are properties that have been identified by Council as receiving a benefit through this special rate.</p>	\$95.00	0.321766	\$593,000
<b>Toukley Area</b>				
<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 13</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>All properties categorised as Business in the Toukley, Canton Beach, Noraville and Norah Head areas.</li> </ul> <p>These are properties that have been identified by Council as receiving a benefit from the activities funded through this special rate.</p>	\$95.00	0.236237	\$181,000

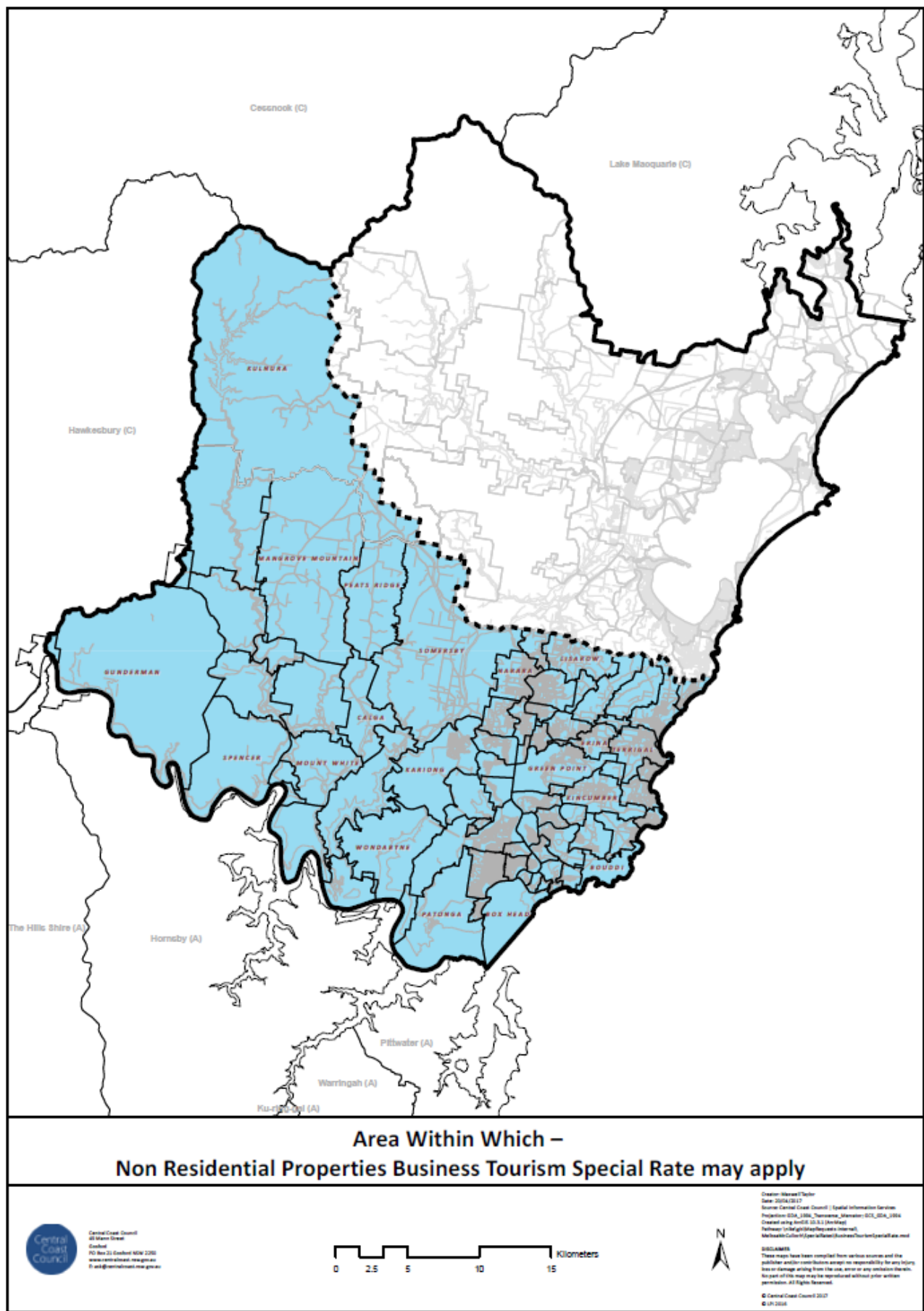


Special Rate	Properties Assessed	Base Amount	Ad Valorem Cents per \$ land value	Forecast income
<b>Wyong Area</b>				
<p><u>Purpose</u> Provide funding to the Wyong area to promote the economic development of the Wyong area within which this special rate applies.</p> <p><u>Background</u> Introduced from 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>Refer to Map 14</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>• All properties categorised as Business in the suburb known as Watanobbi.</li> <li>• All properties categorised as Business in the suburb known as Wyong bounded by the following; <ul style="list-style-type: none"> <li>- North of the Wyong River from Tacoma in the east to the M1 Pacific Motorway in the west</li> <li>- East of the M1 Pacific Motorway from the Wyong River to the suburb boundary between Wyong and Warnervale but to exclude Lot 32 DP 814964</li> <li>- South of the northern Wyong boundary to its intersection with the Pacific Highway and then south of the Pacific Highway to the intersection of Pollock Avenue, but to include Lot 400 DP 1114793 (this lot being to the north of the Pacific Highway)</li> <li>- Eastern boundary of the suburb of Wyong from Johns Road to Wyong River.</li> </ul> </li> </ul> <p>These are properties that have been identified by Council as receiving a benefit from the activities funded through this special rate.</p>	\$95.00	0.086428	\$82,000

## Map 9 – Gosford CBD Special Rate and Gosford Parking Special Rate

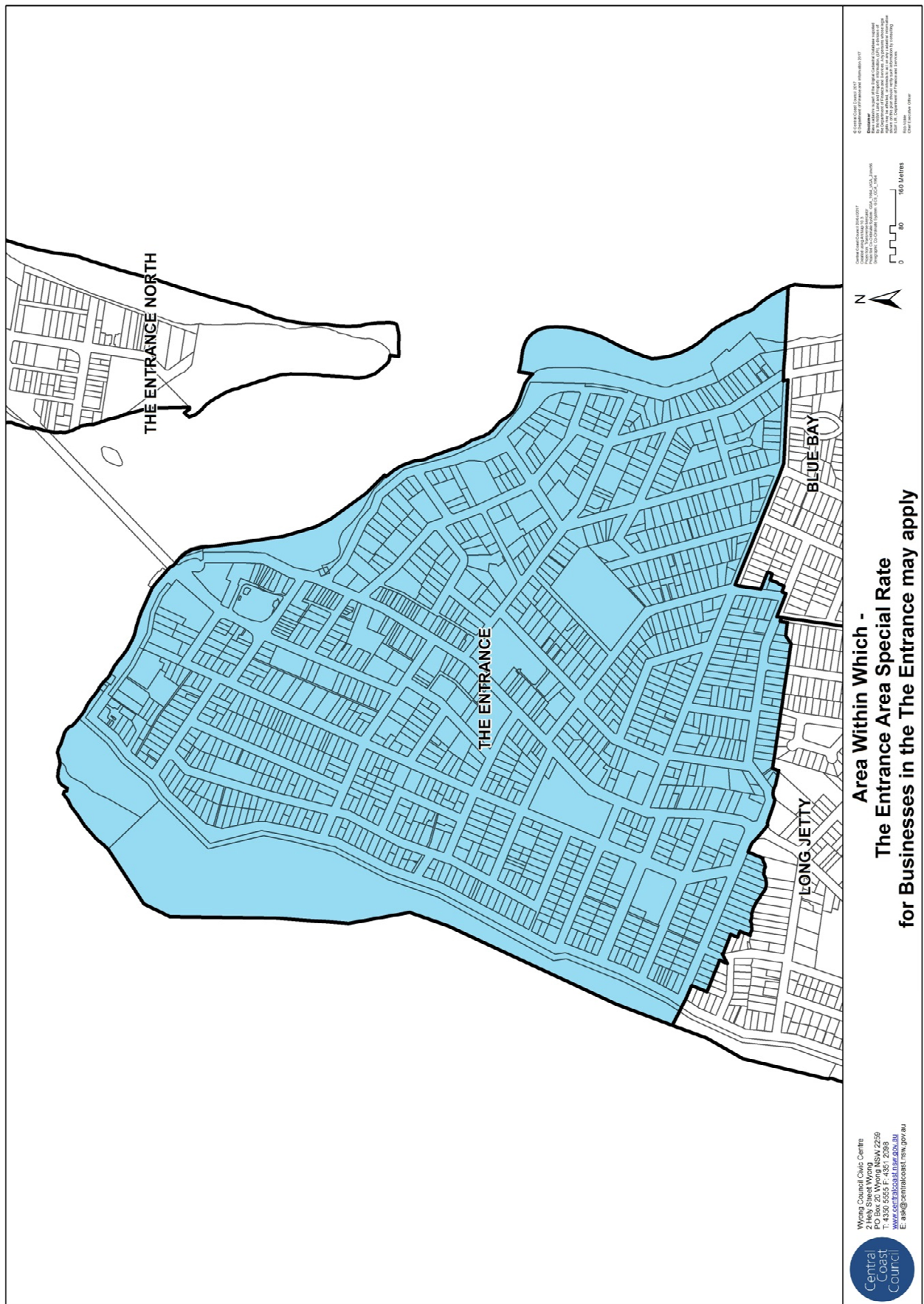


Map 10 – Business Tourism Special Rate



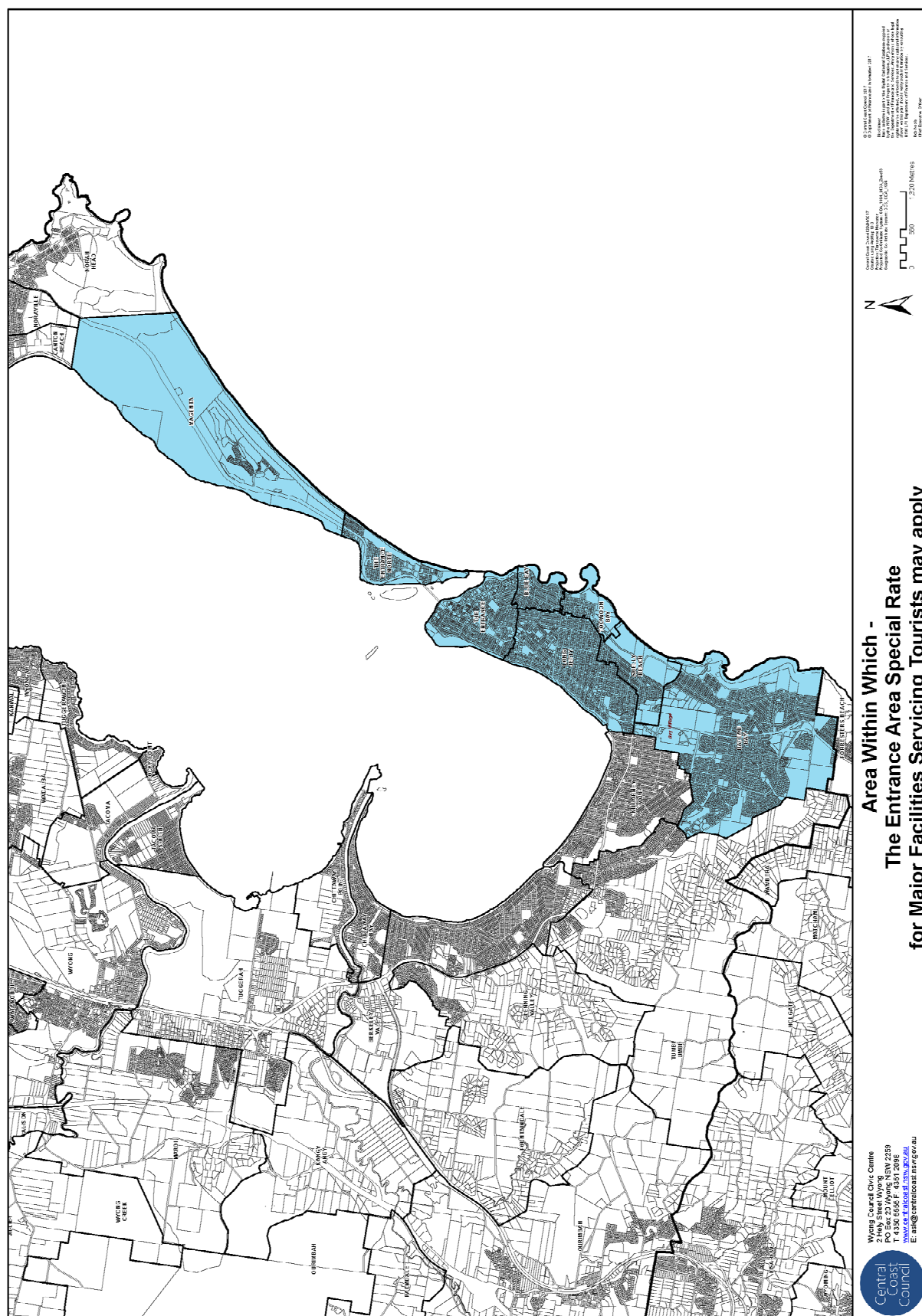


## Map 11 – The Entrance Special Rate – Businesses in The Entrance

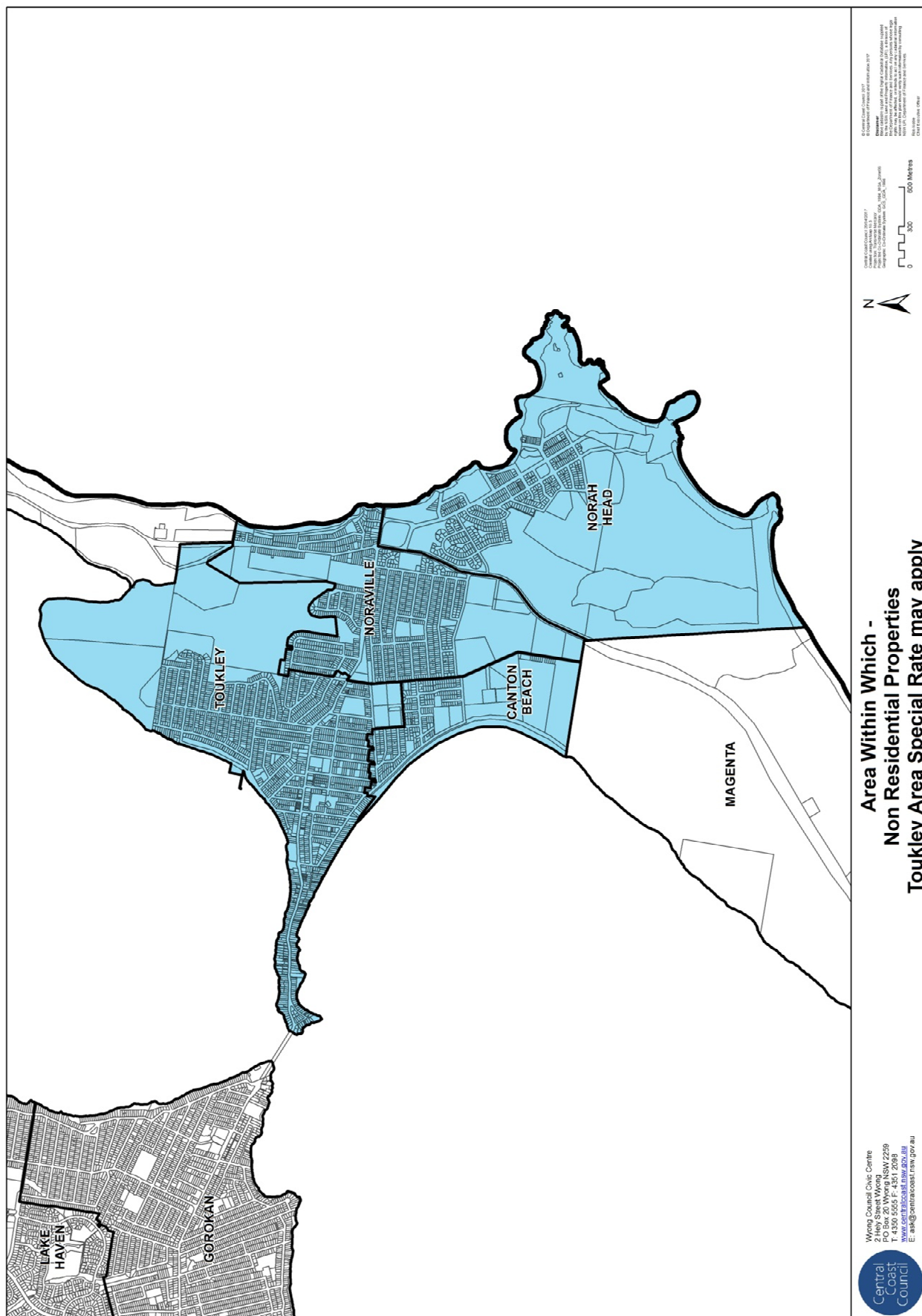




## Map 12 – The Entrance Special Rate – Major Facilities Servicing Tourists

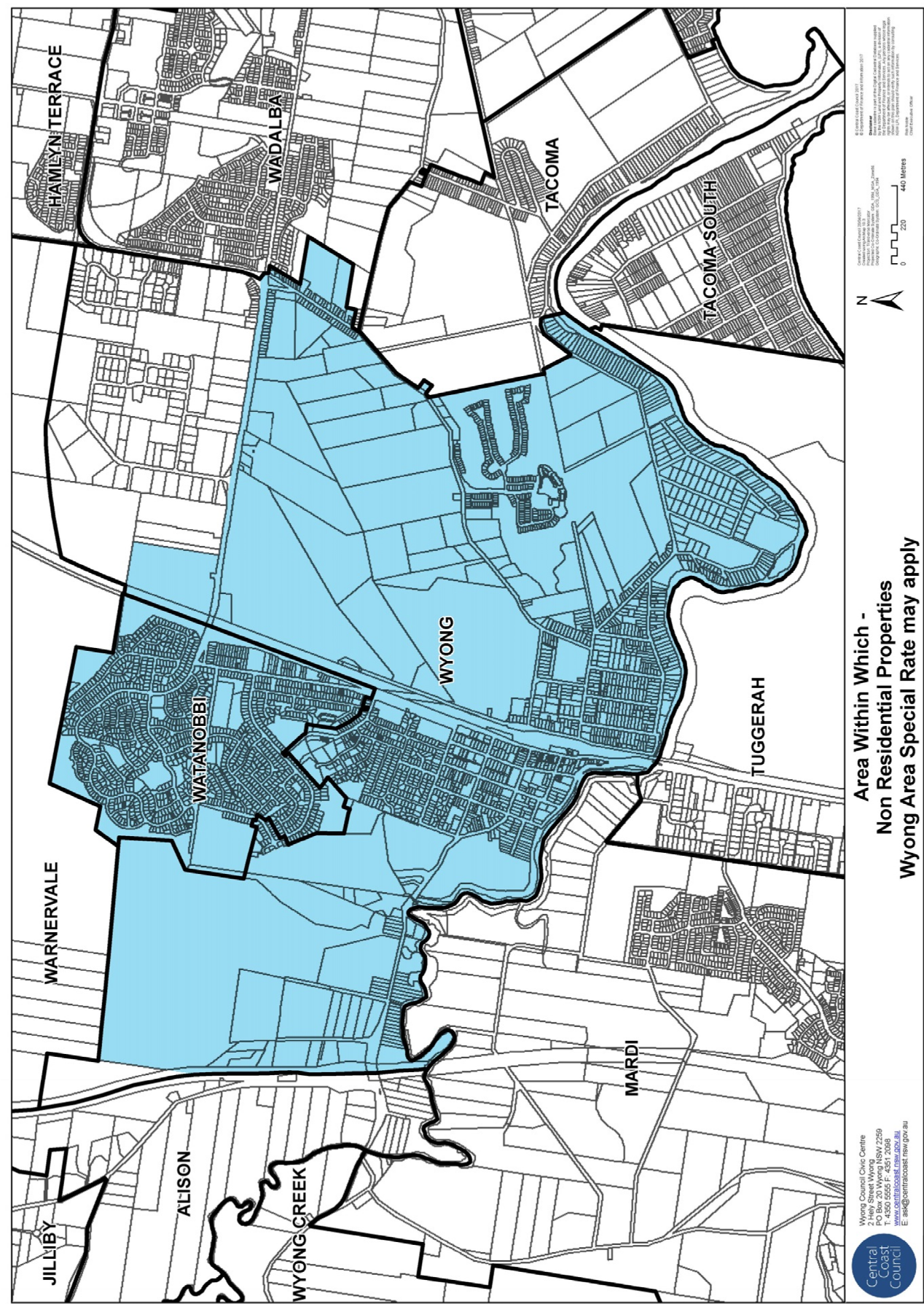


### Map 13- Toukley Area Special Rate





Map 14 – Wyong Area Special Rate







**FOCUS AREA:** By 2030, we will have a secure long term water supply in place for the Central Coast. By 2030, the water quality of our rivers, lakes and beaches will be rated consistently “good” or better.



# Annual Charges

## Annual Charges for Services

In addition to ordinary rates and special rates, Council will levy annual charges for the following services in 2020-21:

- 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
<b>Domestic Waste Management Availability Charge</b>	\$71.00	\$1.37	2,623	\$186,000

Purpose: Fund waste management facilities to meet potential future demands from vacant land.

Applies to: All vacant parcels of rateable land within Council's waste collection area.

Refer Map 15

<b>Domestic Waste Management Service – Eastern Area</b>	\$512.00	\$9.85	134,832	\$69,034,000
---------------------------------------------------------	----------	--------	---------	--------------

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.

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.

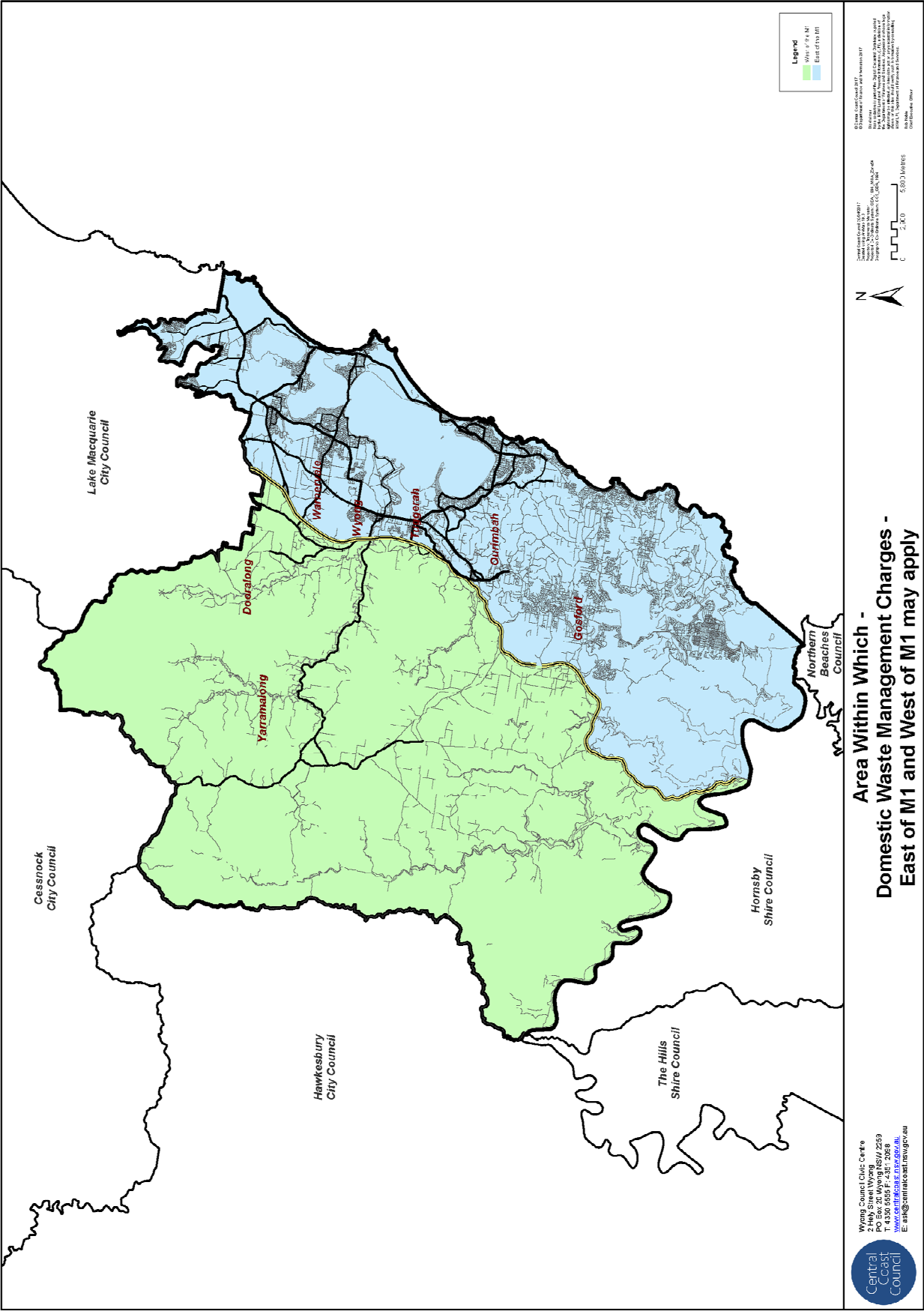
Provides: Access to Council's three bin collection service consisting of:

- 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.

Upgrades and additional services: Available upon request of the owner at the additional cost(s) indicated

Domestic Waste Management Service Charges	Annual Charge	Rate Per Week	No of Assessments	Forecast Income
below under <i>Domestic waste management service – upgrades and additional services</i> .				
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 15				
<b>Domestic Waste Management Service – Western Area</b>	\$454.00	\$8.73	3,619	\$1,643,000
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				
<ul style="list-style-type: none"> <li>• Weekly collection of a 140 litre waste bin</li> <li>• Fortnightly collection of a 240 litre recycling bin</li> <li>• Six kerbside clean up services per year.</li> </ul>				
Upgrades and additional services: Available upon request of the owner at the additional cost(s) indicated below under <i>Domestic waste management service – upgrades and additional services</i> .				
Refer to Map 15.				

Map 15 – 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	\$136.00	\$2.62
140 litre domestic waste bin to 360 litre domestic waste bin upgrade	\$272.00	\$5.23
140 litre domestic waste bin additional service	\$269.00	\$5.17
240 litre domestic waste bin additional service	\$407.00	\$7.83
360 litre domestic waste bin additional service	\$544.00	\$10.46
240 litre recycling bin to 360 litre recycling bin upgrade	\$34.00	\$0.65
240 litre recycling bin additional service	\$102.00	\$1.96
360 litre recycling bin additional service	\$136.00	\$2.62
240 litre vegetation bin additional service	\$110.00	\$2.12

The anticipated yield for 2020-21 from the upgraded domestic waste services is \$3,584,000.

## Additional Short Term Extra Service

Residents may receive an additional service to any bin type on any working day by providing 1 full business day notice.

Additional Service	Rate Per Additional Service
140 litre Domestic Waste Bin	\$18.65
240 litre Domestic Waste Bin	\$19.85
360 litre Domestic Waste Bin	\$21.05
660 litre Domestic Waste Bin	\$38.60
1.1 m3 Domestic Waste Bin	\$64.30
1.5 m3 Domestic Waste Bin	\$87.70
240 litre Recycling Bin	\$19.85
360 litre Recycling Bin	\$21.05
660 litre Recycling Bin	\$38.60
1.1 m <sup>3</sup> Recycling Bin	\$64.30
1.5 m <sup>3</sup> Recycling Bin	\$87.70
240 litre Vegetation Bin	\$19.85

## Additional Kerbside Collection Service

Residents may receive an additional Kerbside collection service on any working day by providing 2 full business days notice.

Additional Service	Rate Per Additional Service
Extra kerbside collection (Per 1m3)	\$83.00

## 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	\$381.00	\$7.33
240 litre Waste Bin	\$509.00	\$9.79
360 litre Waste Bin	\$627.00	\$12.06
660 litre Waste Bin	\$2,173.00	\$41.79
1.1 m <sup>3</sup> Waste Bin	\$3,033.00	\$58.33
1.5 m <sup>3</sup> Waste Bin	\$4,085.00	\$78.56
240 litre Recycling Bin	\$102.00	\$1.96
360 litre Recycling Bin	\$136.00	\$2.62
660 litre Recycling Bin	\$281.00	\$5.40
1.1 m <sup>3</sup> Recycling Bin	\$467.00	\$8.98
1.5 m <sup>3</sup> Recycling Bin	\$638.00	\$12.27
240 litre Vegetation Bin	\$110.00	\$2.12

The yield to Council from these charges in 2020-21 is estimated to be \$4,028,000.

### 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 2020-21 is \$6,340,000, 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

All prices for water, sewerage, stormwater drainage and ancillary services for 2020-21 are in accordance with IPART's final determinations issued on 24 May 2019 adjusted by the 2020-21 CPI multiplier of 2.2% as the final determinations were made in 2019-20 dollars. The CPI multiplier as per the determinations is based on the percentage change for the March Quarter 2019 to March Quarter 2020 of the consumer price index All Groups index number for the weighted average of eight capital cities for the as published by the Australian Bureau of Statistics.

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 2020-21 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)	\$86.36
20mm meter	\$86.36
25mm meter	\$134.93
32mm meter	\$221.08
40mm meter	\$345.44
50mm meter	\$539.74
80mm meter	\$1,381.73
100mm meter	\$2,158.95
Other Meter sizes	$\frac{(\text{Meter size in mm})^2 \times \text{Water supply access charge for a 20mm Meter for the applicable period}}{400}$

The expected total yield in 2020-21 from water service charges is \$16,385,000.

### Water Usage Charges

In addition to the water supply service charge, all potable water consumed will be charged at \$2.07 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 2020-21 from this charge is \$58,785,000.

### 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	\$531.52
20mm meter	\$531.52
25mm meter	\$830.51
32mm meter	\$1,360.71
40mm meter	\$2,126.11
50mm meter	\$3,322.04
80mm meter	\$8,504.42
100mm meter	\$13,288.16
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 \$398.64.

#### 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	\$488.24
20mm meter	\$488.24
25mm meter	\$547.42
32mm meter	\$896.90
40mm meter	\$1,401.41
50mm meter	\$2,189.70
80mm meter	\$5,605.63
100mm meter	\$8,758.79
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 \$366.18.

The expected total yield in 2020-21 from sewerage supply service charge is \$56,179,000.

## 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 \$0.86 per kilolitre.

The expected total yield in 2020-21 from this charge is \$16,954,000.

## 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 \$1.04 per kilolitre for the 2020-21 financial year.

## Bulk Water Transfers

Bulk water transfers between Hunter Water and Central Coast Council will be charged at \$0.72 per kilolitre for the 2020-21 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 16), while the drainage area for the former Wyong LGA included all properties within 1.5km and/or east of the M1 (refer to Map 17).

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 18). 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](http://www.centralcoast.nsw.gov.au).

### Fixed stormwater drainage service charges

Basis of Charge	Annual Charge
Low Impact Property	\$106.85
Residential Property that is not part of a Multi-Premises	\$106.85
Each Property within a Residential Multi-Premises or Mixed Multi-Premises	\$80.14
Vacant Land	\$80.14



### 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 ( $\leq 1,000\text{m}^2$ )	\$106.85
Medium ( $> 1,000\text{m}^2$ and $\leq 10,000\text{m}^2$ )	\$160.28
Large ( $> 10,000\text{m}^2$ and $\leq 45,000\text{m}^2$ )	\$623.31
Very Large ( $> 45,000\text{m}^2$ )	\$1,816.50

The expected total yield in 2020-21 from the stormwater drainage charge is \$15,557,000.

### Pension Rebates - Water and Sewerage Service Charges

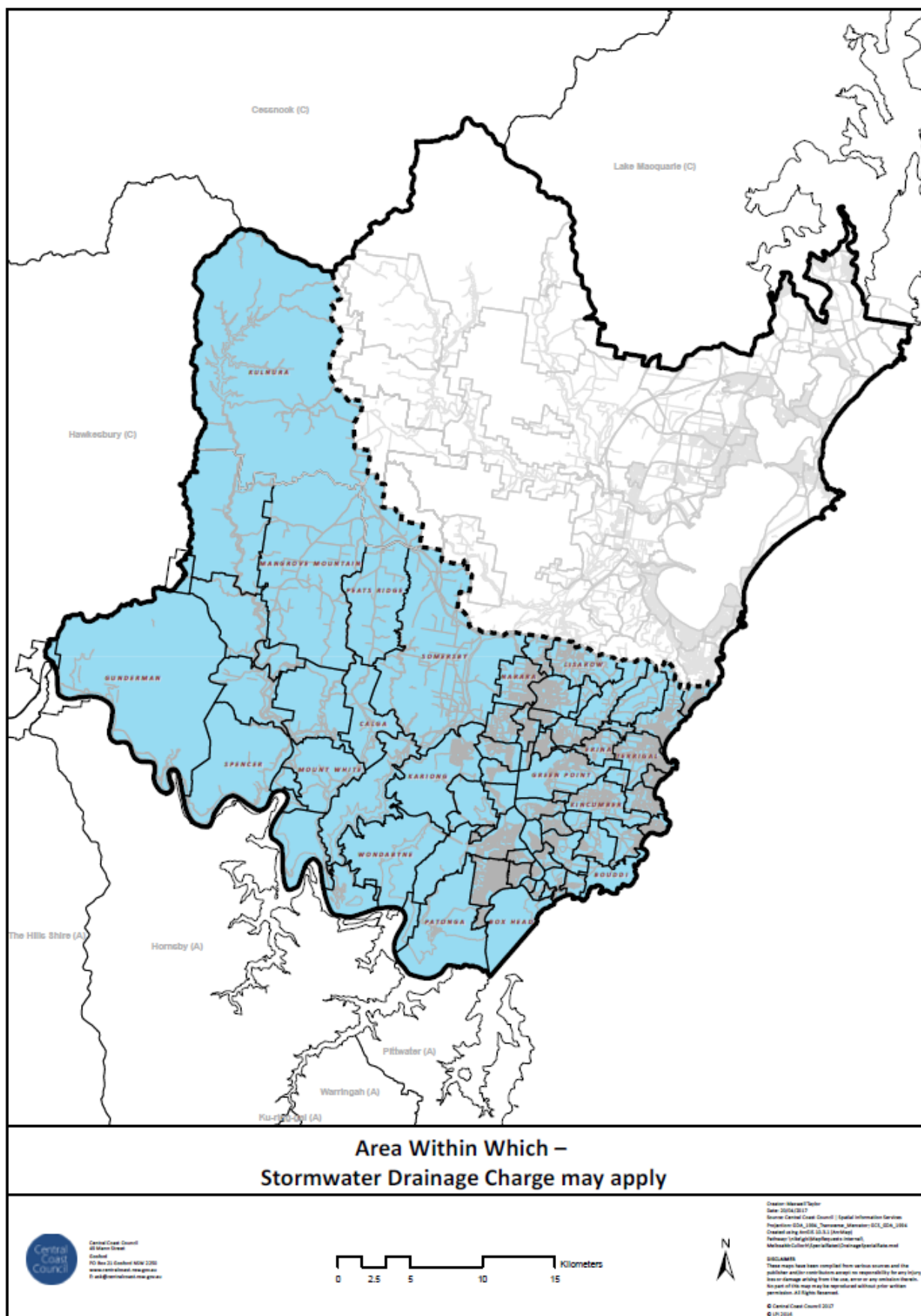
Council provides a reduction of 50% of the water supply service and water usage charges levied up to a maximum of \$87.50 and a further reduction of 50% of sewerage service and sewerage usage charges levied up to a maximum of \$87.50.

Of these reductions 55% is reimbursed by the NSW Government. The estimated total amount of the pension rebate in 2020-21 is \$3,451,000.

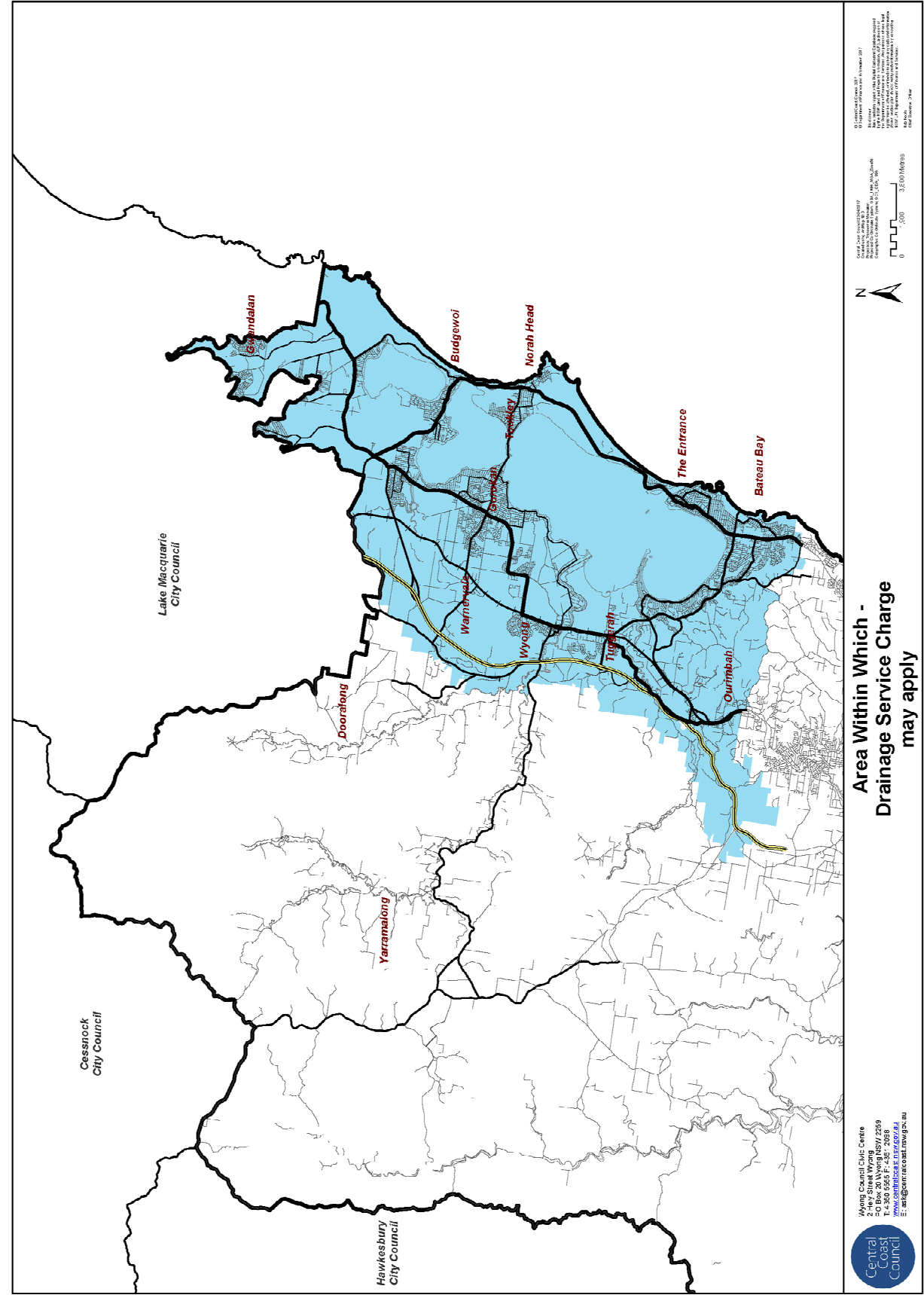
### Goods and Services Tax

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*.

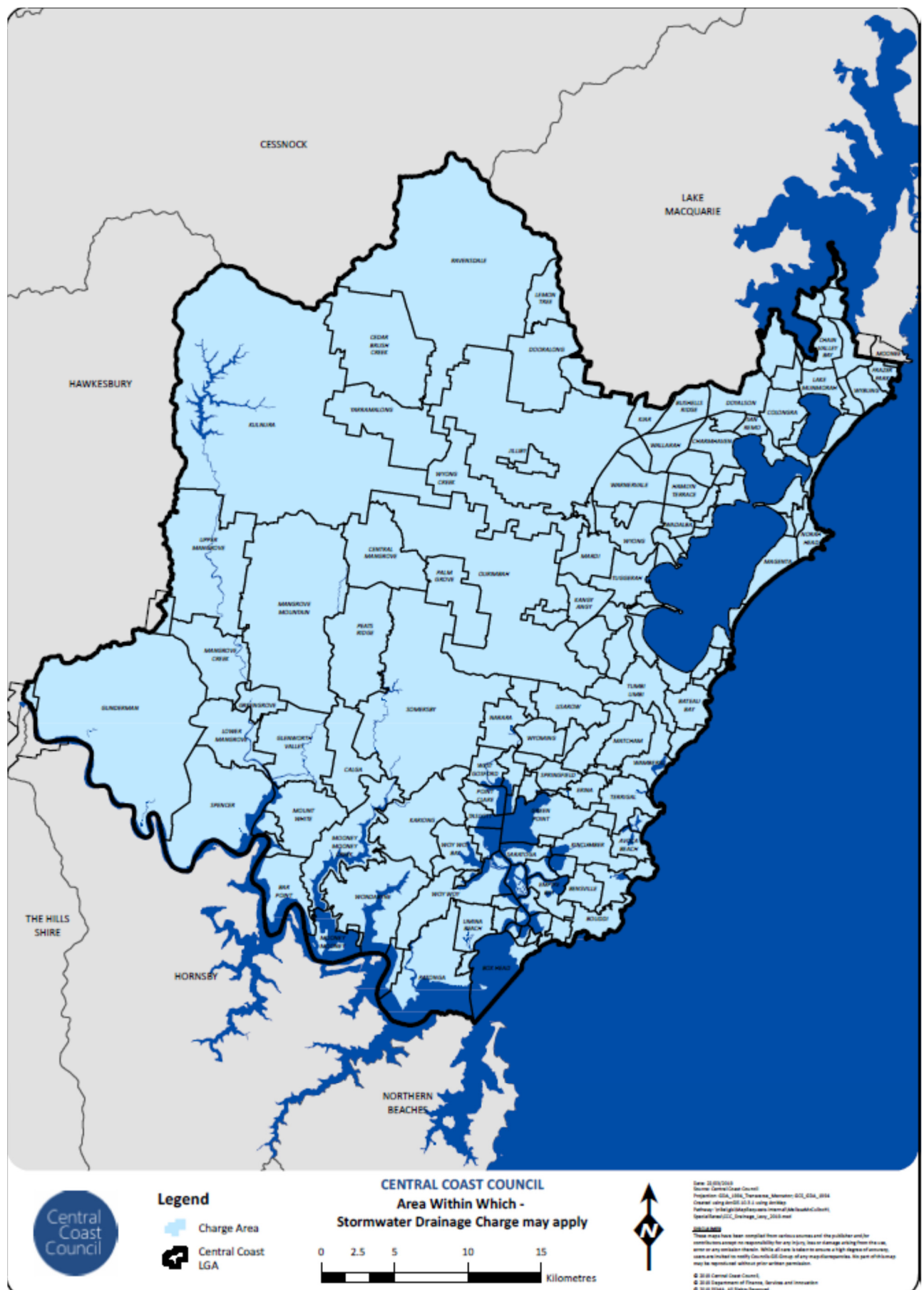
## Map 16 – Stormwater Drainage Service Charge Area (former Gosford Local Government Area)



# Map 17 – Stormwater Drainage Service Charge Area (former Wyong Local Government Area)



Map 18 – 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	No 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)
<b>Category 1</b>						
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.	\$98.69	\$98.70	\$114.32	No charge	No charge	No charge
<b>Category 2</b>						
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.	\$124.94	\$358.25	\$114.42	Compliant \$1.81 per kL Non-compliant \$15.46 per kL	No charge	No charge
<b>Category 3</b>						
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.	\$2,250.30	Former Gosford LGA - \$1,602.64 Former Wyong LGA - \$1,134.87	\$114.32	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)
<b>Category S</b>						
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 \$171.79 Includes one inspection	Non-residential \$156.18	\$114.32	Category S \$18.16 per kL Category S (Septic effluent unable to discharge onsite) \$1.81 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 2020-21 from trade waste charges is \$1,992,000.

## 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 30 September 2020
- If payment is made by quarterly instalments, the instalments are payable by 30 September 2020, 30 November 2020, 28 February 2021 and 31 May 2021



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 2020-21 rating year will be:

from 1 July 2020 to 31 December 2020 = 0%

from 1 January 2021 to 30 June 2021 = 7%

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 0.50% has been effective since 4 March 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 0.50% has been effective since 4 March 2020 means that the maximum rate of interest payable on overdue rates and charges levied under the *Water Management Act 2000*, from 1 July 2020 will be 6.75%.



# Developer Contributions

## How Developer Contributions are Levied

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 Borrowing

## Proposed Borrowing for 2020-21

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 2020-21 Council does expect to require borrowings from external financial institutions to refinance the principal repayments of the existing borrowings, approximately \$43.7 million.

It is expected that Council will seek expressions from NSW TCorp and external major banks to procure the lowest cost of funding for terms of up to 10 – 20 years. Whilst Council will continue to review funding requirements annually, it is currently planning to borrow \$50 million for 2020-21.



## Operational Plan 2020-21

Central Coast Council

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JULY 2020