



Central Coast Council

Ordinary Council Meeting

**Attachments Provided
Under Separate Cover**

Monday, 24 February, 2020

Central Coast Council
Attachments Provided Under Separate Cover to the
Ordinary Council Meeting
to be held in the Council Chamber,
2 Hely Street, Wyong
on Monday, 24 February 2020,
commencing at 6:30pm

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Attachment 1

FEEDBACK RECEIVED DURING PUBLIC EXHIBITION OF THE DRAFT CENTRAL COAST CULTURAL PLAN 2020-25

Submission number	Detail of Submission	Action taken
1	<p>I recently organized a Literary Reading for the 5 Lands Collective.</p> <p>While there is strength in the visual arts field, I believe the literary culture of the Coast could be improved.</p> <p>To this end, possibly Residencies for writers who would be commissioned to write about the Coast, or set their writing within the Coast;</p> <p>Good to have it; ofcourse finances are limited.</p> <p>Initiatives from the public should be given strong support and priority.</p>	<p>Noted.</p> <p>Support for the growth of literature is an intended outcome under the Theme Growing our Creative Sector and literature has now been listed specifically alongside other definitions in the Cultural Plan.</p>
2	<p>I am the director of a 50 voice community choir called Jubila Singers on the Central Coast, started in 2011. Before I closed off the waiting list, I had another 50 people wanting to join. We are a no-profit group. Note: not a non-profit, a no-profit. The singers pay fees and these are used to pay the large expenses in running a community group, not the least of which are the Gosford city council community centre hire fees for rehearsals and workshops.</p> <p>We feel that we receive absolutely no support from Gosford council in any way and in fact, it is the opposite. Council library policies make it very difficult for us to make our presence known in the community. We have to make our concerts FREE OF CHARGE simply so that our flyers can get posted in the library. If a community choir or theatre group or any arts group has an upcoming performance that has a ticket price on it, it's goodbye to the notice board. The librarians toss it because they say it's their "policy" not to post ticketed events. Amazing performances from visiting groups like The Song Company get ignored because of this stupid policy. On page 15 you state that there is a problem with "low online visibility across the region" and on page 35 you state under strategic goals "ensure library networks are positioned as centres of cultured excellence". How can that be when they don't even want to allow arts groups to leave some flyers for people to collect or pin up on the noticeboard? The bigger music groups (not in size but in visibility) like Patrick's Philharmonic Choir are part of the</p>	<p>Noted.</p> <p>The establishment of new avenues for the exchange of information and promotion of Central Coast arts and culture is included in the Theme 'Building a Visible Creative Identity' and Objective 'A central platform for information and sharing'.</p> <p>Diversity of accessible cultural spaces is accommodated within the Theme 'Enlivening Cultural Spaces and Places' and Objective 'A dedicated network</p>

7/01/20

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	<p>Conservatorium system and therefore they get free publicity and generous subsidies to performance venues. Their publicity gets posted all over the place because there is the Council logo on it.</p> <p>There are apparently over 20 choirs on the Coast, but you wouldn't know this because it's so hard for them to publicise their performances let alone their existence.</p> <p>The other issue is addressed on page 15 and again on page 35: - accessing affordable venues and arts facilities. Jubila Singers has to perform in churches in exchange for a donation, simply because it's all we can afford after paying APRA fees, insurance etc. Even some churches like Gosford Anglican want at least several hundred \$ in "donations". The idea of having a joint performance with other choirs in a venue like Wyong's Art House is a joke when you see the fees charged.</p> <p>So this Draft Cultural Plan is all very well, but I seem to have seen these ideas before on the Central Coast. I was part of some plan many years ago and nothing has changed, so I'm sorry to say that the draft looks very pretty and there has been some serious thought put into it, but I remain pessimistic. I've lived in many places - SA, Vic, QLD and California, and the Gosford city council's non-supportive attitude to grass roots arts groups is the worst I've encountered.</p>	<p>of accessible arts and cultural facilities to support our changing needs'.</p> <p>The Cultural Plan has been updated with a commitment to yearly reporting to the community on actions completed against the Themes and Objectives.</p>
3	<p>Your document evinces little sensitivity to the, heritage and culture of the three aboriginal Tribal custodians of the Central Coast, the Wannangini or Guringai (the later name given to the language group by Cattell) the Awabakal, and the Darkinjung. Nor does it show any understanding of the role and responsibilities of the Darkinjung Land Council (quite a different entity created by and Cwlth and State Govt legislation in the 1970s and 1980s). DLALC is NOT "The Darkinjung" and it fails to represent the cultural concerns of the Wannangini and Awabakal and Darkinjung indigenous people. It is a very wealthy land dealing entity that in some areas actively misrepresents these indigenous cultural concerns that Council is required to be aware of and take account of.</p> <p>I am glad you have removed the Wandjina drawings from the Kimberleys as these drawings are regarded as very sacred by their traditional peoples, not to be used without permission and acknowledgement as a matter of respect and courtesy. I also wonder how you can continue to display a "Little Murri Warrior (Wyong Creek) as an appropriate reflection of the local traditional owners culture. Do you know where the Murri people are from? (S Qld and Upper NSW)</p>	<p>Noted.</p> <p>The Cultural Plan has been revised to ensure the diversity of traditional ownership of the Central Coast land is acknowledged.</p> <p>Cultural awareness is intended within the Theme 'Embracing our Cultural Life' and Objective 'Aboriginal people's voices are heard and they lead custodianship of their culture'.</p>

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	<p>The written text of the cultural plan shows zero awareness of our rich and living aboriginal indigenous cultural groups, referencing only the DLALC and the Ourimbah Campus groups and suggesting that the entire LGA is "Darkinjung".</p> <p>Might I suggest a cultural awareness program is necessary for Council Officers., who seem to have negotiated with the DLALC a compact of understanding but have totally ignored the indigenous groups and their culture and tradition (apart from a reference to rock engravings with the suggestion they are "Darkinjung' You could for example reference the NPWS Bulgandry site of the Wannagini people at near Kariong, and the Aboriginal Dance group at Kariong, and the community support for culture and knowledge as well as welfare support provided by the Mingaletta facility at Umina. You might also provide some references as to where further information Surveyors and Anthropologists who created a record of the earliest times can be found. Without the necessary cultural sensitivities and acknowledgements and references any appreciation and respect for the aboriginal culture of the area has a hollow ring.</p>	<p>The image "Little Murri Murri Warrior (Wyong Creek)" is included as it is an image by a local photographer of their community who live on the Central Coast. The image is not intended to state that Murri people are the traditional owners of this area of NSW but reflects that Aboriginal people from across Australia reside on the Central Coast as part of the community.</p>
4	<p>I agree with the vision. I think the goals are valid. It is a very comprehensive coverage of the Coasts Art and Cultural scene. Please do not forget the small villages such as Davistown that has aboriginal, and colonial ship building heritage value to highlight and public art in this location such as the ferry stops would enhance local tourism and a sense of belonging for residents and beyond.</p>	<p>Noted.</p> <p>Aboriginal and Post-Colonial heritage is encompassed within the Theme 'Embracing our Cultural Life' and Objectives 'The stories of all who live here are welcomed and shared' and 'Aboriginal people's voices are heard and they lead custodianship of their culture'</p>
5	<p>Our poetry group will be considering the DCPlan. One of our strategic goals is to have a permanent meeting room space. The proposed Library would be an ideal location. We would require access for our Saturday afternoon meetings (the second Saturday in each month). We will be endeavouring to further align ourselves with the library. Currently we have a poet of the year board mounted within the library. Recently Geoffrey Potter (library historian) help us</p>	<p>Noted.</p> <p>Support for literature and cultural history and the provision of cultural spaces is accommodated</p>

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	<p>update our anthologies and magazines from the past. This we have been able to incorporate in our archives and used them in our recent 40th Anniversary celebration.</p> <p>All your plans are good and are in the exciting interest of Central Coast residents and visitors. Lets enliven the Gosford area and bring it in line with other coast towns.</p>	<p>within the Themes 'Growing our Creative Sector' and 'Enlivening Cultural Spaces and Places'.</p>
6	<p>Great words, but a limp execution, in other words the Plan has been well put together but Council's actions are pretty thin and smack of tokenism. No suggestion of policies or practices to make it work.</p> <p>Does CCC have a set of policies to encourage and facilitate the use of its open spaces?</p> <p>does it have an active support policy and resources to assist film makers or film location scouts?</p> <p>how efficient is the DA process for cultural events?</p> <p>how much of their resources do cultural organisations have to expend to secure a DA</p> <p>what events is Council going to own in the future and what budgetary support is provided to ensure continuity of events over time?</p> <p>Why is GIRRAKOOL Blues festival not mentioned?</p> <p>I would like to see a funded CCC action plan with allocated resources to make things happen, not a lot of very good feel good words</p>	<p>Noted.</p> <p>The Cultural Plan has been updated with a commitment to yearly reporting to the community on actions completed against the Themes and Objectives.</p> <p>The GIRRAKOOL Blues Festival has been added as an example along with other Central Coast event in the Cultural Assets sections.</p>
7	<p>My biggest dream is for our Council to get on with the Performing Art Centre. One thought would be to build on top of the Central Coast Stadium?</p> <p>Please consider people with physical disabilities and also the need for quiet areas for people with dementia related illness. Shopping Centres are now embracing quiet area's.</p> <p>When the plan is finally accepted and we hope in the near future ensure that the new council in September 2020 would be unable to change/stop progress.</p>	<p>Noted.</p> <p>The importance of inclusion and diversity, including people with disability, is accommodated within the Theme 'Embracing our Cultural Life' and Objective 'The stories of all who live here are welcomed and shared'.</p> <p>Diversity of accessible cultural spaces is accommodated</p>

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		<p>within the Theme 'Enlivening Cultural Spaces and Places' and Objective 'A dedicated network of accessible arts and cultural facilities to support our changing needs'.</p> <p>The Cultural Plan has been updated with a commitment to yearly reporting to the community on actions completed against the Themes and Objectives.</p>
8	<p>Looks good, however there is a glaring gap of how to meet the needs for Deaf and Hard of Hearing artists and members of Central Coast. Where's the goals for deaf group and people with disabilities in the creative sector? Language, cultural, and group needs would need to be investigated before it can be stated that it is fully inclusive to all members of Central Coast.</p> <p>I am excited to see this happening because I want to see Central Coast to be leading in this area, ahead of both Sydney and Newcastle. I do hope there's a definite plan of how to make the social entrepreneurs part of the successful goals for Central Coast. It also would be good to have a better and clear plan of how demands for parking, spaces, and support can be met while the programs for youth being more accessible and readily available for any groups, including deaf and hard of hearing youths and their families. Having DIAP in place is not good enough.</p>	<p>Noted.</p> <p>The importance of inclusion and diversity, including young people and people with disability, is accommodated within the Theme 'Embracing our Cultural Life' and Objective 'The stories of all who live here are welcomed and shared'.</p> <p>Council's current Social and Creative Enterprise funding program will be informed by the Cultural Plan to support increased cultural entrepreneurship.</p>

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9	<p>A dedicated film space with equipment, green screen, sound stage, sound booth and editing equipment for filmmakers</p> <p>Every other creative sector is already catered for with their own space except for filmmakers. We have to go to Sydney, Newcastle or have our own equipment etc</p>	<p>Noted.</p> <p>Provided spaces suited to a diverse range of arts, media and cultural uses is accommodated within the Theme 'Enlivening Cultural Spaces and Places' and Objective 'A dedicated network of accessible arts and cultural facilities to support our changing needs'</p>
10	<p>The visions are strong and focused on creating a culture on the Coast that showcases our artists and performers. Encouraging tourists to enjoy our natural environment and cultural activities</p> <p>The strategic goals are well documented and I think all creatives would like to see these strategies put in place After attending the meeting last Thursday night Council admitted that they lack expertise and money to implement strategies. Obviously funding is a major factor and would sort once plans were finalised. In the mean while I think there are some simple things that can be done. A list of Central Coast Creatives could be available online as well as a website of what's on, with information uploaded by the creatives themselves. Maybe developers could be given information about local creatives like artists to enhance their building interiors or exteriors. Public art and council commissions for outdoor areas, sculptures in parks etc. I think if these ideas were implemented it would start to create an arts community that could grow to suit all creatives needs and enhance the areas tourism potential.</p>	<p>Noted.</p> <p>The Cultural Plan will be updated with a commitment to yearly reporting to the community on actions completed against the Themes and Objectives.</p> <p>The establishment of new avenues for the exchange of information and promotion of Central Coast arts and culture is included in the Theme 'Building a Visible Creative Identity' and Objective 'A central platform for information and sharing'.</p>

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11	<p>I agree with the overall Draft Cultural Plan for the area but there is so much more that can be done by having a dedicated Education and Public Programs Officer attached full time at Gosford Regional Gallery. Many opportunities are missed to involve more of our larger community as since the merging of the two councils there is so much more work placed on the current (very dedicated) staff) who do not have the time to organise and ADVERTISE activities for the wider community. Currently we have so many cultural groups that exist across this very large region but staff is very thin on the ground to pull these groups together at appropriate times e.g. Gosford Art Prize, Archibald Prize, Reconciliation Week etc. making it more inviting for the young, the elderly etc. Whilst the gallery has magnificent exhibitions there are so many activities that could be organised to complement these fine exhibitions. Currently it would appear to me that many of our residents think we have a beautiful Japanese Garden and Cafe with an attached gallery instead of a MAGNIFICENT GALLERY with the added bonus of the Edogawa Gardens and Point Cafe.</p>	<p>Noted.</p> <p>The Cultural Plan has been modified to provide additional references to arts education and public programming for venues and programs.</p>
12	<p>1. Coast Opera Australia would like to highlight some feedback from the information night at the Art House, October 31st. It was mentioned that the Central Coast is perceived to have <i>"a bias in heavily supporting arts and culture organisations at a community, training and amateur level over equally important establishing or established professional organisations"</i>.</p> <p>2. Our growing demographic is a mix of retired and semi retired relocating from local major cities such as Sydney and daring, entrepreneurial professionals starting new businesses and enterprises. Because of the rapid growth of new business and housing, we are seeing a high demand for the need of high quality events, concerts, restaurants, hotels etc. As a professional arts company, Coast Opera Australia is filling this need at an artistic level. Our last 3 concerts sold out in our first season. Tickets between \$110.00 -\$65.00.</p> <p>3. This 10 year strategic plan would benefit from including a discussion and review into researching our existing arts, cultural and training organisations at the semi professional and amateur level so a balance in support between the 4 tiers; Amateur, Training, Semi Professional and now including Professional can be met. The Central Coast community and council is renowned for its loyalty and supportive nature of these pre existing organisations so to include this last tier equally is vital.</p>	<p>Noted.</p> <p>The Cultural Plan includes increased recognition of the value and the needs of a professional arts and cultural sector as well as the need for industry benchmarking, research, diverse and accessible fit for purpose spaces, understanding, respectful engagement on, and support for, Aboriginal cultural practice and collaboration within it's four Themes.</p>

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	<p>4. We believe an examination into these preexisting organisations such as the Central Coast Conservatorium would ensure their goals, KPI's, leadership structures and personnel are matched for the changes this draft is proposing.</p> <p>A suggested revision and plan should cover:</p> <p>a. Outcomes in our current Arts markets from our major cities and the leadership and expertise required to fulfill new outcomes necessary.</p> <p>Additionally, Council can make a strong public appeal to present the community with opportunities with professionals from all areas of arts and arts support services to be a part of a REVITALISED leadership structure in the arts moving into the next decade. Positioning the Central Coast as a pre-eminent destination will require the expertise of professionals whom have already seen this achievement in their working history.</p> <p>Ensure that arts venues hire and cost expectations match socio economic spends in arts and cultural events.</p> <p>e. Ensure that events can be profitable within the parameters of researched anticipated spend on arts and culture within socio-demographic realities.</p> <p>i. This should include ongoing research and reporting on demographic changes as they occur over the 10 year period to keep checks on "PRESUMPTIONS" made on current planned venue renovations, building and planning.</p> <p>Proactive program to build a dialog between Aboriginal Cultural leaders and Arts providers to move beyond awareness but plan, and implement Aboriginal Cultural content within arts productions and content creation.</p> <p>f. Artists and Aboriginal Historians to start a dialog on how to respectfully share aboriginal culture and stories within their works.</p> <p>g. Workshops for songwriters, writers, playwrights etc to learn how to engage with Aboriginal Culture as they create new works</p> <p>h. Create a sustainable subsidy program to initiate inclusion of Aboriginal Cultural content.</p> <p>i. Set up a yearly award for best original content to bring Aboriginal Culture to the community.</p> <p>j. Identify ambassadors from the Aboriginal Culture to the relevant creative communities: writers, songwriters, playwrights, opera singers etc.</p> <p>k. All successful grant applicants have to participate or send a representative in a bi-yearly Aboriginal Culture symposium aimed at creating dialog between local arts communities and Aboriginal Cultural representatives.</p>	

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	<p>The questions to be answered in regards to Cultural inclusion are these:</p> <ol style="list-style-type: none"> 1. If I'm an artistic content creator how can my local CCC facilitate access to those that can mentor me in including Aboriginal Culture. 2. If I'm looking to identify talent in my particular field of arts, how can CCC facilitate that contact... and even proactively encourage arts communities to do so. 3. What does the Aboriginal Community consider respectful approaches to bring their culture into existing art forms: such as Opera. How do we go beyond tokenism. 4. From the Aboriginal Community what does a sustainable engagement look like with the wide variety of arts communities and ethnically diverse arts communities and content creators. <p>Although not recognised equally yet, there is a strong set of "professionals" at the highest level internationally to support the discussions on the development of the Coast professional arena already here on the Central Coast. I encourage council to approach to participate in leadership activities and discussions. I am happy to help again as I did connecting Council with Mr John Bell OBE for this plan.</p>	
13	<p>Communication: Community is important and can be a great ally in spreading truth, art is a great communicator. It allows us to escape mentally the problems we are all faced with daily. By talking and sharing we can improve our feeling of belonging gives us a sense of place. It can make us laugh or cry. Music lifts our mood and is wonderful for stimulation. Art makes a society and is the greatest communicating tool we have. Our aboriginal art helping to spread appreciation and knowledge not only of their history & creativity but also how they lived and coped with the harsh environment which they understood better than most modern people. We have much to learn from them. Art is important to mankind. It preserves our history as it lasts longer than we do. Modern technology brings the past to the present but can be fleeting. Sculpture and art can improve our city landscapes. It is being used in country towns now to bring colour to old silos and to inspire and help farmers look at what we can do together. It can also help depression and take us outside ourselves. It shows us beauty around us and within us. Art is a wonderful healer. It records the living lives and the history of art itself. Food shared can change our eating habits, and bring understanding of why certain foods are used in different locations. It shows changes in agriculture. Art shared can help bridge the gap between cultures and age. It breaks down barriers and helps us appreciate differences.</p>	<p>Noted.</p> <p>The value, recognition and aspirations of creativity and culture for the whole community is supported by the Plan and specifically focussed within the Theme 'Embracing our Cultural Life'</p>

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	<p>Maybe we should get politicians doing making, creativity things with their hands and minds. They are pretty good at creative book keeping and storytelling. Bring them down to earth, give them a garden to sow. What would i like to see. More support for the arts and not only the specialists. More support for men sheds, community centres and halls, festivals, galleries and gardens. Appreciation of sister cities and how they break cultural barriers. Our Japanese garden has certainly brought acceptance of japan as a friend. Acknowledgement and appreciation that art is important to mankind as is our environment.</p> <p>Music has always been important on the coast. The rhythm hut has survived for six years bringing music to make you jump and want to dance. It brought a special spirit to the coast. In the past 30/40 years I have been involved with the arts, our central coast has blossomed and grown with old and new talent coming together. Music has always been important the arts warehouse has done a marvellous job under the leadership of Kim Mcloughrey and her staff giving alternate education visions for children who don't fit in with the normal classroom, giving them the option to make and perform drama and start their own music groups. Congratulations to Gosford musical society for their support of young dance and music performers who are moving outside the coast and making their names internationally. \ Also central coast conservatorium is teaching many people to enjoy and learn music skills, but also improving their appreciation and skills. They are moving around the world to share their music with other lands. We are lucky that the old court house which probably sentenced people within for crimes, and who didn't confirm to society, can now embrace the beauty of music in this new world.</p>	
14	<p>Page 41 states, "DARKINJUNG LOCAL ABORIGINAL LAND COUNCIL who's core activities focus on community participation and wellbeing, culture, heritage and environment, business and economic development for Aboriginal people living in the traditional boundaries of Darkinjung (Darkinyung) land"</p> <p>The majority of the Darkinjung Local Aboriginal Land Council (DLALC) boundaries are not the traditional boundaries of Darkinjung Land. They are the traditional boundaries of the Wannangini, better known today as Guringai & Awabakal (terms coined by early European visitors from our language). We are the direct descendants of Bungaree, Matora, Ned & Margaret, Marakah, Booranga, Charlotte Webb/Ashby (Webb name as James Webb, merchant ship builder at Booker Bay</p>	<p>Noted.</p> <p>The Cultural Plan text has been revised to ensure the diversity of traditional ownership of the Central Coast land is acknowledged.</p> <p>Cultural awareness is intended within the Theme 'Embracing our Cultural Life' and</p>

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	<p>(prev. Webbs Reef) was her father) and other well noted traditional Aboriginal People of the Newcastle/Central Coast region.</p> <p>Please remove this statement as it is totally false and incorrect.</p> <p>Should you wish to discuss this matter further, please don't hesitate to contact me. (details below)</p>	Objective 'Aboriginal people's voices are heard and they lead custodianship of their culture'.
15	<p>Thank you for the opportunity to respond to the invitation from Council to comment on the Cultural Plan for the region from 2020 – 2025, a valuable reference for many.</p> <p>Being born in the early 1970's (1972), and with a father in the radio industry as the first announcer on 2JJ in Sydney, interests in the cultural sector appreciate the efforts both of the first Australians, and artists and performers with more recent cultural heritage and engagement. The encouragement of all sectors is commendable and appears to be holistic and well presented.</p> <p>With some experience in associations with Council clients in planning including Leichhardt Council in Sydney (when the mayor was James Parker), initial thoughts of the Central Coast were also associated with sport and recreation, beyond the arts. Interests in fishing are relevant, as are opportunities to visit friends and family in the locality, now enhanced through cultural events considerations. Civil engineering infrastructure to support the arts precinct is a remarkable achievement, apparent through all level of the Council planning document. In recent time though, a firm focus on classical music has taken shape, with a study of 5th grade piano approaching examination in 2020, as suitable. This has formed an appreciation of the concerts at Newcastle and the Upper Hunter Conservatorium of Music, and now extends to an interest in the events of the Central Coast Conservatorium. All thanks to the facilitation within the Cultural Plan.</p> <p>With these considerations, in appreciation of the capacity of the Central Coast to both enhance coastal recreational amenity, and bridge the distance to Sydney's social life, I am hopeful of a further involvement in cultural events, as the opportunity emerges.</p> <p>Thanks again for the chance to review the Draft Cultural Plan completely, the work was an avid reading opportunity. The style throughout was consistent, and addressed screen and film production in the local context as well, an area that is</p>	Noted.

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	<p>always nice when the time is available during a visit to the region. Not to mention the benefit to the community. With these highlights of the review from a resident of the Upper Hunter Valley in perspective, I cannot hesitate to commend the plan, and encourage its review in a wide context. A wonderful supportive plan for arts and culture in the region.</p> <p>Please continue with the good works as regards promotion of the local arts and culture, and facilitation of such, and I look forward to any opportunities for support in the future.</p>	
16	<p>Please accept my comments re cultural plan.</p> <p>What exciting times for the Central Coast.</p> <p>I have read your plan with interest. It is well structured and a practical start to a journey for the development of the Central Coast identity.</p> <p>It was helpful to be involved in the public meeting and gave me an insight into the diverse group with interests in the creative sector which currently operates on the coast.</p> <p>One of the greatest challenges, as I see it, is that there is no 'Heart' or central focus point for people on the CC. I witnessed a number of discussions centred around perceived inequities in opportunities offered to the northern communities.</p> <p>I note that you have set a 5 years for the implementation of this plan. I hope when you release the final draft you will be in a position to put forward a comprehensive timeline as people lack confidence in the systems of the past. The public needs to believe and get involved in order for us to progress as a region. There was a strong sense at the meeting that things do not happen just dreams. It appeared to me that they are keen to see results and do not understand to achieve these we can and need to work together to implement changes that will benefit the community long term.</p> <p>I feel it is important that we actively involve industry and business and have them become champions of the creatives. We need to encourage them to contribute to our cultural identity. They are an important and influential part of our community.</p>	<p>Noted.</p> <p>The Cultural Plan has been updated with a commitment to yearly reporting to the community on actions completed against the Themes and Objectives.</p>

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	<p>It is excellent to see a strong focus on communication. This may be required to go beyond just event promotions as there is a need for strong avenues for exposure of all creatives and sales of work and services. We need to offer more education and promotion of our high achievers in the community; creatives, sports and business leader to name a few. These people's stories inspire.</p> <p>We have an interesting history and we have a diverse community that has contributed to what we are today. We must ensure we embrace all cultures that have contributed and recognise their values.</p> <p>Success of this plan will be measured by events and activities that cater for the broad spectrum that is community. If we do not understand and recognised the different thinking preferences of our people and specifically plan events with this in mind we will remain a divided community.</p> <p>I would like to be involved in fostering partnerships between creatives and business. Currently this is through the Art At Work event but this will need further development to grow a wider community participation.</p>	
17	<p>Our Society were somewhat surprised at the omission in the above draft under the section 'Our Cultural Assets - a sector of POST-COLONIAL HISTORY AND HERITAGE'.</p> <p>You did explain during this conversation that not all Societies etc could be mentioned in this section but when I re-read this part of the draft plan again there was quite an extensive listing of the various museums housed in heritage buildings plus mention/acknowledgement of the history groups in the Gosford and Wyong areas but no mention or acknowledgement of other Societies or other heritage listed buildings in the outer lying areas of the Central Coast. This omission is very disappointing.</p> <p>The Lower Hawkesbury Wesleyan Chapel site is of rare local significance - for its association with the development and practice of Wesleyan Methodism in this area and also for its association with early European settlement along the Lower Hawkesbury. The Chapel is a rare example of a place of worship for the Wesleyans in this area during the 19th century, not to mention the fact that this is the oldest intact usable stone chapel of this era in the Lower Hawkesbury.</p>	<p>Noted.</p> <p>The list of Cultural Assets is not intended to be exhaustive but to consist of indicative examples. Council's cultural plans and services apply to all heritage organisations and sites. The Heritage Society referred to in this submission will be added as an example along with other Central Coast heritage societies listed in the Cultural Assets sections of the Cultural Plan.</p>
18	<p>Thanks for this, it looks amazing. Looking forward to bringing it all to life.</p>	<p>Noted.</p>

Submission number	Detail of Submission	Action taken
19	<p>First and foremost we commend the council, the councillors, and the team behind the draft cultural plan for their thorough research, extensive data collection and reasonably solid snapshot of our current cultural and arts community. Overall we believe that document provides a great framework moving forward for our community, we know personally it will help our organisation in creating our 2020 – 2024 strategic plan. We do have a few points, mostly on placement of titles and hierarchy of assets;</p> <ol style="list-style-type: none"> 1. Mostly important, while we thank you for our inclusion in the document, we believe we have been miscategorised in the Snapshot as independent producers, we sit firmly and passionately in Youth Arts, and would request we are moved to this heading. Jopuka is the Central Coast’s leading youth theatre company, working nationally with other youth theatre bodies and acknowledgement by our council of our work in the field would be appreciated. 2. We believe several of the categories in the 2019 Cultural Asset Snapshot deserve higher acknowledgement, we realise the snapshot has been placed alphabetically, but by doing this it has placed key community assets on page two, and below some assets that while offering local development aren’t offering much to the marketable regional identity. Is there perhaps a better way of listing? 3. On page 23, under heading 7, we would suggest adding the words “... “This includes youth service providers, <i>youth arts and theatre bodies</i>, tertiary...” <p>to indirectly acknowledge Jopuka, Youth Arts Warehouse, Central Coast Gang Show, and several other smaller youth arts bodies.</p> <ol style="list-style-type: none"> 4. We feel perhaps a few more direct references to emerging artists and youth arts in the strategic goal beyond just partnerships with mentors would enable our youth arts sector to have more autonomy. Young and Emerging Artist should be given the chance to develop and grow in peer driven environments as often these are places they feel most comfortable, and have it be acknowledge it’s not just through mentorship they can develop impactful work. 5. Finally, there is not one mention of the LGBTQIA+ community or their inclusion in the document, anywhere, this we believe is a grave oversight. The arts community and queer community are closely bonded locally, nationally, and globally, and better acknowledgement of their involvement 	<p>Noted.</p> <p>Text changes have been made to the Cultural Plan to move Jopuka to the Youth Arts category in the Cultural Assets section, and, reference youth arts in the Strengths section as a general reference.</p> <p>The Cultural Asset Snapshot is considered to be most equitable by listing alphabetically.</p> <p>The Cultural Plan has been updated with a commitment to yearly reporting to the community on actions completed against the Themes and Objectives.</p> <p>The use of avenues to engage with sector representatives is included in “What is Council’s Role In Delivering this Plan?” section, with Council “Driving smarter connections and broader conversations”.</p> <p>Reference to LGBTQIA+ has been added to the</p>

Submission number	Detail of Submission	Action taken
	<p>and contribution to our sector would only help benefit our regional identity and communal goal of inclusion and acceptance. We would also like to see how the council intends to internally and publicly acknowledge their adherence to the document, and track it's success over the next 5 years.</p> <p>Will there be an going working party / committee of key community leaders set up who can act as a sounding board to council? If so, will this committee actually include community and sector leaders, not just CEOs and "stars", we know large parts of the youth sector felt unrepresented in the consultation period until the last few weeks of this document being created. We thank council for allowing us to host an evening at our venue with young artists, we'd like to see these events continue.</p> <p>Will there be an annual score card? If so will it be internal, or will the community be allowed to make comment on the progress of the plan and its impact within our region?</p> <p>And finally, what is the plan for future proofing this document, the arts industry is always in flux, and those at the table now might not be those at the table in 5 years, how to do we ensure all of our collective work has impact beyond us?</p> <p>Once again, congratulations on a well-considered plan, we look forward to the final copy with perhaps our above-mentioned points addressed.</p>	<p>Cultural Plan in existing areas sections referencing diversity and inclusion.</p>
20	<p>Thank you for circulating the Draft Central Coast Cultural Plan 2020-25. It is a very commendable agenda and a wonderful initiative by CCC.</p> <p>Members of SCC have read through the draft plan and comment as follows:</p> <p>1) On page 36 it refers to a plan to provide a "Cultural Precinct in the City of Gosford with a Regional Library and an Arts Centre".</p> <p>Is the 'Arts Centre' the Concert Hall/Performing Arts Centre which remains subject to State and Federal funding?</p> <p>2) On page 44, in "Our Cultural Assets" there is a paragraph on SCC which states that SCC is 'The sixth largest symphony orchestra in Australia'. Measurements of relative Orchestra size are always difficult and attract interesting comments.</p> <p>SYMPHONY CENTRAL COAST is the region's full size symphony orchestra which provides an annual musical</p>	<p>Noted</p> <p>The Cultural Plan has been updated to reflect Council's commitment to develop new, and expand existing, Council owned arts infrastructure in urban and town centres across the region. This includes its current investigation into the viability of a performing arts venue in Gosford.</p>

Submission number	Detail of Submission	Action taken
	<p>program of orchestral and choral masterworks. The sixth largest symphony orchestra in Australia, Symphony Central Coast was developed from local community orchestras in 1999 and has been a key avenue for local classical musicians of merit to develop and practice their craft amongst peers. May we ask you to correct this to read as follows:</p> <p>SYMPHONY CENTRAL COAST is the region's full size symphony orchestra which provides an annual musical program of orchestral and choral masterworks. Symphony Central Coast was developed from local community orchestras in 1999 and has been a key avenue for local classical musicians of merit and internationally recognised soloists to entertain Central Coast audiences at the highest level.</p>	
22	<p>I do believe Council needs to be careful not to allow any perception that DLALC is the custodian of Aboriginal culture; indeed, my discussions with respected folks such as John Oates and Tracie Howie strongly suggest that is NOT the case and that Darkinjung\, as a government-created administrative body, is not 'representative' of local views ... exp of the Guringai people</p> <p>I do suggest that Council reconsider the reference to DLALC on p 21</p>	<p>Noted.</p> <p>The Cultural Plan text has been revised to ensure the diversity of traditional ownership of the Central Coast land is acknowledged.</p>
23	<p>Thanks for this, it looks amazing. Looking forward to bringing it all to life.</p>	<p>Noted</p>
24	<p>I organise the theatre outings for my Probus Club and get to organise between 16 - 20 theatre outings per year, in Sydney, Newcastle & on the Coast.</p> <p>I am astounded at the number of theatre events on the Coast & of such quality too.</p> <p>What is missing is a website that advertises all these events in the one place & perhaps this could be co-ordinated by Council</p> <p>We attend events at -</p> <p>The Laycock Theatre;</p> <p>The Arthouse;</p> <p>The Peninsula Theatre;</p>	<p>Noted.</p> <p>The establishment of new avenues for the exchange of information and promotion of Central Coast arts and culture is included in the Theme 'Building a Visible Creative Identity' and Objective 'A central platform for information and sharing'.</p>

Submission number	Detail of Submission	Action taken
	<p>Avoca Cinema</p> <p>and events put on by:</p> <p>Gosford Musical Society;</p> <p>Woy Woy Little theatre Company;</p> <p>Central Coast Chorale</p> <p>Independent productions at both the Laycock & the Arthouse.</p> <p>But there are many more theatre activities on the Coast - Central Coast Conservatorium, Central Coast Symphony, Wyong Players etc that do not get much advertising - so that is why it is important to have a central website that advertises & supports all these groups.</p> <p>In reality there is that much theatre happening on the Coast, & quality theatre, that there is often little need to travel to Sydney or Newcastle unless you are attending the Opera or large "Broadway" like productions.</p>	
25	<p>Feedback – Feedback on Themes</p> <p>See Submission Attachment 1.1</p>	<p>Noted</p> <p>The details of this proposals are intended to be investigated further via consultation and collaboration through the Cultural Plan's Implementation.</p>
26	<p>Business Incubator. See Submission Attachment 1.2</p>	<p>Noted</p> <p>The areas of creative business incubation, digital artistry and modern technology and online presence for art are encompassed in the Themes of 'Building a Visible Creative Identity', 'Growing our Creative Sector'</p>

Submission number	Detail of Submission	Action taken
		<p>and 'Enlivening Cultural Spaces and Places'</p> <p>The details of this proposals are intended to be investigated further via consultation and collaboration through the Cultural Plan's Implementation</p>
27	<p>Digital Artistry and Modern Technology Online Presence for Art See Submission Attachment 1.3</p>	<p>Noted.</p> <p>The areas of creative business incubation, digital artistry and modern technology and online presence for art are encompassed in the Themes of 'Building a Visible Creative Identity', 'Growing our Creative Sector' and 'Enlivening Cultural Spaces and Places'</p> <p>The details of this proposals are intended to be investigated further via consultation and collaboration through the Cultural Plan's Implementation</p>
28	<p>Our Vision: Themes and Objectives are visionary and vague. The Strategic Goals are worthy.</p> <p>The Cultural Plan begs the questions of who/when/how we in the arts must bind vision to practicalities. Vision without clear paths to implementation leads to scepticism. We need sceptics.</p>	<p>Noted</p> <p>The Cultural Plan has been updated with a commitment to yearly reporting to the community on actions</p>

Submission number	Detail of Submission	Action taken
	<p>I'd love to be part of the implementation in terms of participating in a broader front. For that we need Council initiatives in terms of space activation – and to make it accessible. In fact promote its accessibility. And we need dedicated council team to activate promote and support. At the head of the team – a person of artistic vision.</p>	<p>completed against the Themes and Objectives.</p> <p>The use of avenues to engage with sector representatives is included in "What is Council's Role In Delivering this Plan?" section, with Council "Driving smarter connections and broader conversations".</p>
29	<p>RECOMMENDATION ONE: The objective of Council should become the development of a 1,000+ seat Performing Arts Centre on the Gosford Waterfront. A sense of unified social purpose, and the creation of 'critical mass' remain important components of generating a regional presence of cultural learning, cultural expression cultural engagement and participations. The Centre should not be split, separated and spread around a 'precinct.'</p> <p>It should comprise:</p> <ul style="list-style-type: none"> - A large concert style hall to attract international and national artists to the coast. - A smaller theatre for local bands and choral concerts. - A sense of 'place' in which regional artists feel a sense of ownership and belonging. - An outdoor space capable of varying crowd capacities, for concerts, displays, exhibitions. - A conference & exhibition centre. - Workshop spaces to cater for artists such as: sculptors, potters, painters, writers and craft workers. - Café and dining facilities <p>RECOMMENDATION TWO: Council should consider, together, the "young people & youth" aspect of each of the DRAFT plans for: Biodiversity; Culture.</p> <p>RECOMMENDATION THREE: ABORIGINAL ADVISORY GROUP at MAYORAL LEVEL</p> <p>To consider and advise Council on all major policy matters that come from Council officers or Mayoral Minute, an Aboriginal Advisory Group should be established. It should comprise 2 representatives from each of Guringai and</p>	<p>Noted</p> <p>The Cultural Plan text has been revised to ensure the diversity of traditional ownership of the Central Coast land is acknowledged.</p>

Submission number	Detail of Submission	Action taken
	<p>Darkinjung organisations, 2 Councillors elected by Council, be Chaired by the Mayor [or Dep Mayor when Mayor is absent]. The AAG would have advisory powers to Council, as well as power to consult with specialists in various fields as required.</p> <p>RECOMMENDATION FOUR: INJUSTICE At pages 21 and 41, the draft contains a most unfortunate injustice. On page 41, under two headings ["Aboriginal Sites" and "Aboriginal Cultural Organisations and Aligned Networks"] erroneous claims are made as fact with the effect of blotting out the history of the very people who created many/most of the referenced 7000 sites and the only people who have an application before the Native Titles Tribunal for Native Title to most of the lands for which Council has responsibility ... namely, the Guringai People who claim to be the original occupants of Central Coast Council lands. On page 21, a cleverly worded paragraph writes out history, the very people who created many/most of the Aboriginal sites especially at the two locations identified as "Bulgandry and Daley's Point".</p> <p>See Submission Attachment 1.4</p>	

Regarding “Our Strategic Goals” are:

Building a Visible and Creative Identity

Positive Comments:

- Recognised the importance in the DNA of the region of the cultural and historic aspects of the Central Coast
- Good to see that the next 10 years sees a growth in providing a platform for this heritage to be explored and shared
- Well identified Success Factors

Suggestions:

- Suggest removing from Success Look Like section: “Central Online Location for arts, cultural and community events” to something along the lines of: “See a regional increase in the online exposure of our art and cultural community using the best and latest technologies to bring audiences and artists together.”

The reason is that over the next 10 years the changes in the technologies to bring artists and the community together will evolve. Committing to a centralised location for 10 years as an online strategy may already be becoming less relevant, and may stop Council from allocating resources and people to keep up to date with this fast changing but crucial area. By making the success factor an increase in online engagement, then the technology needed can change.

(SEE Jagged Studios submission on suggested strategic relationship with online search technology companies.)

Growing our Creative Sector

Positive Comments:

- Great outcomes identified for success criteria
- Understands the need for a long term strategic plan to ensure artists see a long term reason to stay and be artists on the central coast.
- Correctly identified the role of mentors in the process of growth and retention of arts and culture.
- Strategic allocation of resources were identified as a core focus over the next 10+ years

Suggestions:

- At the feedback session many people said there was a perceived bias towards council supporting mainly amateur and educational arts and cultural activities. As the demographics change and the need for more professional arts groups and activities evolve, an increased % of funds to professional groups would have the following impact:
 - In the next 10+ years specifically as the Central Coasts creates audiences and communities to support professional arts

**Attachment 1.1
Cultural Plan 2020-25 Submission**

Personal feedback from the Draft Presentation Night 31st October 2019 and provided materials.

Comments regarding “Our Vision: Themes and Objectives”:

Positive comments:

- Clearly identified the Aboriginal Culture heritage in our Central Coast Region and it's importance in our Arts and Cultural activities in the future.
- Strong message to see an increased engagement of the local Aboriginal community and the arts and cultural community moving forward
- Clearly identified the variety in the Central Coast arts community.
- Recognised the desire for artists to stay as residents of the Central Coast for the entirety of their amateur and professional arts careers.
- A constant focus on “collaborative” approaches for the future of the arts community working together for a synergistic result in success.
- Identified the lack of confidence of the Central Coast as a regional centre for arts and culture.
- Clearly identifies the opportunities for the council as a leader in guiding the region forward in a strategic and unified direction, with a clearly stated vision.
- Mentoring identified as a needed service for up and coming artists in the region.
- Recognised the growing need for arts and culture by a changing demographic within the region now and forward into 10 years.
- Identified the need for NEW, renovated and accessible venues. And these venues need to be ranged in costs to allow access to a variety of artists at a variety of price points.
- Strongly identifies the Central Coast as a location of choice for arts and culture in terms of geographic location and the natural locational assets it has within it.
- Strong 4 Categories to bring the vision for the next 10 years, that allows the community to clearly understand a complex issue.

Suggestions for Our Vision: Themes and Objectives:

Building a Visible Creative Identity:

- Been seen as a champion embracing modern technology and applications to present and create artistic content now and well into the future.

Growing our Creative Sector

- Use innovative approaches to ensure collaborations between public and private stakeholders result in a self sustainable arts and culture community.

Embracing our Cultural Life

- Ensuring a strong and robust bridge between our Aboriginal Cultural Leaders and those in our Art community to ensure a strong representation in artistic content and expression.

companies, an increase in professional arts subsidies could be used to grow an economic base.

- Phase the payments towards a large self sustaining arts and cultural community that has a strong pipeline from interest/education through to the choice to have a career in the performing arts on the central coast
 - Increases in professional arts support/resource/subsidies would also create a strong perception that the Central Coast is focused on making it a key location for professional arts events.
 - Change the perception that the Central Coast is mainly a community/amateur centre that starts a lot of careers but not really the place to stay to have a career. By communicating a desire to strategically grow the professional sector in 10+ years a economically viable location to have a career can be used to raise the regions profile in the arts events market. By drawing people as a location then a greater economic impact on all aspects of the coast can be realised.
- A suggestion for a single word theme for “Growing our Creative Sector”
 - Sustainable

There is a perception amongst the community that \$\$\$'s to artists is the solution. That purley “give us more money” will see the expansion in the area. This is incorrect and needs to be “gently” educated. The role of council is to fund, with their resources of people, places, expertise and money, a “Sustainable” and self supporting arts and cultural environment. A discerned allocation of resources not just to fund people's hobbies and interests, but a strategic and measurable allocation so that any resources spent will have a multiplied effect and over time see self sustaining industries and arts areas. People should see Council as the investor in the area not just the deep pockets. And always on the lookout to start new areas while mentoring all areas to seek self sustaining and growth oriented arts industries.

- By continuing to have the theme of sustainable you create the CULTURE of see Central Coast Council as the visionary investors rather than a bank that people have the right to make withdrawals for their personal projects.

My main contribution to the ideas that were not in the plan on the night:

Business Incubator for Artists:

My suggestion to aid growth in this sector is to create a plan for a Business Incubator geared towards Creatives. This suggestion comes from hearing all the sectors at the Draft Plan Presentation speak of the need for a centralised location for arts services, support and mentoring. I have prepared a separate more detailed submission and will come through by the deadline of the 15th of November 2019.

Strategy for ONLINE connection between artists and community

My suggestion is to avoid a 10+ strategy on one online execution (Website HUB) and lean towards Council using it's money, resources and networks to become a source of EXPERTISE and CONNECTIONS to expertise in the online marketplace. In summary, online marketing for artists and events have rapidly evolved and is seeing the search engines themselves becoming the aggregator and providing the information direct. For example just search Indie Concerts in Sydney and google with show you event and links to tickets. For details I will submit a more in depth analysis and suggestions by the 15th as a separate submission.

Digital Arts and Artists:

As the production of digital content and streaming services grow, there was a lack of mention in the cultural plan for online artists in the areas of CGI, Youtube content makers, using influencers and technology to connect the vision of Central Coast Council and the community. I am putting a separate submission outlining the use of Augmented Reality and Virtual Reality to engage digital artists and using these technologies to publish and broadcast local arts and cultures. Also as Council is looking to promote the future arts and cultural spaces, the use of Virtual Reality to convey the vision, as well as allowing the community to EXPERIENCE the plans, and give feedback while VISITING the space in a virtual way will enhance the connection of the council to those whom it's being built for. Also this technology can then also be used by Council Stakeholders to better understand their spaces, by experience the outcomes before committing to sign offs on designs and plans. This submission will also be submitted on the 15th of November.

Finally I just wanted to thank Council for the innovative way of presenting the Draft Cultural Plan, the engagement location was world class. The atmosphere very conducive to collaboration and creative engagement. It was professionally delivered, succinct in the delivery of it's aims, and preparatory material was also clear and well produced.

I am looking forward to the revised plan. Please accept all the suggestions and positive notes through a filter of an excited member of the community who is glad to see such a strong team in place with a passion for MY COMMUNITY here on the Central Coast.

**Attachment 1.2
Cultural Plan 2020-25 Submission****Business Incubator – Creative Arts Focused**

Summary: A public private partnership to see a physical location that bridges the knowledge, expertise and services to the arts and artists in the region, as a launchpad for best chances of a sustainable career in their chosen content fields.

Core Points:

1. Bring together the identified community need for mentorship for arts and arts industry start ups.
2. Desire to see a “sustainable” arts industry
3. Increased value in Council funds ROI by developing a thriving/ultimately self sustaining Arts and Cultural Community on the Central Coast
4. Adds value to the increasing demographic of retiring and semi retiring professionals to the Central Coast region
5. Allow for redevelopment of Council Properties with a purpose to propagate and support a growing arts community and support services to those arts communities.
6. Create a reputation for Arts excellence not only in content but in operation.
7. Give Artistic start ups a professional level of support, encouragement for operational excellence and a community for networking and mutual support.

Phased progression suggestions:

Phase 1: Identify Location

Phase 2: Committee formed to research the best range of services and mentorship needed to support start up Arts and support arts services

- Research any national or overseas programs in growing regions similar to the Central Coast/Gosford Region.

Phase 3: Committee to identify and reach out to retired and semi retired professionals who wish to mentor those undertaking an incubation program.

Phase 4: Identify support services such as Recording Studios, Film Studios, Hot Desk, Financial services etc.

Phase 5: Work on a phased support model with specific time frames and funding levels over time between Council Incubator program, Start up arts projects, and support services. The idea being than an incubator recording studio project, could coincide with offering services to the arts community that require that service in their own incubator program.

Phase 6: Post incubator support requirements identified, for ongoing networking and development.

Phase 7: Ongoing 10+ year monitoring program.

Summary: Council to consider creating a Business Incubator program/facility to assist those in the arts and cultural market to:

- Plan strategically an arts and cultural product/service
- Provide expert mentoring in critical areas to encourage long term success
- Provide a CREATIVE HUB, beyond just a performance/meeting space, enhancing the space as a HUB for arts and cultural excellence that develops and supports sustainable and operationally stable arts performance products and services.
- Provide a service that utilises and engages the retired and semi retired professionals in the arts and arts services industries who are moving or residing on the central coast.
- Give yet unidentified artists and young artists a visible sign to encourage them to develop and have a base on the Central Coast for a career length longevity.
- Allow Council a platform for measuring ROI on arts and cultural expenditures.
- Allows Council a hub to keep a finger on the evolving pulse of the arts and cultural arts sector by having direct involvement with the needs and requirements for sustainable artists and arts services.
- Encourage the vision of a “Sustainable” arts community, go beyond the notion that “More money for the arts” is the solution, but a strong, robust and professional approach will see artists have a larger impact for a longer time in their chosen field.
- Have part of the incubator program links/sessions with arts centric mental health professionals as the incidence of mental health issues may be higher due to personality traits making artists/creatives more susceptible.

Suggest Models to research:

Artistic Incubator Space Areas:

- Collaboration rooms
- Hot desks
- Access to subsidised studios/filming spaces
- Access to superfast internet upload
- Breakout meeting rooms for structured mentoring sessions
- If possible close to performance centre for use in the performance centre down times
- Presentation tools/areas for upskilling sessions

Services offered:

- Subsidised professionals in the fields of finance and business administration for X amount of time, phased down over time as a sustainable model kicks in.
- Regular mental health professional access. Propose once a month full day availability to onsite visiting clinicians
- Access to visiting mentors and professionals to hold workshops and 1 on 1 support and development meeting to meet agreed milestones.
- Access to council staff on a regular basis to assist in working through council requirements for performance arts and to learn what services may be available but not known about.

Online researched examples overseas:

<https://auspiciousartsincubator.org/>

<https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/an-introduction-to-arts-incubators>

**Attachment 1.3
Cultural Plan 2020-25 Submission**

**Central Coast Council
Submission: Draft Cultural Plan
Topic: Digital Artistry and Modern Technology (AR and VR)**

Summary: Include in the arts and cultural plan a digital strategy to incorporate:

- Digital arts and artists
- Optical Illusions during building phase to engage artists
- Technological innovations to engage local artists on a digital platform
- Use of latest in Virtual Reality to communicate new facilities and building programs for the arts to the community
- Digital Content support for online publishing of artistic content

Details:

Digital Artists:

With the rise in online content providers and short movie makers, the role of CGI (Computer Generated Imagery) is an art platform in itself. 3D artists, Computer Sculptors, 3D animators and Computer Game makers could see the Central Coast as a centre of excellence if there were a dedicated strategy to engage them over the coming decade.

An investigation into other regional hubs that have been created to support the digital arts arena would be a great start to see if the Central Coast could benefit from such support and resource allocation.

Optical Illusions during building phase to engage artists:

When construction of the library is started in Gosford, have local artists paid to create OPTICAL ILLUSIONS on the surrounding perimeter walls. The purpose would be to:

1. Have the walls become an arts space.
2. A new form of art on the walls beyond the typical murals.
3. Optical illusions would draw people to the site

4. If the optical illusions require interaction (perspective, specific spaces to stand etc) then the public would be drawn to participate.
5. Have some of the illusions allow some people to stand in it to encourage Instagram and other social media postings.
6. Create news-worthy publicity across the nation, raising the profile of the Central Coast and an innovative arts centre.
7. Provide paid work for local artists of all kinds.

Optical Illusions can include: Street Art, Sculptures, Lights, Paintings.

Online examples:

1. Sculpture: <https://www.youtube.com/watch?v=PiYMol0VjWo>
2. Street Art: https://www.youtube.com/watch?v=mDdq_6OpyU
3. Sculptures Shadows: https://www.youtube.com/watch?v=SJAO_vFgRCQ

Technological Innovations to engage local artists on a digital platform:

In conjunction or separately from the optical illusions, the use of Augmented reality to engage the community with creative spaces, and raise online profile of the Central Coast as a region.

Modern phones and the growing bandwidth in 4g and in the coming 5g mobile data, will see a massive leap in augmented reality being a part of our phone use. It's a great way to engage local artists and digital artists to collaborate with a digital/real life interaction in art.

As an indicator of how AR is becoming more mainstream, ADOBE who makes Photoshop and other CORE creative tools has just added an Augmented Reality toolset to their mainstream offering:

<https://www.adobe.com/au/products/aero.html>

When industry makes moves like this, it's an indicator that they see the need and GROWTH for it to become part of the public and not just industry offering.

Use of the latest in Virtual Reality to communicate and receive feedback on new facilities and building programs for the arts to the community:

Virtual Reality is becoming a staple tool in the digital engineering marketplace beyond just the planning and engineering phases.

You can take the current design/plans and place them in a virtual space allow visitors an immersive experiential understanding of new locations/facilities.

Pop up Virtual Reality stations can easily allow connection the community with some feedback benefits to council. Some Virtual Reality providers for Engineering and Construction plans, allows for in session recording of feedback, and cutting-edge features can track eye movements and use heat mapping to indicate areas of interest.

Videos demonstrating the role of VR in showing Architectural models off the computer plans, and straight into a VR environment:

<https://vatk.com.au/videos>

Digital Content support for online publishing of artistic content

As with the Google / Search engine submission Central Coast Council can use their resources to engage at a strategic level the platforms artists use to promote and publish their content online.

As opposed to committing for 10 years to a specific platform, the council can create a strong relationship with experts and the providers themselves to ensure as the online publishing space evolves, that councils \$ spend will have the greatest ROI and effect for the REGION as well as the individual artists/communities.

Understanding the role of influencers and how to engage and support them is key to understanding modern online art engagement and promotion.

Attachment 1.4
Cultural Plan 2020-25 Submission

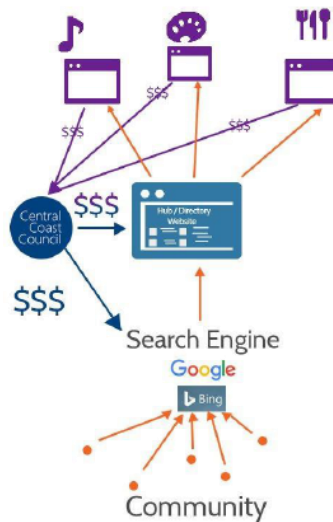
Submission to the Draft Cultural Plan for the Central Coast

Online Connection between Artists and the Central Coast Community

A main concern raised during the Oct 31st community session was how to best connect artists/cultural events and products to their local Central Coast community. Modern digital solutions need to ensure that over the next 10 years relevant strategies and technologies are used and evolve so as not to rely on past successful strategies that ignore the high speed of change in engagement through digital means. This submission especially highlights the role of search engines and their evolving interaction between users and the arts industry

A suggestion at one of the community engagement sessions was a HUB Website for all artists and cultural activities to collectively , that council should support, subsidise and organise this as their digital solution. This strategy has been effective in the past but is currently diminishing in its ROI due to the following:

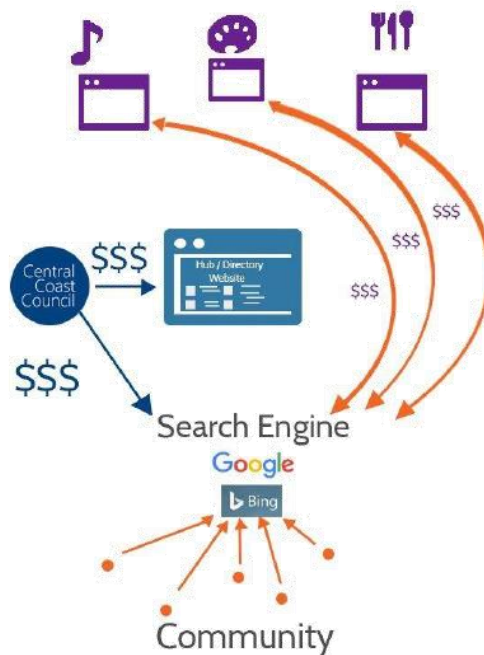
- a. Historical context: 1990's - Early 2000's websites were expensive and difficult to make and contain. Hub websites were cooperative cost sharing, and became profit centres. Gave out phone numbers for direct contact or other contact details. Became known as web directories.



Past successful online strategy model

High Council Monies invested in: Website Building/Maintenance, Staff for ensuring listing sales, administrative costs, monies for search engine SEO and Ad Words to raise the profile of Directory site to name a few.

- b. Early search engines used a lot of interlinking between companies and web listings as an ingredient in company SEO, this is now irrelevant and also seen by modern search engines as “cheating the algorithm” and may negatively impact modern SEO.
- c. Past technologies relied on DRAWING people to a site to pass on information and create engagement. Current strategy is PUSH TO USER using A.I. Heuristic Algorithms to place information in front of a user instead. For example targeted search results, social media target advertising.
- d. There is a marked and trending reduction in monies spent on advertising and online strategies to pull people TO a WEBSITE or central location for information
- e. Most of these websites require people who are listing to pay for that listing to ensure the viability and continuity of the site, and this spend is now being lost to directly paying for GOOGLE AD WORDS and such for a much more targeted and personal reach.



Current online behaviour interaction model bypasses Council

You can see here that modern community/search engine/service interactions are bypassing directory sites, therefore council is still out laying monies, no longer taking income for listings as well as the directory sites becoming less relevant and decreasing Central Coast as a regions presence in the search engines algorithms.

The above diagram shows the behaviour change in online behaviour that is driving a need for a new web2.0+ strategy, to ensure relevancy and ROI on monies allocated.

A suggestion considering the strategic plan is for a 10 year period is to create a strategic relationship with the major players in the web2.0+ marketplace, to ensure that digital engagement is relevant to the current technology space and especially user habits.

Suggest a 3 Phased approach:

Phase 1: Federal, State and Local Government influence, can create a strategic alliance with GOOGLE and or other relevant Search Engine players/experts to gain an ongoing communication regarding the strategies/products/services and understandings needed to support regional arts and cultural activities and communities. Bring that influence to create a regional engagement point with Central Coast Council with Search Engine companies and experts allocating personnel and resources to equipe CCC into the 10 years ahead so they can equally be resourced to best effectively see resources spent and information given that will assist the region in an affective bridge between Artists, Arts Companies, Cultural Communities and those that are seeking to find them online.

Also an effect understanding of the technologies and algorithms involved will ensure that beyond relying on a passive strategy of waiting for the community to "search" for arts and cultural online, you can ensure that CCC is at the forefront of Proactive "PUSH" of information using web2.0+ strategies and technologies to place arts and cultural activities into the online world of the community.

Invite them to form a working committee to form the following suggested outcomes:

1. Create a Central Coast Council influence campaign on search results by coordinating cultural and arts funding to create a constant and sustainable presence on paid search results. If Council Grants has a portion allocated to a digital presence and these funds would be have to be spent with certain keyword, hashtag, and regional markers that influence the overall presence of the Central Coast on the internet, you would see a consistent push online which alters the algorithmic back end of the modern search engines to ensure Central Coast relevant options are returned in searches. In essence work with Google to create a REGIONAL strategy so that all promotions of local arts/cultural content synergise and have a larger impact than just individual attempts.
-

Council would be able then to be a more relevant digital partner as you are the gateway to expertise, contacts, content guides, and also ensure a collective return on the grant money spent on digital strategies by grant recipients.

2. Google will benefit by working with Council to have a more effective outcome on money spent with them and therefore increase relevancy and profit.
3. Council can also leverage a "Good Community Citizen" by ensuring that they can be a free market operator and ensure that local cultural needs can gain a collective boost by sharing and growing web2.0+ expertise.
4. Council will ensure relevance in providing the most effective way of ensuring artists/culture programs reaching locals by creating strategic partnerships that individuals cannot. Also the exposure of Council and Digital Partners like Google will enhance the perception in the community that Council is ensuring access to support beyond just dollar values, and creating goodwill by leveraging their influence on the community's behalf.

PHASE 2: Effective resource allocation strategy

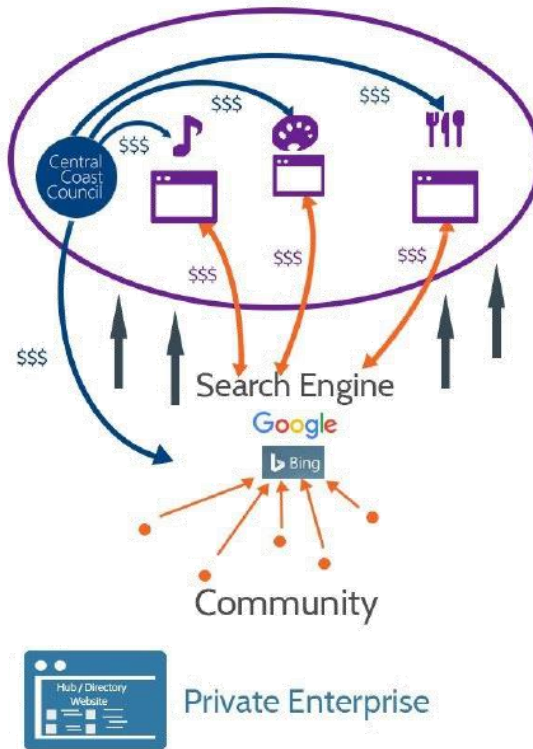
Understanding how ROI is obtained and measured through the ever evolving Search Engine services is crucial in ensuring CCC Funds and other resources are effectively reaching the single goal of connecting Central Coast Arts and Culture to the Community online.

An effective strategy that links the Regional online presence to that of the individual entities in the arts and cultural community, will see that

By creating an effective relationship to the major players in the Search Engine industry, it's important to ensure that a thorough understanding of HOW CCC resources can have a measurable ROI is crucial for the following reasons:

1. Community accountability
 2. ROI Measurement is key to ensuring strategies are still successful and that market behavioural shifts haven't been missed.
 3. Ensuring that Search Engine operators are aware and include systems that allow CCC and other tax payer entities the tools and information they need for accountability reporting.
 4. Ensuring that synergistic allocation of resources happens so that not just one portion of the Arts and Cultural community receives the benefit but effectively combining knowledge, strategy as well as resources will ensure that one sectors success in connecting through search engines to their community. And that any resource benefit that leads to successful connection impacts and impacts all others in the CENTRAL COAST region.
-

In the Diagram below you can see that a strategic allocation of resources combined with the knowledge and expertise from a working relationship with Search Engine experts will not only link the community to the arts and culture on the Central Coast, but any success will see an increase presence and rankings for ALL as their efforts together in the algorithms.



Attachment 1.5
Cultural Plan 2020-25 Submission

Submission in response to the Central Coast Council's draft **CULTURAL PLAN.**

In summary:

RECOMMENDATION ONE: The objective of Council should become the development of a 1,000+ seat Performing Arts Centre on the Gosford Waterfront. A sense of unified social purpose, and the creation of 'critical mass' remain important components of generating a regional presence of cultural learning, cultural expression, cultural engagement and participation. The Centre should not be split, separated, and spread around a 'precinct.' It should comprise:

- * A large concert style hall to attract international and national artists to the coast.
- * A smaller theatre for local bands and choral concerts.
- * A sense of 'place' in which regional artists feel a sense of ownership and belonging.
- * An outdoor space capable of varying crowd capacities, for concerts, displays, exhibitions.
- * A conference & exhibition centre.
- * Workshop spaces to cater for artists such as: sculptors, potters, painters, writers and craft workers.
- * Cafe and dining facilities.

RECOMMENDATION TWO: Council should consider, together, the "young people & youth" aspect of each of the DRAFT plans for: Biodiversity; Culture.

RECOMMENDATION THREE: ABORIGINAL ADVISORY GROUP at MAYORAL LEVEL

To consider and advise Council on all major policy matters that come from Council officers or Mayoral Minute, an Aboriginal Advisory Group should be established. It should comprise 2 representatives from each of Guringai and Darkinjung organisations, 2 Councillors elected by Council, be Chaired by the Mayor [or Dep Mayor when Mayor is absent]. The AAG would have advisory powers to Council, as well as power to consult with specialists in various fields as required.

RECOMMENDATION FOUR: INJUSTICE

At pages 21 and 41, the draft contains a most unfortunate injustice.

On page 41, under two headings ["Aboriginal Sites" and "Aboriginal Cultural Organisations and Aligned Networks"] erroneous claims are made as fact with the effect of blotting out the history of the very people who created many/most of the referenced 7000 sites and the only people who have an application before the Native Titles Tribunal for Native Title to most of the lands for which Council has responsibility ... namely, the Guringai People who claim to be the original occupants of Central Coast Council lands.

On page 21, a cleverly worded paragraph writes out of history, the very people who created many/most of the Aboriginal sites especially at the two locations identified as "Bulgandy and Daley's Point".

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- * Café and dining facilities.

I don't propose to expand on this concept, except to say that up until recently, the view I am putting forward here was the view of many Central Coast residents with a strong attachment to 'culture' organisations ... and with a long history of advocacy for this concept.

It appears to me that these people are now resigned and defeated on this vision. Now, there appears to be a widely held acceptance that the 3 funding bodies [Council, NSW and Federal governments] will never fund such an undertaking. As a consequence, each stream of art/culture is now pitching for a space, and/or funding, while simultaneously advocating for unity of purpose and across-discipline cooperation. It occurs to me that these two arms are at odds.

I do not claim to be either a knowledgeable culture critic or a long-term activist [in this policy area] but it occurs to me that Council should see the long-term damage that will be done to several aspects of Central Coast planning if we are not successful in landing a wonderfully utilitarian Centre with 'ownership' of it by the Central Coast community of disparately creative performers and exhibitors ... the creation, with critical mass, of a 'community centre' for those aspiring to learn and participate, and those with the acquired skills to perform and exhibit and sell. It occurs to me that such a centre will intersect very positively with the businesses and jobs of the tourist industry, and small businesses throughout the region, especially in Gosford.

In the face of NSW and Federal Government opposition, how do we achieve this? If we can **turn the Council from being relatively benign/timid into a dynamic & key player in the political process** then we have a better chance of:

- [a] motivating & mobilising the Central Coast public to relentlessly pressure the polity for such a Centre
- [b] holding the art-culture community together, patiently, while we press the funding sources
- [c] undertaking various advocacy initiatives with the NSW government and Federal governments itself
- [d] encouraging and cooperating with community-based organisations in their campaigning for the funds.
- [e] lending unashamed and vigorous support for public events and/or crowd-funding campaigns.

The Council needs to stop brokering small-funding deals which partly satisfy a small section of the art-culture community [and exacerbates both the physical and political separation of the art-culture entities] ... then, adopt a policy which WOULD satisfy our art-culture, economic, jobs, youth requirements ... even if it is a "grand" policy ... then the Council fights for it NOT with rate-payers money but with highly-politicised [not party-politicised, but COMMUNITY-politicised] crowd-funding and Council-supported commentary and advocacy.

IF WE DON'T FIGHT, WE LOSE !!!!

RECOMMENDATION TWO: Council should consider, together, the “young people & youth” aspect of each of the DRAFT plans for: Biodiversity; Culture.

It is possible to get some “bits and pieces” improvements for the arts-culture space by adopting a “bits and pieces” approach to funding and accommodation. But, the result will be a continuing separated, internally un-connected AND unsupported, low-engagement sector. The alternative is to bring together, seek critical mass where cross-pollination and mutual strengthening is both apparent and dominant.

It is also possible to get some good “bits and pieces” improvements for Children and Youth by inviting a number of intelligent, accomplished, and relatively competent young’uns to participate briefly in a forum which advises Council. But, despite some improvements that will arise, the result is unlikely to provide comprehensive policy solutions to a myriad problems, difficulties, impossibilities, concerns held by the army of young’uns who have not had their intelligence adequately educated, are relatively unaccomplished, and are desperate to develop their competence. A “bits and pieces” policy approach can also be damaging as we get excited at the apparent success we are having while drawing our political and management eyes away from the real problem areas.

Right now, fortuitously, Council is simultaneously considering Biodiversity, Culture, and Youth policies. I have already argued, in my submission on BIODIVERSITY, that Youth policy should go hand-in-hand. Likewise, Youth policy should be CENTRAL to a regional CULTURE policy. I will submit my views on a Youth Policy, very late because of good reasons, by the end of November, 2019.

In respect of CULTURE policy I make these two wide-lensed observations:

[a] the Central Coast has huge numbers [my guess is a majority] of children after school and on weekends and holidays ... and older youth after TAFE, or every-time ... who are bored, bored, bored. This intense and motivation-destroying boredom is adult-produced and is the main generator of many high-risk behaviours, self-harm, accidents, suicides, anti-social pack behaviour, violence, depressions, smoking, alcohol and drugs, and mental illnesses.

[b] the Central Coast is replete with art-culture organisations persistently appealing for participation, and broad community support.

These two observations should be brought together. Preparation for a skeletal Youth Policy might look a bit like this:

- Seek funds for a 5 phase Preparation
- Phase 1: form a independent-but-Council established, high-powered Research Unit [RU] comprising a handful of professorial-level researchers, community, and poliiticians, to construct a Central Coast-wide questionnaire of children and youth. The questionnaire designed to produce data concerning rates/intensity of: aspirations, confidence, happiness, high-risk behaviours, self-harm, accidents, suicides, anti-social pack behaviour, violence, depressions, smoking, alcohol and drugs, and mental illnesses.
- Phase 2: RU to run the questionnaire with the assistance of schools, TAFEs, and organisations where there are concentrations of post-school, post-TAFE youth. RU to collect the data, tabulate, and organise data into smaller packages based on PRECINCTS
- Phase 3: in each precinct, RU to organise precinct forums to meet regularly over a two month period each year, supply each forum with THEIR data and NSW averages/medians [or CC averages/medians], seek the opinions of the parents, community, local politicians.
- Phase 4: RU produces a report, largely comprising data to accompany its ‘action recommendations’ to Council.
- Phase 5: Council considers and determines.

Of course, the Youth Policy arising will gain its shape from Council's consideration of the RU Report and data. But, as a surrogate, here is a possibility:

- After school, every day, students are bussed for free from their school to an arts-culture-sporting-speciality club/organisation. Expectations on participation are high. Each club/org should be adult-managed and coached professionally. This is NOT about competition, but it is about participation in a quality, adult-supervised, high-interest event that repeats each day. Weekend participation is expected. Clubs/orgs are expected to provide continuing experiences during weekends and holidays.
- Each participant is to be issued with a 'high-interest card' by the government, to pay for a large part of the costs of each club/org
- Around 18:00 each evening, free buses return participants to their homes where they are expected to stay the evening ...

RECOMMENDATION THREE: ABORIGINAL ADVISORY GROUP [AAG] at MAYORAL LEVEL

To consider and advise Council on major policy matters that come from Council officers or Mayoral Minutes, an Aboriginal Advisory Group should be established. It should comprise 2 representatives from each of Guringai and Darkinjung organisations, 2 Councillors elected by Council, be Chaired by the Mayor [or Dep Mayor when Mayor is absent]. The AAG would have advisory powers to Council, as well as power to consult with specialists in various fields as required. This structure is a serious part of ensuring collaboration, qualitatively different from consultation. This structure is to be a guarantee that Aboriginal perspective is debated and recommendations to Council made. It must not degenerate into a box-ticking exercise in pseudo-consultation.

RECOMMENDATION FOUR: AN INJUSTICE TO BE CORRECTED

At pages 21 and 41, the draft contains a most unfortunate injustice.

On page 41, under two headings ["Aboriginal Sites" and "Aboriginal Cultural Organisations and Aligned Networks"] erroneous claims are made as fact with the effect of blotting out the history of the very people who created many/most of the referenced 7000 sites and the only people who have an application before the Native Titles Tribunal for Native Title to most of the lands for which Council has responsibility ... namely, the Guringai People who claim to be the original occupants of Central Coast Council lands.

On page 21, a cleverly worded paragraph writes out of history, the very people who created many/most of the Aboriginal sites especially at the two locations identified as "Bulgandry and Daley's Point".

Guringai can be, and some are, members of Darkinjung Land Council, along with many other Central Coast indigenous residents who come from all over NSW and beyond. But, only Guringai people can be Guringai ...

It is worth remembering that Native Title is Commonwealth legislation from 1993 [?] and it applies to those who can establish their association with the lands for which they claim native title. Native title can only apply to those with a continuing association with the land. On the other hand, the Land Councils in NSW, such as the Darkinjung Land Council, were established by NSW legislation well before the Commonwealth Native Title legislation, and these land councils were primarily concerned with indigenous management of land. These Land Councils, such as the Darkinjung Land Council, were, and are, open to indigenous membership irrespective of association with the lands claimed by Guringai. That is, in the pursuit of their objectives, the land council is to include in its membership, any indigenous person no matter if they come from distant and disparate homelands to live on the Central Coast. This, I think, is excellent ... and repeated elsewhere with great success, such as the Mingaletta Centre in Umina.

BTW: I'm not critical of the land councils which I see as an excellent development and wonderfully socially progressive, but I do not think we can be silent in the face of an injustice to Guringai who are being written out of their history [7000 sites] and their future [cultural organisations] and replaced by a land council!!

As a reminder of the responsibilities of land councils ...

Functions of a LALC

The Act provides for a Local Aboriginal Land Council to have the following functions:

- (a) in accordance with any regulations, to acquire land and to use, manage, control, hold or dispose of, or otherwise deal with, land vested in or acquired by the Council**
- (b) to negotiate the acquisition by the Council or by the Council and one or more other Local Aboriginal Land Councils of lands of cultural significance to Aboriginal persons that are listed in Schedule 14 to NPW Act and the lease of those lands to the Minister administering that Act,**
- (c) to submit proposals to the Director General of National Parks and Wildlife for the listing in that Schedule of other lands of cultural significance to Aboriginal persons that are reserved or dedicated under the NPW Act,**
- (d) to negotiate the lease by the Council or by the Council and one or more other Local Aboriginal Land Councils of lands to which section 36A applies to the Minister administering the NPW Act,**
- (e) to make applications in writing to the New South Wales Aboriginal Land Council for the acquisition by the New South Wales Aboriginal Land Council of land on behalf of, or to be vested in, the Local Aboriginal Land Council,**
- (f) to make applications in writing to the New South Wales Aboriginal Land Council or other persons or bodies for the granting of funds for the payment of the costs and expenses of the Local Aboriginal Land Council,**
- (g) to implement the wishes of its members (as decided at a meeting of the Council) with respect to the acquisition, management, use, control and disposal of land, and the acquisition, establishment and operation of enterprises (including enterprises that promote employment and employment training as a means of obtaining self-sufficiency for Aboriginal persons),**
- (h) to consider application to prospect or mine for minerals on its land and to make recommendations to the New South Wales Aboriginal Land Council in respect of such applications,**
- (i) to make claims to Crown lands,**
- (j) to acquire, construct, upgrade or extend residential accommodation for Aboriginal persons in its area,**
- (k) to protect the interests of Aboriginal persons in its area in relation to the acquisition, management, use, control, and disposal of its land,**
- (l) to negotiate with persons desiring to use, occupy or gain access to any part of its land,**
- (m) to promote the protection of Aboriginal culture and heritage of Aboriginal persons in its area,**
- (n) to ensure that no part of the income or property of the Council is transferred directly or indirectly by way of dividend or bonus or otherwise by way of profit to members of the Council (nothing in this paragraph prevents the payment in good faith of remuneration to any officer or member of staff of the Council),**
- (o) such other functions as are conferred or imposed on it by or under this or any other Act.**

I endorse the views put forward by Ms Marcelle Hoff in her submission to Council when she writes:

Unfortunately the document shows a lack of sensitivity to the heritage and culture of the three Aboriginal Tribal custodians of the Central Coast, the Wannangini or Guringai (the later name given to the language group by Capell) the Awabakal, and the Darkinjung.

The document does not show an understanding of the roles and responsibilities of the Darkinjung Local Aboriginal Land Council (Land Councils are quite a different entity created by Commonwealth and State Government legislation in the 1970s and 1980s.)



Central Coast Council
Draft Cultural Plan

**COMMUNITY INFORMATION SESSIONS
ENGAGEMENT OUTCOMES REPORT**

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All care has been taken to prepare this
report for Central Coast Council
If you have any queries regarding this
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The cover page presents an artwork on Avoca Beach, as part of Ephemera – Avoca Beachside Sculptures, 2018, part of the 5 Lands

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530+
DATA POINTS

30+
COMMON THEMES

61
PEOPLE ENGAGED

2
SESSIONS, SHOWCASING THE
ARTISTIC EXCELLANCE OF THE
CENTRAL COAST



Figure 1: Local musician at the Community Information Session

EXECUTIVE SUMMARY

An engaged creative community, acutely aware that they harbour a unique, deep, and diverse cultural community, worthy of national recognition.

The nuanced nature of attendee responses, and breadth of representation at the community sessions is a reflection of an engaged creative community, that is acutely aware that they harbour a unique, deep, and rich cultural community.

As a community that is more mature than its surrounding physical assets and support systems, participants considered Council's major role to be a facilitator of creative endeavours; providing the arts and cultural sector with the necessary tools, relationships and landscape to achieve further success. Council's role in developing, managing, and delivering a thriving cultural sector, is seen as an important part to acting on the 12 Themes and Focus Areas highlighted in the Central Coast Council Community Strategic Plan – ONE Central Coast. In particular, a thriving arts and cultural community was considered essential to the Belonging, and Liveable themes.

The most common desire expressed during the engagement, was that Council utilise its unique position to facilitate greater collaboration between artists, as well as creating greater visibility in the wider Central Coast community. Council's unique oversight of both creative and commercial activities in the region was considered a unique asset that participants commonly wished to leverage in furthering culture and arts on the Central Coast.

In addition to a need to consider the availability of suitable spaces and infrastructure for cultural activity, especially spaces for development, the overall feedback indicates a need to build the capacity and readiness of the region's arts and cultural sector to fulfil its aspirations of connecting to broader audiences, markets and programs in neighbouring regions, across the state and nationally. Common areas of discussion to achieve this included professional development, capacity building, mentoring and opportunities for peer networking and collaboration between established and emerging practitioners.

Key Community Priorities

The following Key Priorities are those ideas, and desires that were most commonly expressed throughout the engagement. While workshop attendees expressed a range of actions through which they would like these priorities manifested, the overarching themes highlight the roles that were considered most impactful for Council to undertake.



COMMUNICATION

The importance of the Cultural Plan, and the ability to engage was recognised during the engagement, but also considered the greatest area for improvement. The creative community felt a sense of distance from Council's past decisions and planning for arts and culture on the Central Coast.

COLLABORATION

Participants acknowledged the depth of talent on the Central Coast but lack the structures and governance to facilitate artistic collaboration. Furthermore, utilising the assets of existing groups (in both space and knowledge) was considered a solution to many current artistic barriers.

PROMOTION

It was widely considered that the Central Coast Council did not promote the region's artists or cultural activities particularly well. Participants desired that Council champion it's creatives both to the local community, but also in lobbying to State and Federal bodies.

PRODUCTION

Recognising Council as an "executive producer" in the traditional arts business model; participants wished to access these vast business and logistical resources to help foster talent on the Central Coast.

The Cultural Plan Draft - What Is Missing?

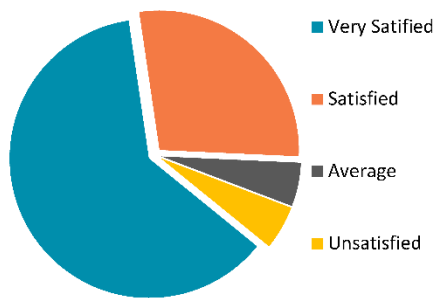
- Despite the draft Cultural Plan identifying key Implementation Areas, participants desired more detail and defined actions, and strategies. As the most common comment, when specifically relating to the details of the draft Cultural Plan, this scepticism was often expressed in association with comments about the past Council/Community relationship and experiences collaborating with Council.
- It was often commented that the draft plan gave very little consideration to cultural groups and activities, including historical societies, seniors' groups, and hobby groups.

A Collaborative Process

Community consultation and greater communication with sector stakeholders was both an identified key priority, and a nominated objective from the community information sessions. This being the case, the participant feedback forms (Appendix 4) provide additional insight into Council’s response to the community’s desires.

The community sentiment, that there is a marked changed in Council’s collaboration with the creative sector, was clearly reflected in the feedback forms that were collected during the information sessions, as seen below:

How Do You Rate This Event Overall?



“It seems that there is a swing happening- a recognition that arts and culture are the soul of our community.”
-participant

WHY?

The most commonly nominated reason for those who selected Very Satisfied was Council’s willingness to listen, and engage with the community; further commenting that the decorative details and professionalism of the sessions was a reflection of the genuine interest and care from Council, and appropriate to context.

ADDITIONAL COMMENTS

The most common additional comment was the desire to see Council implement the plan and take action on the objectives and strategies listed in the draft Cultural Plan. It was a general consensus that actioning the listed strategies would generate significant growth in the sector and achieve the vision of the cultural and arts community – but the lack of specific actions in the Cultural Plan was cause for scepticism.

BACKGROUND

The draft Cultural Plan aims to nurture the Central Coast's potential and capacity for professional creative excellence; whilst also providing greater access to the community.



JOC Consulting has worked closely with Council to deliver two community information sessions as part of the public exhibition of the draft Cultural Plan.

The draft Cultural plan has been informed by earlier consultation, that also reflects community values within the Community Strategic plan. Stage 1 consultation findings acknowledge that the region's arts and cultural sector has greater capacity and potential than first understood, and the community's desires have historically been underserved, due to a lack of engagement with Council.

Engagement objectives

The information sessions aimed to promote and inform the community about the draft Cultural Plan, whilst also utilising the unique experience and expertise of participants, to help identify priorities and gaps within the draft plan.

The specific objectives of the engagement were to:

- ✓ Share, explain and discuss the draft Cultural Plan.
- ✓ Acknowledge and celebrate the creative sector and community
- ✓ Gather ideas, comments and feedback with a focus on priorities over the next years.
- ✓ Provide an opportunity for networking and capacity building

Engagement approach

DESIGN AND FORMAT

The engagement approach was a collaborative development between JOC and Council, in accordance with the objectives and knowledge acquired from internal consultation with key Council staff.

EVENTS

The community engagement took place across two creative information sessions, located at venues of particular cultural and artistic significance, utilising the opportunity to showcase local artists and musicians:

Session 1 – The HUB Erina; Youth Entertainment Centre – Attendees 35.

Session 2 – The ArtHouse Wyong - Attendees 26

AGENDA

The engagement activities were centred around two Activity Worksheets, each aiming to capture a diverse range of unique ideas from stakeholders within the existing arts and culture sector. The questions asked during the engagement, were chosen with due consideration for the fact that the Cultural Plan has already undertaken a first round of engagement in late 2018 and early 2019, and Council's desire to re-engage with these newly acquired insights.

Activity Worksheet 1 (Appendix 2)

This activity asked for direct feedback on the draft Cultural Plan, but asking the simple questions: *What is Working? What Can Be Improved? And What Is Missing?* The collective data from this activity formed the key insights that are highlighted under each theme, from page 10 of this report, onwards.

Activity Worksheet 2 (Appendix 3)

This activity asked participants to focus on one of the four themes of the draft cultural plan and utilise their unique experience and knowledge to build a business case for the actions that they considered a priority in achieving the objectives of each theme. The insights and ideas captured on these worksheets, are the source of the specific comments for each objective and strategy, presented on pages 11, 13, 15, and 17 of this report.

Local Champions

Council invited four widely recognised local champions of arts and culture, to provide attendees with greater context of the current creative community and express their desires for the growth of the sector on the Central Coast. A short two-minute speech from each identity, served as a catalyst for many of the viable ideas and recommendations that were captured during the engagement.

Council Q&A

The project briefing presented by Council, the formal Q&A, and the informal networking at the end of the events, provided attendees over 3 hours of time to raise concerns, and ask questions directly of Council staff. This open consultation style was commonly remarked as a reason for the high level of satisfaction expressed on the feedback form.

A comprehensive collection of all the data captured during the engagement, can be found at the back of this report, in Appendix 1.



Figure 2: Participants engaging with Council staff at Community Information Session 2

ENGAGEMENT FINDINGS

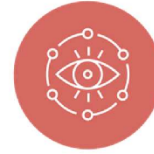
The following pages detail the key insights and themes from the engagement activities, arranged in accordance with the four themes of the draft Cultural Plan. While many participants expressed their priorities and desires in relation to the unique requirements of their cultural group or art form, the Key Priorities have been expressed in a broader context, as the key roles and responsibilities that the community consider a priority for Central Coast Council to undertake.

The table provided for each theme, is a summary of community opinions and ideas, as they relate to the three objectives and accompanying strategies for each theme, as outlined by Council in the draft Cultural Plan. The comments and insights in this table were derived from asking participants to consider the following: What do we need to do to get there? How can Council help? And What existing assets could we utilise to achieve this?

THEME 1:

BUILDING A VISIBLE CREATIVE IDENTITY

Unifying the artistic and cultural practices of the region was considered the first step in achieving three community priorities: Local promotion, national recognition, and a curated festival that attracted national interest.



“Recognising and leveraging our region’s distinct cultural identity, raising its profile as a centre of creative excellence and harnessing its unique offerings.”

~ draft Cultural Plan

WHAT IS IMPORTANT TO THE COMMUNITY?

1. A Shared Local Knowledge

Participants wanted to see local arts and culture celebrated by the community that inspired it. It was felt that residents were supportive of arts and cultural activities but were unaware of the strength of the local creative community, or the activities currently going on.

Participants felt that the draft Cultural Plan should place an even higher prominence on the importance of promoting arts and cultural activities to the broader Central Coast community, and identify existing assets that could help do this

2. Building A Nationally Recognised Region of Excellence

The arts and cultural community believe Council should play a significant role in supporting the promotion of the local creative identity, and cultural sector, to broader Australia.

Participants wished to see Council coordinate artists to build a clear, unified cultural identity for the Central Coast, and take actions to help generate leverage in advocating to State and Federal funding bodies, and national arts programs.

3. Curated Festivals

While participants recognised and recalled a number of past and current festivals, it was widely held that these endeavours lack national visibility, and professional guidance from a local production company or Council body. It was a common opinion that a unified, nationally promoted festival was an essential component to promoting the unique identity of the Central Coast.

“WHAT IS OUR CULTURAL IDENTITY?”

“What is our cultural identity?” was a common topic of conversation during the engagement. It is a common opinion that a lack of governance, and collaboration between artists has been a limiting factor in establishing a clear cultural identity for the Central Coast.

The following characteristics were commonly expressed as the foundation of the local cultural identity:

- Artistic excellence.
- Diverse expression.
- Inspired by the surrounding landscape.
- Informed by the history of its people.



Objectives & Strategies Feedback

The following table provides a summary of community opinions and ideas, as they relate to the three objectives and nine accompanying strategies, outlined by Council in the draft Cultural Plan. The following comments were derived from asking participants to consider the following: What do we need to do to get there? How can Council help? And What existing assets could we utilise to achieve this?

Strategies	What is Missing?	What Is A Priority?
ARTS AND CULTURE IS EMBEDDED IN THE IDENTITY AND EXPERIENCE OF THE REGION		
<ul style="list-style-type: none"> - Celebrate expression of our distinct and enviable cultural identity that is inspired by our lifestyle, diversity and natural environment - Provide a platform for regional arts and culture to be at the forefront of civic celebrations 	<ul style="list-style-type: none"> ▪ A definition of our unique cultural identity. ▪ Acknowledgement of the importance of environmental conservation as a key part of the identity. ▪ Clear actions, and vital relationships to be leveraged. 	<ul style="list-style-type: none"> ▪ Establish and promote a clear cultural identity, defined by existing artists, assets, and sense of place. ▪ Promote the achievements and national significance of past achievements and current assets.
THE REGION IS RECOGNISED AS A CENTRE FOR CREATIVE EXCELLENCE		
<ul style="list-style-type: none"> ▪ Profile the Central Coast as an inspirational opportunity to the arts and cultural sector beyond the region ▪ Ensure the Central Coast is renowned for its rich Aboriginal Arts and culture through enhanced strategic partnerships and alignment with leading organisations ▪ Harness the potential of our creative industries to raise the region's profile through high-quality festivals, programs and partnerships ▪ Provide a central role for arts and culture in driving Central Coast's tourism destination offerings. 	<ul style="list-style-type: none"> ▪ Identified suitable national funding bodies. 	<ul style="list-style-type: none"> ▪ Advocate for, and promote, to federal and state funding bodies. ▪ Promote the region as a suitable location for privately funded, large scale creative businesses. ▪ Establish and promote the geographical advantages of the Central Coast for private investment. ▪ Coordinate a nationally promoted Central Coast festival, that showcases the regions unique talent, and assets.
A CENTRAL PLATFORM FOR INFORMATION AND SHARING		
<ul style="list-style-type: none"> ▪ Show leadership by listening, communicating and brokering connections ▪ Provide a regional arts information hub accessible to the creative sector and the community ▪ Establish direct communication with our audiences. 	<ul style="list-style-type: none"> ▪ Defined opportunities for the arts and culture community to engage with Council. 	<ul style="list-style-type: none"> ▪ What's On Central Coast website. ▪ Established on-going engagement with the arts and cultural community. ▪ Immediately begin to advocate with national arts bodies ▪ Create a Central Coast Artist in Residence

THEME 2:

GROWING OUR CREATIVE SECTOR

Scaling the artistic excellence of the region was considered a collaborative approach; utilising the individual strengths of creatives, cultural leaders, and Council to build an efficient sector that continued to outperform it's surrounding assets and limited resources.



“Recognising the untapped potential of the creative industries on our doorstep and championing our professionals, now and into the future.”

~ draft Cultural Plan

WHAT IS IMPORTANT TO THE COMMUNITY?

1. Best Practice Through Communication & Collaboration

Communication between Council and the arts and cultural community was the most common topic of conversation during the engagement.

While participants recognised a changing tide in the relationship between Council and creatives in the region; greater communication and engagement was the number one area for recommended improvement.

Focus was placed on consulting with the community when establishing strategies for the sector, to enable creatives to plan and produce content that aligned with the strategy.

2. Aiding the Production of Original Content

Participants recognised the importance of locally produced original content, and Council's role in enabling artists to do so through logistical, commercial, and practical support.

Avenues by which Council could assist in “Making it easy to create on the Central Coast”, were varied according to the specific group or activity, but outlined in the following table, below the objective: *“the vision of our artists and creative industries are championed to succeed”*.

3. An Incubator for Professional Artist Development

Participants felt that the Central Coast lacked suitable structures and programs to transition artists to a professional career. The limited opportunity for mentorship, advanced education, and networking opportunities were considered a key factor contributing to this.

Participants desired more spaces that allowed artists to perform original and experimental content - this was not considered possible in the current spaces available, which are perceived to have commercial interests as a primary goal.

Greater Funding

Participants recognised that greater funding was an easy solution to a number of the challenges facing creatives on the Central Coast, however, were also generally aware of Council limitations, and the need to self-generate, and find alternate funding sources.

Below is a list of alternative funding methods commonly discussed during the engagement:

- State Funding
- Federal Funding
- Private Sector
- Access to LotteriesNSW funding.
- D.A Requirements for Cultural contributions from large project developers.
- Large scale developments commissioning local artists for public space works.

“Working with creatives and community groups to provide the structures that make it easy to be creative on the Central Coast”

~ Participant

Objectives & Strategies Feedback

The following table provides a summary of community opinions and ideas, as they relate to the three objectives and ten accompanying strategies, outlined by Council in the draft Cultural Plan. The following comments were derived from asking participants to consider the following: What do we need to do to get there? How can Council help? And What existing assets could we utilise to achieve this?

Strategies	What is Missing?	What Is A Priority?
THE VISION OF OUR ARTISTS AND CREATIVE INDUSTRIES ARE CHAMPIONED TO SUCCEED		
<ul style="list-style-type: none"> Support opportunities for artist run initiatives to develop, showcase and promote Support artists to test, develop and realise new work Support the creative industries to network and collaborate 	<ul style="list-style-type: none"> Facilitate artist collaboration to draw upon greater audience size. Greater collaboration and communication between Council and the creative community. Acknowledgement of required man hours, and financial contribution to facilitate listed objectives. 	<ul style="list-style-type: none"> Designated Council Cultural Coordinator, focussed on liaising with the community. Clearly defined avenues for collaboration with Council. Establishing clear artist development frameworks. Business assistance programs. Advocate with federal and state funding bodies. Grant writing assistance. Facilitating artistic collaboration. Providing access to affordable space. Establishing a Cultural Committee to guide Council funding. Assistance with public liability requirements.
CONNECTIONS ARE SUPPORTED TO REALISE OPPORTUNITY AND INDUSTRY DEVELOPMENT		
<ul style="list-style-type: none"> Facilitate local professional connections to drive the growth of screen, music and performing arts Ensure creative industry best practice is central to all opportunities Link and partner with out-of-region markets and audiences Integrate models of creative enterprise for practitioners through funding, connections and learning. 	<ul style="list-style-type: none"> Access to affordable equipment to produce screen content. Access to spaces that are not commercially focussed and enable artistic experimentation. 	<ul style="list-style-type: none"> Access to affordable equipment to produce screen content Coordination and promotion of existing and planned festivals.
PATHWAYS FOR PROFESSIONAL GROWTH		
<ul style="list-style-type: none"> Invest in local talent by providing opportunities to learn and develop, perform and showcase original work Ensure emerging and young artists have pathways realised through mentoring and leadership of established practitioners Build professional skills and capacity of all levels of the creative sector 	<ul style="list-style-type: none"> Nationally recognised educational facility. Consideration for performing arts High School. 	<ul style="list-style-type: none"> Greater national visibility for emerging professional artists. Artist mentor programs. Access to underutilised community facilities.

THEME 3:

EMBRACING OUR CULTURAL LIFE

Participants considered broader inclusivity as a key part of the Central Coast's cultural identity and believed that a cultural sector that is inspired by its environment and diverse community, need to incorporate as many cultures, art forms, CALD communities, and fringe activities as possible.

WHAT IS IMPORTANT TO THE COMMUNITY?

1. Diversified Art Forms and Cultural Activities

Consideration for more diversified art forms and cultural activities was the most commented theme during the engagement. Reflective of the diverse cultural groups represented in the participants; participants felt that the draft Cultural Plan neglected the differing needs of fringe, and smaller groups.

Furthermore, it was felt that the current cultural community lacked the necessary spaces, structures and tools to facilitate the growth of these less popular activities.

At the broadest level, some people felt that the plan gave limited consideration for Cultural activities on the Central Coast; but focussed on catering to more popular, commercially viable art forms.

2. A More Inclusive Central Coast

Participants felt the importance on creating a more inclusive cultural community was not sufficiently emphasised in the draft Cultural Plan.

An Inclusive Central Coast was a theme that many considered a unique aspect of the regions Cultural Identity, that should be promoted to wider Australia, and leveraged to generate alternate funding streams.

The desire for greater inclusiveness included acknowledging the needs of different generations, and CALD communities on the Central Coast.



"Providing everyone an opportunity to contribute, we will highlight our unique cultural life to growing audiences through tailored place-based events."

~ draft Cultural Plan

3. A More Inclusive Central Coast

The need for a more inclusive cultural and arts community was widely expressed throughout the engagement. As a common opinion expressed across all four Cultural Plan themes, participants believed that the importance of promotion and creating a more inclusive cultural community was not sufficiently emphasised in the draft Cultural Plan.

The desire for greater inclusiveness included acknowledging the needs of different generations, and CALD communities on the Central Coast.

An Inclusive Central Coast was a theme that many considered a unique aspect of the regions Cultural Identity, that should be promoted to wider Australia, and leveraged to generate alternate funding streams.

4. A Rich Indigenous Culture

The importance and unique qualities of the Central Coast's indigenous community was considered of particular importance throughout the engagement. Participants recognised that the Central Coast, particularly the Lower Hawkesbury region held important significance in Aboriginal history, and should be appropriately preserved and celebrated. It was a common opinion that the draft Cultural Plan gave due consideration for the celebration of indigenous heritage, but did feel that the Objectives lacked clear actions, and nominated groups with whom the Council would collaborate.

"Creating an arts and cultural sector that is a reflection of the broad diversity and inclusiveness of the Central Coast."

~ Participant

Objectives & Strategies Feedback

The following table provides a summary of community opinions and ideas, as they relate to the three objectives and ten accompanying strategies, outlined by Council in the draft Cultural Plan. The following comments were derived from asking participants to consider the following: What do we need to do to get there? How can Council help? And What existing assets could we utilise to achieve this?

Strategies	What is Missing?	What Is A Priority?
THE STORIES OF ALL WHO LIVE HERE ARE WELCOMED AND SHARED		
<ul style="list-style-type: none"> Interpret and profile the diverse heritage and multicultural narratives of the region Enhance a deepened understanding of Aboriginal culture and heritage for the community Create opportunities for artists and community collaboration in the telling of local stories 	<ul style="list-style-type: none"> Consideration for the cultural and artistic activities of the older community. Consideration for Fringe activities. Recognition of the world class significance of the Indigenous drawings in the Lower Hawkesbury are. Consideration for cultural activities such as food, cooking, gardening, fishing co-op, and historical societies. Recognition of the sculpture art form. Inclusion of the unique artistic and cultural pursuits of the LGBTQI community. Limited geographical consideration in the plan. 	<ul style="list-style-type: none"> Providing recognition for more diverse art forms, cultural activities and CALD communities in the Cultural Plan. Promote the inclusive nature of Central Coast creative community. Promote the development of fringe artistic and cultural activities. Recognise the requirements of fringe activities in the providing of funding and affordable spaces.
ABORIGINAL PEOPLE'S VOICES ARE HEARD AND THEY LEAD CUSTODIANSHIP OF THEIR CULTURE		
<ul style="list-style-type: none"> Establish an agreed way forward between Council and Community Leaders Ensure Aboriginal Leaders have the central role in Council's Indigenous programs Indigenous culture and contemporary arts practices are supported by dedicated programming and position 	<ul style="list-style-type: none"> Listed actions, and specific groups with who Council will collaborate. 	<ul style="list-style-type: none"> Identifying and recognising the unique indigenous cultural activities and assets in the region.
ENGAGING IN ARTS AND CULTURAL EXPERIENCES IS VITAL TO OUR COMMUNITY'S WELLBEING		
<ul style="list-style-type: none"> Showcase our creativity and cultural life within communities, and encourage others to join us Enrich our communities through strengthened cultural networks, community arts, local history and heritage Provide diverse programming and new experiences to growing audiences Foster growth of place-based events in partnership with community, business and the arts 	<ul style="list-style-type: none"> Acknowledgement of the health and wellbeing benefits of artistic and cultural activities. Listed methods, and focus areas to increase ethnic diversity in the current cultural community. Collaboration with local schools and educational institutions. 	<ul style="list-style-type: none"> Arts and Cultural programs through local schools. Establish publicly visible celebration of local culture and arts: <ul style="list-style-type: none"> Sculpture Coastal Heritage Storytelling Walk. Greater signage of areas of cultural significance

THEME 4:

ENLIVENING CULTURAL PLACES AND SPACES

Access to affordable spaces was considered a fundamental requirement for the proliferation of the fringe art forms, and minority cultures that the Central Coasts considers an essential part of its cultural identity.

WHAT IS IMPORTANT TO THE COMMUNITY?

1. Access to Affordable Space

The need for a greater number of affordable spaces, was one of the top 3 most common desires shared by participants. Access to affordable space, and ultimately reducing the cost of production, was considered a fundamental requirement to achieving a number of other priorities, including catering to fringe activities, promoting a diverse arts and cultural community, and eliminating barrier of entry for audiences.

Recommended strategies to achieve this, included:

- Eliminating Council “red tape” that is restricting cultural groups from accessing existing underutilised spaces; including community centres, libraries, and commercial spaces.
- Revitalise underutilised community spaces and provide extended hours of access.
- Incentivise the private sector to enable after-hours access for cultural and artistic activities.

2. Construction of A Cultural and Arts Hub

The construction of a designated Arts and Cultural Hub was a priority agreed upon by almost all attendants, and a common priority when participants were asked to list their top priority for arts and cultural on the Central Coast.

The construction of a Cultural Hub was nominated as a priority in all four themes of the plan as participants recognised it’s value beyond simply creating access to affordable space.

3. Art in Public Spaces

Public spaces were commonly identified as an underutilised existing asset, for a range of artistic endeavours. The unlocking of public space was considered a low-cost initiative, that was wholly actionable by Council, and would provide greater physical spaces for artistic expression, while also helping to promote arts and culture to the wider community.



“Showcasing our passion for arts and culture through a dedicated network of venues and imaginative activation of public spaces – creativity will surround us.”

~ draft Cultural Plan

4. Collaboration with Other Council Departments

Participants recognised possible synergies between arts & culture and other Council Departments. It was believed that local artists and cultural groups could help achieve the liveability and commercial metrics that were important to both the Tourism sector, and Strategic Planning department, whilst also promoting local culture and arts to the wider community.

Two recommendations that were widely supported were:

- i) Mandated D.A requirements relating to arts and cultural contributions for major developments.
- ii) Recognising and promoting the arts and cultural community as a major attraction for tourism.

“Revitalising underutilised spaces, and existing community assets to provide affordable spaces.”
~ Participant

Objectives & Strategies Feedback

The following table provides a summary of community opinions and ideas, as they relate to the three objectives and eleven accompanying strategies, outlined by Council in the draft Cultural Plan. The following comments were derived from asking participants to consider the following: What do we need to do to get there? How can Council help? And What existing assets could we utilise to achieve this?

Strategies	What is Missing?	What Is A Priority?
OUR STRONG CONNECTION TO PLACES INSPIRES CREATIVE EXPRESSION		
<ul style="list-style-type: none"> Foster creative activations and events throughout the region that showcase the diverse communities and natural environments of the Central Coast Ensure arts and cultural festivals and events encompass regional creativity and meaning of places Share the diverse historical narratives of our urban centres, towns and villages via innovative interpretive practices 	<ul style="list-style-type: none"> Acknowledging the natural landscape as an asset of inspiration and place based artistic installations. Consideration for the unique site of Gosford Halls. Collaboration with local Historical societies. Awareness of existing places of artistic significance. Recognition of the unique artistic qualities of individual spaces – natural acoustics, natural light, natural auditoriums. 	<ul style="list-style-type: none"> Establish a clear cultural identity, and recognition of spaces of cultural and artistic significance. Coordinate festival activities, to ensure they align and celebrate a share send of place. Promote public spaces that are suitable for artistic use, and facilitate artist integration into these.
IMAGINATION DRIVES ACTIVATION OF OUR SHARED SPACES		
<ul style="list-style-type: none"> Activate public spaces with arts, performance and creative programming Increase in outdoor programming, including in non-traditional spaces to make creative activity more street-visible Drive imaginative site-specific collaborations via public art Enable the creative sector to play an active role in the establishment of a vibrant night time economy 	<ul style="list-style-type: none"> Acknowledgement of current Council regulations that limit the artistic activation of spaces. Collaboration with private commercial sector, to provide greater after-hours access to space. Embedding art into other public services; Hospitals, Transport, Schools. 	<ul style="list-style-type: none"> Eliminate Council imposed “Red-tape” which limits the activation of public space. Coordination and promotion of existing and planned festivals.
A DEDICATED NETWORK OF ACCESSIBLE ARTS & CULTURAL FACILITIES TO SUPPORT OUR CHANGING NEEDS		
<ul style="list-style-type: none"> Develop and optimise places and spaces for artists to connect, create, collaborate and show Integrate creative precincts and hubs into our centres Increase the quality, volume and diversity of creative arts programming in cultural facilities Explore the potential for new catalyst facilities to meet future needs 	<ul style="list-style-type: none"> Acknowledgement of existing assets. Dedicated space for artistic expression devoid of commercial interest. Space for low-income, and not for profit groups. Incentivise the access to privately held spaces. Access to underutilised existing community spaces. Dedicated technical space for Stage and Screen. Expansion of public art galleries. Establishing Pop-Up arts programs. 	<ul style="list-style-type: none"> An audit and register of existing spaces and facilities within the LGA. A purpose-build cultural and arts centre. Access to underutilised community facilities. Facilitate collaboration between the creative community and local landlords. Revitalise underutilise community spaces and provide extended hours of access.

Conclusion

The creative and cultural life of the Central Coast is alive and well; but it is often difficult to find space, support and promotion. The mature nature of the creative activity and needs associated with producing high quality content, is exceeding the supply of infrastructure and spaces available for creative development. As such, Council's key responsibility is seen to be focused on collaboration and providing greater visibility to creatives whilst advocating to gain national recognition of the unique cultural identity, and creative excellence in the region.

Participants recognised that limited cultural infrastructure places a ceiling on the growth of the sector, and consider the following action areas to be immediately actionable, and achievable for Council:

Access to space.

Facilitating artistic collaboration and professional development.

Promotion of cultural activities.

While the community is conscious of a changing tide in Council engagement, this was also the most commonly nominated area for improvement. Participants stressed that on-going engagement, communication, and collaboration should be an identified priority within the Cultural Plan.



Figure 3: landswalk.com.au

Appendix

Appendix 1: Central Coast Council – Draft Cultural Plan

Community Information Sessions – Raw Data

THE FOLLOWING IS THE RAW DATA, COLLECTED BY JOC, FROM THE COMMUNITY SESSIONS DATED 30/10/19 AND 31/10/19. DERIVED FROM DISCUSSIONS, WORKSHEETS, AND Q&A's, THE FOLLOWING HAS NOT BEEN ANALYSED BEYOND BEING GROUPED IN COMMON THEMES AND IS TO BE ATTACHED TO THE FINAL ENGAGEMENT OUTCOMES REPORT AS AN APPENDIX.

WHAT IS WORKING?

COUNCIL COLLABORATION WITH COMMUNITY

- Consultation with the community.
- Council listening.
- Consultation.
- Discussion with the community.
- Engaging with community.
- Conversation has started.
- "This get together is a great opportunity top network - thank you! More please!"
- Speaking with the community - cultural aspirations - vision
- Council support for local art and culture activities and events
- Council approachable and easy to work with
- Consultation
- Connections and friendships with council
- Council wanting to improve facilities and opportunities
- We're talking

ESTABLISHING A CULTURAL PLAN

- We now have a Cultural Plan - it is being addressed - GREAT START!
- Strategic planning.
- Plan is being created.
- Vision is expansive, inclusive, understands economic realities
- Identified the desire for artist to thrive here on the central coast
- Love the strong presence of Aboriginal and Torres Strait throughout the document.
- Clearly identified the expansive range of types of culture at home and available

EXISTING VENUES AND GROUPS

- Lots of talent on the coast
- The Coastal Twist Festival + council support/funding
- The Art House
- The Loungeroom
- Ettalong diggers provide great support slot opportunities for bigger bands for more experienced artists. They also started up a up and coming night for young people starting their careers where gear is supplied, fair pay and a reasonable performance time that is achievable (30-minute sets).
- Brisbane water historical society
- Seniors centre such as Toukley 50 plus
- Art house
- Gosford Regional Gallery (2)
- Enjoy 3 theatres
- TAFE
- 5 Lands Walk
- Men's Shed

- NAISDA
- Theatre
- Funding
- Number of creative spaces and programs currently in place
- GMS
- Arts centres

GROWING ARTS COMMUNITY AND IDENTITY ON THE CENTRAL COAST

- Very easy place to be creative. It is accepted/encouraged to be individual and creative.
- Artists living on CC.
- Scope of festivals.
- Good volunteer base.
- Rich, vibrant arts community.
- Arts community is willing to collaborate.
- Art + performance into public spaces for local artists.
- Volunteers are running lots of organisations.
- "Change is brewing".
- "Communities are activating".
- Ideas - no shortage

WHAT COULD BE IMPROVED?

DEMOCRATISING ART which includes
PROMOTION AND VISIBILITY TO THE WIDER PUBLIC
ART IN THE PUBLIC DOMAIN.
ELIMINATING BARRIER TO ENTRY FOR AUDIENCE
COLLABORATION WITH OTHER COUNCIL SECTORS

- Online presence - communication, to the wider public, on what's happening on the Coast.
- Raising awareness of opportunities and resources.
- Cultural plan doesn't talk to engaging the wider community of Central Coast.
- Visibility.
- More recognition and promotion for local artists.
- More art in public spaces - exhibition, sculpture, symposiums.
- Expansion of publicly accessible art galleries.
- Incorporate public art into buildings and walkways.
- Entry to arts/culture - tickets too expensive.
- Embedding art in and across other sectors of the community - Education, Health, Transport.
- Information channels - timely access to information
- A centralised what's on site (2)
- Good communication - via website of creatives, venues, what's on (5)
- Arts need to promoted to groups and individuals
- Help with publicity.
- Activate space by creating an "arty" permanent environment - e.g. sculptures, street art
- Canberra model streetscape
- Visible artworks - even in shopping centres
- More public art
- Council help with promotion to community.
- Tourism information centres to promote local culture.
- Promotional signage at places of cultural significance.

ACCESSIBILITY OF AFFORDABLE SPACE

- Access to spaces.
- Outdoor artistic spaces.
- Affordable venues.
- True accessibility.
- Promote inclusion by providing spaces that aren't focussed on commercialisation.
- Accessible pricing.
- Affordable venues for performance and rehearsals.

- Pop-up spaces.
- Affordability of council facilities for upcoming 'stars' and performances
- Space for emerging, and experimental performance art.
- How will there be increased opportunity to access spaces?

COMMUNICATION

- Communication between Council and the Community.
- Isolation of the community from strategic decisions.
- Lack of information.
- Communication (2)
- Communication: community greatest ally in spreading truth (2)
- We need outreach from the Council, we have no idea what is going on, the Council website is not enough.
- Council consultation with community.
- Seek feedback and response.
- Council need to engage and employ local creatives.
- Communication - council need to utilise community groups.
- Info from Council management to community doers - planning, practice, support.
- Communication.
- CALD, and Aboriginal groups need better communication.
- Everyone listens to each other
- Central coast has a radio station - 9H.1 which is the best way to reach the people council does not seem to use the radio
- Accessibility of information on cultural events
- Communication with council RE processes
- Communication - council to promote their plans, to enable creative community to submit, contribute and create in accordance with the council's plans and desires.
- Connections and friendships with council
- Collaboration
- Better communication.
- Partnership w production co. and council (2)
 - years ahead to co-operate on preparation i.e. Country music festival

BUILDING NATIONAL PARTNERSHIPS AND ALLIANCES

- Partnerships and Alliances across community and Council.
- Leverage with peak arts bodies to see us as serious cultural partners.
- Council partnering with cultural entities to improve creative spaces and programs.

CONSIDERATION FOR DIVERSIFIED ARTS AND CULTURAL COMMUNITY

Major point - PROMOTION AND SUPPORT OF FRINGE CREATIVES.

- Commitment to engage harder to reach under the radar creatives.
- Space for emerging, and experimental performance art.
- Assisting experimental art forms to access space.
- More understanding and support for busking.
- Busking.
- Wetland awareness and cultural significance of the environment.
- Choirs
- Creative and performing needed for high school students e.g. Wollongong, Newton, Hunter, Canberra
- More discussion around other aspects than just music.
- Where are the cultural activities?
- Improve definition of health and wellbeing, or how this will be connected to health.
- Spread out investment/activity across the coast
 - North to get as much support as the south
- More garden space needed
- Increased focus on neglected sectors of the Central Coast - Northern Central Coast, Lower Hawksbury etc develop creative hubs (incubators) - business hubs for creatives
- History and heritage of central coast

- Consultation. (food)?
- Community groups need support from council and bigger players.
- Literary festival - like Wollongong has
- Brisbane Water Historical Society
- Lower Hawkesbury Historical Society
- The significance of the Indigenous drawings in the Lower Hawkesbury region.
- Attract more publishing houses
- Fishing Co-op
- Space - physical and metaphysical for free, alternate, expression.
- Sculpture - Col Henry
- A paid Historical Custodian of the Central Coast archives

MORE COUNCIL STAFF FACILITATING THE GROWTH OF THE ARTS/CULTURAL SECTOR

- Coordination of volunteers - paid coordinator
- More council employees working in arts/culture area
- Synergy between the cultural plan and all other strategies that Council has - CSP, Disability Plan, Operational plan etc.
- More Stuarts.
- A community arts organisation, representing cultural community.
- Arthouse not manned on Saturday or Sunday, for public access.

LOGISTICAL AND BUSINESS SUPPORT PROGRAMS (major point in this is removing current Council regulated barriers to creativity)

- One designated council support worker.
- Processes and action
- More help with grants
- Simple process for film permits/insurance, public/council spaces. Easily accessible process
- Resources and skills for volunteers who have great ideas and commitment
- Red tape and documentation associated with grants and funding for cultural programs
- Filming permits - managed by a film board
- Permission process? For events
- Public liability insurance support for filming.
- Grant writing workshops and guides.

OTHER

- 5lands could be rejuvenated.
- Peaceful, shaded, culturally accessible areas.
- Innovate - e.g. Christchurch RSL earthquake examples.
- Signage for tourists
- Strategic planning overall vs ad hoc

WHAT IS MISSING?

INCLUSION

- Inclusion of older community.
- Cultural diversity - multiculturalism (2)
- Opportunity/methods to engage all different ethnic cultures in expressing their needs and aspirations with some more special spaces to do this.
- Broader incorporation or reference to all cultures -multicultural.
- Programs in lower socio-economic schools.
- Cultural spaces and precincts for all. Not just high income and not just commercially focussed spaces.
- Intergenerational cultural collaboration.
- Inclusion.
- Diversity.
- Welcoming and inclusive central coast diverse

- Mentions accessible space, but would like art to encourage inclusivity in representation - explicitly state art that represents disability, multiculturalism, gender, LGBTI etc.
- Increased diversity of cultural programs
- Partnerships with sections of the community - cultural groups.
- Using interpretative signing at many of our environmentally significant areas of the central coast central hub to get support and give out info.
- Mention centres along with all of the coast
- Toukley - to improve and activate via businesses and groups being involved - bring/draw in free cultural and creative event.

CONSTRUCTION OF CULTURAL/ARTS HUB

- Creative Hub.
- Central cultural space
- A central cultural centre - a public space, not a private or rented pop-up.
- A town centre for the culture and arts.
- Performing arts and cultural precinct.
- Hub for arts
- Place for people to tell their stories.
- Performance spaces arts centre
- Cultural hub - created
- A home of creativity.

PROFESSIONAL ARTIST DEVELOPMENT

- Professional development such as the NAISDA Model.
- Arts mentor program where professional artists are paid to mentor, teach and inspire.
- Creating a sustainable income for artists - not asking for a handout Coordination of volunteers - paid coordinator
- Opportunities to play 'original' music gigs. There's a lot of cover gigs but not much original music slots unless you travel to Sydney/Newcastle and then you aren't paid well. Cover gigs pay a lot better than original gigs which I think discourages song writing.
- Networking opportunities
- Performance opportunities
- There is a lack of opportunity once you get to level of professionalism where there no support slots where bigger acts/crowds are brought in/festivals.
- Radio exposure for up and coming artists.
- Business incubator for creatives, leverage growth in demographic, growth in retired professionals as mentors

SPECIFICS/ACTIONS / DETAILS - How is this to be achieved?

- Specifics???? The plan is not specific.
- The cultural plan is vague.
- 5 yr. plan - how does it fit with the Council cycle?
- How will this plan be implemented?
- So many areas and departments, how will you deliver?
- How???
- What involved?
- Language is too general and could be referring to any other cultural plan - too generic.
- Implementation details - priorities/budget/timelines
- Communicate the value of the arts by doing it, not simply talking about it.

RECOGNITION AND SUPPORT OF ESTABLISHED ASSETS

- Support for our existing, struggling cultural assets, which rely too heavily on parents' fees and volunteers.
 - Con of music.
 - Central Dance Company
 - Theatre Company
 - Mad Cow
 - The Rhythm Hut
 - Brackets and Jam.
- Engaging with community music groups.
 - 3 Orchestras

- 3 concert bands
- 4 brass bands
- 10 choirs
- 3 big bands
- 1 1920's jazz orchestra

FUNDING/ GRANT ASSISTANCE

- State funding.
- Federal funding.
- Alt. Funding
- Funding process
- Funding
- Communication and assistance on available funding.
- Festival funding and planning support.
- Council to lobby state and federal govt for cultural funds - WE EXPECT IT
- In the UK the lottery office must give 1% of lottery prize back into the arts. Couldn't Australia do that too? Which could filter down to regional areas
- Bulk cultural funds supplied by developers - as part of D.A.
- Embedding art in new development i.e. Lendlease funding local art as part of all new projects.
- Leverage with developers.
- Mandating cultural development within D.A requirements.
- "Remember the Opera House Lottery? Start a performing arts centre lottery.

ESTABLISHING AND CELEBRATING UNIQUE IDENTITY

- No recognition of our current identity; the positive stories, the unique identity, the national and global scale.
- Opportunities for exploring the significance and stories of central coast heritage
- Identity
- Define what our identity is.
- Telling local stories - more focus on local stories in a professional way
 - Screen
 - Theatre
 - Dance
 - Arts
- Today's "history" and stories. Literature + poetry local authors (2)
- Create a Central Coast Artist in Residence position, with the objective to create public works.

FESTIVALS

- What happened to the Australian Springtime Flora Festival?
- Toast the Coast?
- Festivals?
- Music Festival
- Put on and support more events in diverse and less formal venues to reach wider public (arts festival)
- Festivals that unite the different areas of the coast (e.g. street performance festival).
- Central Coast Music Week
- More festivals/greater variety of genres (3)
 - Whale dreaming festival
 - Cultural exChange
 - Keep it focused on locals to tell the story
 - Too many people, needs a stronger identity

GROWTH OF STAGE AND SCREEN

- Sponsored playwriting, filmmaking group.
- Film festival on the coast - encompassing the whole community e.g. like Dungog, only Australian/local films
- Screen advisory board - create political pressure to build/create funding for central coast specifically e.g. Screen Tasmania (have same population as CC but receive a funding). Same as ACT - 6m (smaller population)

- Film education - need to go to Newcastle or Sydney e.g. need an AFTRS studio + education + networking
- Studio space for filming and networking - equipped for film making.
- An Equip film studio dedicated to film making - financially accessible to filmmakers/not commercial e.g. South Australian. The Adelaide Studios owned by gov and operated by state screening agency. Fully equip sound studios/green screens etc

YOUTH EDUCATION

- Art therapy for kids and teens
- Annual creative showcase for all art forms at the arthouse with a variety of acts and youth.

BUILDING A VISIBLE CREATIVE IDENTITY

- Thinking: from coast needs a P.A.C (we do!) to coast is a P.A.C.

WHAT DO WE NEED TO DO TO GET THERE?

- Be the change you want to see
- Reflect the whole community - diversity and inclusion
- Unite fractured community
- Centralised body - harnessing power

HOW CAN COUNCIL HELP?

- Connect people
 - Elderly
 - Abilities
 - Isolation
- Single point of 'what's on' e.g. serve multipurpose
 - What's on
 - Employ artists
 - Duplicated dates
- Collaborate on social media and events

WHAT ARE THE BENEFITS TO THE CENTRAL COAST?

- Business investment
- Self-pride
- Happier + healthier community
- Perception i.e. fortitude valley

WHAT EXISTING ASSETS COULD WE UTILISE TO ACHIEVE THIS?

- Quality
- Underutilised
- Open

GROWING OUR CREATIVE SECTOR

WHAT DO WE NEED TO DO TO GET THERE?

- Advertise for upcoming events, courses, businesses (3 comments)
- Bring like-minded people together for workshops or to create an event or a particular outcome (4 comments)
- The Central Coast has a world class cultural community, should be made know to the local community and celebrated, and promoted by council nationally.
- Film: A dedicated and accessible equipped hub/space especially with an education arm to teach those interested in film. Save them going to Newcastle or Sydney. Green screen. Sound stage. Equipment. High Ceilings for lighting. Edit Suite (cyclorama), south booth. Smaller model of what Adelaide studios have done. A film school - similar to AFTRS in Sydney.
 - Mentoring program encouraging business education with the ARTS/for Artists. To create sustainable practice as an artist.
 - Radio: Council to help promote:
 - Better communication,

- Collaboration between artists and businesses (2 comments)
- More council staff to see it all in fruition.
- Attract publishing companies and production companies
- Make local press relevant
- Local people supporting local artists and developing profile and connection
- Elevate profiles
- Sculpture by the lake/sea
- Case study: artists in local Woy Woy shops
- Supporting the people that support the Artists (Artists, creative producers, coordinators)
- Be innovative and think differently
- Reducing costs to creative persons/organisations
- Clarity on who is to deliver initiatives and actions e.g. community groups, commercial companies, Council, stakeholders sectors?

HOW CAN COUNCIL HELP?

- Creating/repurpose buildings to opening affordable spaces for arts opportunities. E.g. Film studio/equipment hire, dance/other creative places for people to learn/that's affordable, community centres etc for community arts groups like choirs, theatre, non for profit, original arts (2 comments)
- Artists working together in a large space - rent is too expensive in industrialised areas.
- FILM - repurpose an old warehouse, turn into hub/studio for film
 - Grant/funding can be used to re-purpose equipment out.
 - These buildings for film studio/education facility
 - Make filming permits and insurance affordable and easily obtainable.
- Put on and support more events in diverse and less formal venues to reach wider public (arts festival)
- Decentralise from Erina/commercial precincts
- Have free parking
- Promoting galleries, raising awareness of all creatives and sections (can't rely on Express Advocate) - Council pages that highlight local groups
- Renew Newcastle model (month to months bars but need more security)
- The central coast is a great place to be a creative, I think council should work to make it easier for artists to create here.
- Grants that can pay or subsidise rent
 - Where is the money for projects and pay people to do it?
 - "A lot of artists do community work but it's unpaid"
- Case study: healing with veterans 'Australia Spirit'
- "There's nothing better than live music with decent people and it's musicians that work so hard"
- Include the visual Arts
- Communicate 'What's On'
- Supporting the Local Artists to collaborate to build their practice, business and spaces
- "Burn out" of the arts workers to help support the people working hard on the ground and not getting paid
- Good business support
- "Leverage funding bodies"
- Project to bring Art's together - masterclasses
- Industry to building skills and access information

WHAT ARE THE BENEFITS TO THE CENTRAL COAST?

- Economic growth (increased activity across industries, increased income for artists and makes employment local, and professionals move to the coast) (5 comments)
- Creates artist collaboration and networks (3 comments)
- Enhances tourism (3 comments)
- Artist collaboration (3 comments)
- Talent stays on the Coast (2 comments)
- Wellbeing and mental health (3 comments)
- Huge social aspect - "better to experience in real life" (2 comments)
- Positive youth experience (2 comments)
- Recognise it's an investment and not a cost

- E.g. Blacktown Council have grants that are targeted for diversity and projects
- “Investing in the people, investing in the arts”
- Community engagement and education
- Tell our stories. Our identity.

WHAT EXISTING ASSETS COULD WE UTILISE TO ACHIEVE THIS?

- Buildings that can be utilised and repurposed e.g. Carriageworks in Sydney, old Masonic Hall in Newcastle.
- Great environment
- Local radio for promotion
- Local professionals in the area to teach/mentor
- Business spaces - factories, shop windows
- Derelict buildings - e.g. graffiti art streets
- Regional gallery/community gallery - overpriced - “great gallery but unaffordable totally”
- Utilise community centres
 - Free for people - out in the park start that
 - Bring in artists and curate spaces, that hand over to a sustainable business model
- Gosford foreshore
 - Public sculpture
 - Bring the vibrancy
 - Use the bridge
- Youth Arts Warehouse
- GNL Wyong
- Skills, knowledge - share resources

EMBRACING OUR CULTURAL LIFE

WHAT DO WE NEED TO DO TO GET THERE?

- Storytelling - editors needed to tell our community stories (2 comments)
- What’s On’ Central Coast - on the tourism website (2 comments)
- Cross communicate between historical societies and groups
- Recognition of Indigenous culture
- Reactivation of Tourkley
- Signage/promotion of super localised activities
- Celebration of environmental aspects of the Coast
- Collaboration between cultural groups
- Recognition and acceptance CDC (self-funded for 30 years yet council does not recognise these achievements)
- Assist CDC to be financially viable that they are paying dancers in the company
- Broader community involvement and opinion
- Advisory committee at the mayoral level - consulted on everything that impacts on Aboriginal people
- Better communication - particularly after feedback - engagement sessions

HOW CAN COUNCIL HELP?

- How to write a book
- Tourkley Art Centre - reactivating needed
- Welcome signage
- Tourist information centre - volunteers need to be educated and centres need to be strategically placed.
- Storywalk
- Recognise us - forgotten.
- Give Tourkley an identity and celebrate Aboriginal stories
- Commercial/Planning assistance to produce cultural activities/events
- Clearer promotion of cultural activities that are accessible to the public
- Facilitate collaboration between Historical societies
- Recognise the World Class significance of the Indigenous drawings on the lower Hawkesbury
- Promote to wider community, to make this part of CCC Cultural identity.
- Include/recognise this in the historical archives of Central Coast
- RECOGNITION OF CDC - this is about recognising the dancers, and promoting this art form as acceptable (2)

- Stop neglecting established arts and culture practices
- Historical society - no council funding to enable full-time co-ordination - provide greater structure/funding to the
 - Funding for museum manager (15HRS/week) (2)
- Hiring NATSR studies financial assistance

WHAT ARE THE BENEFITS TO THE CENTRAL COAST?

- Sense of identity (2 comments)
- Preserving history
- Understanding Aboriginal Culture
- Last frontier of Sydney
- Preservation of the local history
- Commercial benefit = sold out 3/3 shows in last program (CDC)
- International careers landed from CDC - international reputation
- Highest calibre of art form and discipline on the coast - international quality arts
- Travelling companies contribute \$ to local culture.

WHAT EXISTING ASSETS COULD WE UTILISE TO ACHIEVE THIS?

- Toukley 50+ learning centre (2 comments)
- Magazine
- Whale dreaming festival should promote Aboriginal Culture
- Indigenous cultural education initiative - cross-cultural facilitation, further grow/strengthen cultural identity
- Lower Hawkesbury Historical Society
- Bob Pankhurst - Indigenous history/art specialist
- World Class indigenous drawings on the lower Hawkesbury
- Central Dance Company - youth focused, professional development (est 1990)
- Historical professionals on the Central Coast - direct invites - inclusion of historical society
 - Geoffrey Potter - key contact
 - Atkinson
 - Lis Parkinson

ENLIVENING CULTURAL SPACES AND PLACES

WHAT DO WE NEED TO DO TO GET THERE?

- Activate Gosford (street art in alleys and streets, community music and public art) (2 comments)
- Think about civic spaces in a creative way - multipurpose buildings i.e. library that becomes a performance area after hours (2 comments)
- Partnering - Artist, local council and state government
- Big picture thinking
- Enable access e.g. low income
- Identify suitable spaces/places
- Connect and collaborate - create partnerships
- Incentives for property owners
- Access to land and water
- Community heritage
- Save Gosford Halls they belong to the community.

HOW CAN COUNCIL HELP?

- Matched funding with businesses to partner (2 comments)
- Matchmaking of spaces to community and private arts organisations (2 comments).
- An artist-led creative hub
- Multipurpose (Everything) buildings (e.g. library) 2 comments)
- Enable access and better approval processes - eliminate barriers/streamline (2 comments)
- Build cultural infrastructure (2 comments)
 - Cultural Centre
 - Register of places
 - Rehearsal space
- Relationships with Chambers
- Culture taxes or levies.

- Don't just plan 10-20 years ahead on big projects - do immediately.
- Precincts and support for after-hours hospitality
- Implement instead of just plan
- Financial support
- Identify community strengths/assets/resources
- Respect for community needed
- Introduce creatives - enable/foster participation

WHAT ARE THE BENEFITS TO THE CENTRAL COAST?

- Liven the town and bring people to the area
- Economic (business and creatives together)
- Whilst Gosford is in transition use empty shops for studios
- Enable and enhance creativity
- Children: culturally enriched
- Increase cultural inclusion
- Develop local talent
- Create opportunities for a vast area and for an increasing population

WHAT EXISTING ASSETS COULD WE UTILISE TO ACHIEVE THIS?

- Existing council land and space e.g. peace park, streets, alleys (4 comments)
- Partnering
- Use privately owned property that is underused (3 comments)
- Waterfront areas
- Central Coast Conservatorium Music
- Sister Cities Exchanges provide access for all young people at affordable cost
- Nurture, promote and support existing cultural assets: our artistic community, our people
- Performing Arts Space with Acoustic for music.
- Provide free space

OTHER COMMENTS ON THE THEMES:

Theme: Pathways for professional growth

Invest in local talent by providing opportunities to learn and develop, perform and showcase original work. - Yes
 Ensure emerging and young artists have pathways realised through mentoring and leadership of established practitioners. - Yes

Build professional skills and capacity of all levels of the creative sector.

Additional comment: Still need an affordable space to do it in.

Theme: The visions of our artists and creative industries are empowered to succeed

Support opportunities for artists to develop, showcase and promote new and experimental work. - Yes
 Work collaboratively with the creative industries to support networking, attract new funding and access out-of-area opportunities. - Yes

Additional comment: Need space to do it in.

Appendix 4: Feedback Form Data

How do you rate this event overall: 88% of participants were either satisfied or very satisfied with the Information Session.

Very Unsatisfied	Unsatisfied	Average	Satisfied	Very Satisfied
	1	1	5	11

Why:

- Musicians and artists bring unity to communities which, in turn, creates new connections and opportunities.
- Informative - encourages discussion
- Great opportunity to meet and converse with creatives and council.
- Opened up forum for discussion
- Very positive. Great representation from council. John did a great job.
- Positive council people, great discussion
- Informative
- It was productive but not enough time to fully discuss all the varied components that make up our vast cultural plan
- It was a good networking opportunity. It seems that there is a swing happening a recognition that arts and cult are the soul of how community.
- You spent ratepayers' money on 'eventising' this workshop and 'styling'. We don't need candles, we need change. All this pressure of time and 'prioritising' diverse points - not helpful!
- I want more! Great opportunity, but want to move ahead. Let's make things happen.
- Surprised at the passion and heartened by all the care and attention from council staff.
- Very enjoyable, fun, engaging. There was food - eventually! Felt heard and able to contribute.
- Too rushed. Certain people overshadowed others.

Additional Comments:

- Keep up the great work and help us reignite the strangled music and arts community in Australia. I concur with Margaret Hardy.
- Helpful - informative. Well-run
- Great session. Hopefully set up some outcomes
- Fun! Great ideas and interesting people
- Great location and atmosphere provided at the Art House. Great to see so many council representatives at the event. Really enjoyed the session and the performances (singers).
- Communication is key to growth. I heard several people from council - "contact council", but who? Put in who to contact.
- Require more emphasis on our historic and significant past, right across the central coast
- Council can lead and initiate change, not simply reflect current culture. Engage multicultural arts and culture by recognising and initiating key festivals e.g. Diwali. An annual (?) Arts Ambassador for Central Coast
- I think if this plan is implemented that it could be the starting point for the rest of the community.
- Interesting bunch of people to meet and we need to network more. And we will be less sceptical when we see that council really has changed.
- Please arrange more sessions for creatives - movers and shakers to network and have face time with council staff.



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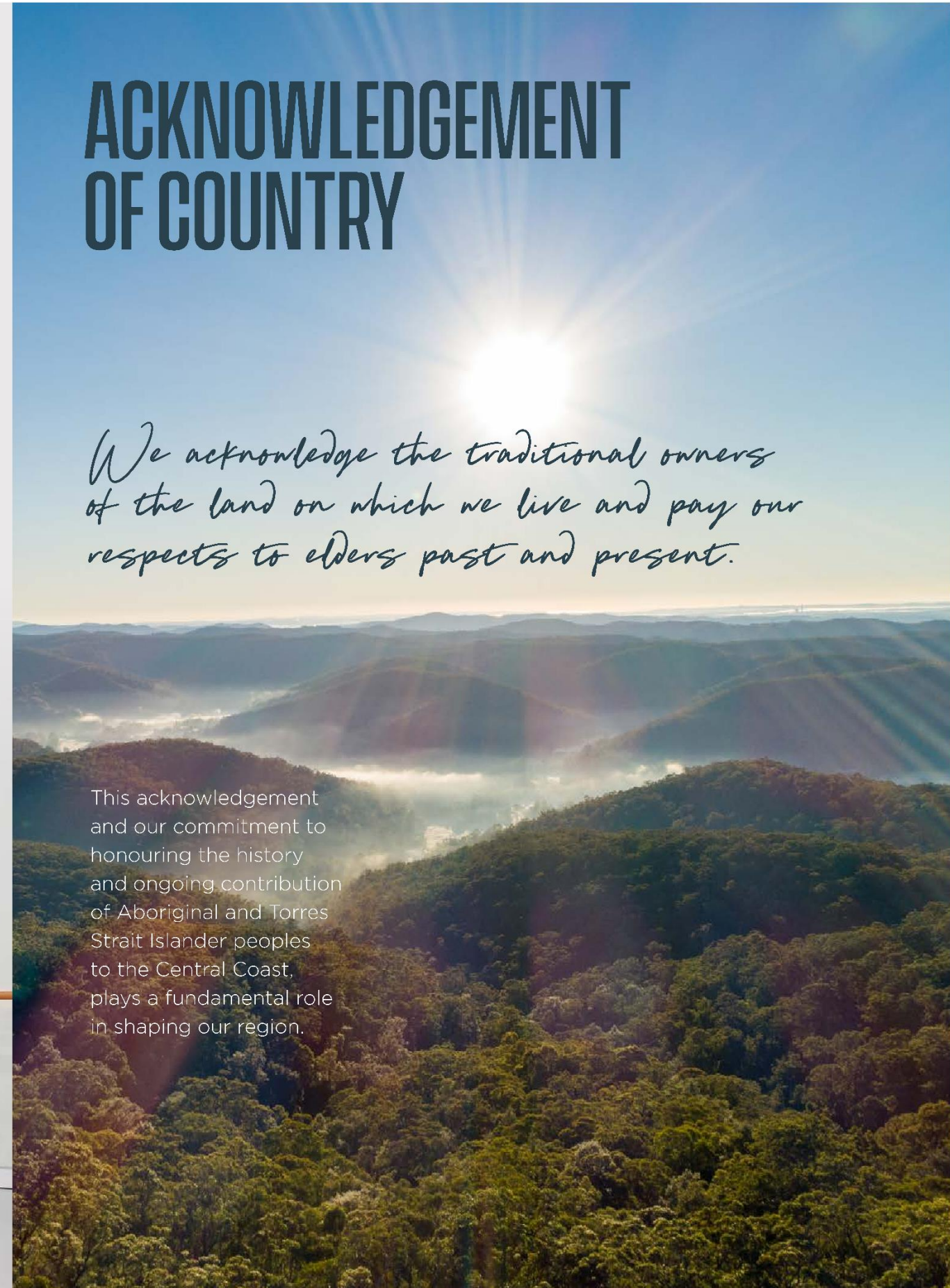
NAISDA performers in rehearsal



ACKNOWLEDGEMENT OF COUNTRY

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

This acknowledgement and our commitment to honouring the history and ongoing contribution of Aboriginal and Torres Strait Islander peoples to the Central Coast, plays a fundamental role in shaping our region.





Coastal Twist Festival 2019

“The benefits of culture reach far further than its intrinsic value of enriching our lives creatively and emotionally. Culture builds strong and cohesive communities, making them safer, healthier and happier, and helping them forge identities. It drives innovation across our economy.”

**THE HON. DON HARWIN MLC,
CULTURAL INFRASTRUCTURE PLAN
2025+**

MAYOR'S MESSAGE



MAYOR LISA MATTHEWS

OUR CULTURAL LIFE

You spoke, we listened. From the responses gathered during extensive consultation for the One Central Coast Community Strategic Plan (2018-2028) through to recent stakeholder workshops, you told us how important arts and culture are to Central Coast life.

Building on everything we already love, this Cultural Plan provides a clear path forward for our whole region. As a five year commitment it is a framework to realise the future we desire and fulfill the creative and cultural potential of One Central Coast.

Our vision is strong: we will foster vibrant and inclusive creative communities, showcasing our diverse stories through cultural events and activations. We will ensure that opportunities abound for our emerging and established talent, and draw inspiration from our stunning landscapes. We will also acknowledge and value the voices, culture and living heritage of the traditional custodians upon whose land we stand.

The Central Coast will embrace its identity as a thriving hub for creativity.

In delivering this, our future is bright: we will attract new talent and economic development opportunities to our region, empower our emerging artists to shine both nationally and internationally with dedicated pathways, and ensure that our community connectedness and spirit of self-expression remain at the heart of Central Coast life.



OUR CULTURAL PLAN

THE CENTRAL COAST CULTURAL PLAN 2020-25 IS OUR REGION'S CULTURAL VISION AND ASPIRATIONS ESTABLISHED THROUGH THE CONSULTATIONS OF ONE CENTRAL COAST COMMUNITY STRATEGIC PLAN 2018-28 AND ENGAGEMENT WITH THE ARTS AND CULTURAL SECTOR.

This Cultural Plan is to be achieved via a renewed level of partnership, alignment and innovation, with Council playing a leadership role.

As a five year framework, the Central Coast Cultural Plan will position our region's arts and culture as a key strength to our community and economic development and destination ambitions, meeting the challenges of the present and the future.

THE CULTURAL PLAN CATERS TO:

- the vast majority of the community who value arts and culture in their lives, where active participation is considered essential to their sense of self and wellbeing.
- the local presence of professional arts and creative industries that are integral to the region's greater identity, as well as to community and economic development.

The Cultural Plan translates into opportunities for people of all ages, backgrounds and abilities to learn, create and be heard, participating in, and contributing to, the cultural life of the Central Coast in the process.

It involves support and strategic investment in our creative and cultural practitioners to network, collaborate, grow and lead in order to fulfill their potential regionally and beyond, contributing to our diverse and inclusive cultural identity.

It includes the ongoing development and accessibility of specialised spaces and places across the region to host the creation and showcasing of rich artistic offerings and the telling of the stories of our past and present.

This plan is committed to supporting our arts and cultural offerings to be accessible and visible within and beyond the region. It is equally committed to realising the economic potential of our arts and culture, positioning the Central Coast to have a greater part of growing State and national creative industry economies.

THE FRAMEWORK CONSISTS OF

-  BUILDING A VISIBLE CREATIVE IDENTITY
-  GROWING OUR CREATIVE SECTOR
-  EMBRACING OUR CULTURAL LIFE
-  ENLIVENING CULTURAL SPACES AND PLACES



COMMUNITY STRATEGIC PLAN (CSP) 2018-28

COUNCIL'S TEN YEAR CSP WAS DEVELOPED IN CONSULTATION WITH RESIDENTS ACROSS THE CENTRAL COAST IN 2018 AND INCLUDES KEY ARTS AND CULTURAL OBJECTIVES WITHIN THE FOLLOWING THEMES AREAS:

OUR COMMUNITY IS OUR STRENGTH:

- Work within our communities to connect people, build capacity and create local solutions and initiatives
- Celebrate and continue to create opportunities for inclusion where all people feel welcome and participate in community life

CREATIVITY, CONNECTION AND LOCAL IDENTITY:

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

A GROWING AND COMPETITIVE REGION:

- Revitalise Gosford City Centre, Gosford Waterfront and town centres as key destinations and attractors for businesses, local residents, visitors and tourists
- Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents
- 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:

- Foster innovation and partnerships to develop local entrepreneurs and support start-ups



VALUING ARTS AND CULTURE

THE VALUE OF ARTS AND CULTURE TO SOCIETY IS VAST AND ALL ENCOMPASSING.

As well as its intrinsic value to our sense of self, engagement with arts and culture has a significant impact on our society's economy, health and wellbeing, social cohesion and education.

'There is both an intuitive and measurable connection between a sense of holistic wellbeing and participation in cultural activity' Create NSW Culture, Value and Place 2018 Report (Part 1)

Throughout this document culture is referred to broadly as an expression of customs, traditions, heritage and social character, expressed through a diversity of arts and cultural practices.

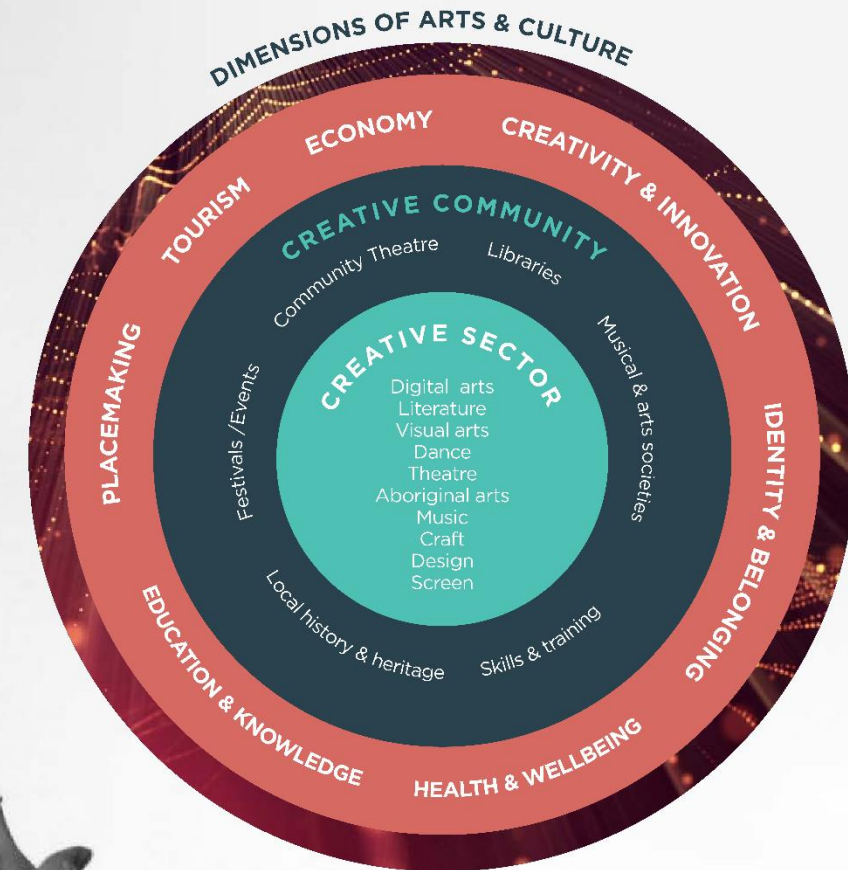
Culture is considered across the whole spectrum: from specific art forms through to events and heritage interpretation, as well as Aboriginal cultural beliefs and practices which underpin connection to place. Culture is also about diversity of expression, such as that fostered by our residents who live with a disability, our multicultural, LGBTQIA+ and deaf communities, among many others.

"A thriving Arts and Culture sector is essential for the health and well-being of any community...The Arts teach us to know ourselves and reveal to us things about life we may feel but are unable to articulate."

JOHN BELL, A.O., OBE



Jopuka Productions



Culture expressed through creativity has an undeniable ability to enhance the personal development of people of all ages as well as reinforce community cohesion and drive pride in the Central Coast as a place for residents and visitors.

Looking towards the future, creative industries have the capacity to contribute to the resilience and a diversification of the Central Coast's economy. Locally based creative businesses and enterprises invest back into the area by contributing to place activation, tourism and employment.

The NSW arts, screen and cultural sectors outputs were valued in 2016-17 at \$18.3 billion, almost half of the total Australian financial value in these sectors. The Central Coast is well positioned to play a greater role in this growing creative economy.

The diagram here draws upon many accepted models that illustrate this breadth of arts and cultural practice in both the community and professional sectors. It is particularly useful for the Central Coast because it captures the conditions and character of our creative sector and community.

CENTRAL COAST COUNCIL

CENTRAL COAST COUNCIL

Love Lanes Festival,
Wyong 2019



OUR VISION

1

OUR VISION

The arts and cultural strengths of the Central Coast will be reflected in the stories of our diverse communities, inspired by the beauty of our natural environment and celebrated in the lifestyles we all cherish.

Our region will be a lively and welcoming place to participate in arts and culture, and an established centre for the emerging and professional creative sector.

Our creativity is part of who we are.



CENTRAL COAST COUNCIL

CENTRAL COAST COUNCIL



ENGAGEMENT

2

“Art is an essential part of life, it makes you think and look around you. Through belonging and sharing, art provides the whole sense of where we live and how lucky we are to live here.”

MARGARET HARDY
FOUNDER, MULTI ARTS
CONFEDERATION AND CENTRAL
COAST ARTS ADVOCATE



WHAT OUR CREATIVE COMMUNITY AND CREATIVE SECTOR TOLD US



ENGAGEMENT

WHAT OUR CREATIVE COMMUNITY AND CREATIVE SECTOR TOLD US

IN DEVELOPING THIS CULTURAL PLAN, IT WAS ESSENTIAL TO CONSULT WITH OUR COMMUNITY AS WELL AS WITH ARTS AND CULTURAL STAKEHOLDERS.

WE LISTENED TO THEIR NEEDS AND ASPIRATIONS FOR ARTS AND CULTURAL LIFE ON THE CENTRAL COAST.

We also reflected upon past successes, aiming to limit change in areas the community has voiced strong ongoing support for, and drive change where it is needed the most.

Overall, our process of gathering and analysing information included:



MEETING

with more than 150 arts and cultural stakeholders over 12 dedicated workshops, including five sector-led sessions



LISTENING

to the Aboriginal community in a dedicated session



ANALYSING

detailed arts and cultural data from recent Community Strategic Plan (CSP) consultations



GATHERING

ideas and practical suggestions from a broad cross-section of Council teams

As a final step in refining the Cultural Plan, a panel of seven professional arts and cultural leaders in the region were invited to form a project working group. Their expertise and knowledge guided the delivery of the Cultural Plan, ensuring it aligned with best practice standards.

During our consultation workshops, conversations were approached in three primary ways:

IDENTIFYING the perceived strengths of arts and culture in the Central Coast

UNDERSTANDING the challenges which are currently limiting ideal outcomes

CONSIDERING the region's unexplored opportunities for arts and cultural growth



"It is our musicians, songwriters and producers who help us answer the question 'what is the sound of the Central Coast?'"

ROD MCCORMACK,
RECORDING ARTIST AND
PRODUCER

Lakes Festival, Memorial Park The Entrance, 2018

SUMMARY OF KEY CONSULTATION RESPONSES

STRENGTHS:

- Our lifestyle: it's why established artists stay here, and why more want to move here
- Our inspiring natural environment
- Richness of Aboriginal heritage and culture
- Our people: their talent, experience and diversity; our Aboriginal community, youth and seniors
- Our venues and spaces: The Art House, Mt Penang Parklands, Laycock Street Community Theatre, Central Coast Stadium, Gosford Regional Gallery and Edogawa Gardens
- The professional expertise and skillsets are all here to build bigger things (festivals, events, films)
- Premier training organisations like NAISDA

CHALLENGES:

- Low online visibility of arts and creativity across the region
- Lack of confidence perceived in the Central Coast's cultural identity and capacity, including an underestimation of local audience appetites
- Lack of accessible and affordable venues and pathways for new programming
- Lack of 'destination package' associated with drawing tourists for the arts, including limited night time economy, premium accommodation options and dining precincts
- Gaining a clear understanding of Council's role and commitment to arts and cultural growth, with renewed opportunities for consulting with the community
- Limited stepping stones within the region for emerging creative talent
- Lack of connectedness within the creative sector

OPPORTUNITIES:

- Build a strong creative identity for the Central Coast where we own our potential and connect with our people and audiences, supported by online visibility
- Hunger for creative content and diverse experiences from audiences – particularly festivals and film
- Influx of new residents and visitors bringing their skills and passions for creativity with them
- Commitment to showcasing local arts content of merit
- Leverage the proximity of Sydney and Newcastle to our advantage with external partnerships
- Mentoring emerging talent
- Professional networking and cross-arts collaboration

OUR CULTURAL ASPIRATIONS

THE REGION'S ARTS AND CULTURAL SECTOR ASPIRATIONS WERE IDENTIFIED.

✓ THE CENTRAL COAST WILL:		
Be recognized as a centre of creativity and grow industry and tourism opportunities	Understand and value the richness of local Aboriginal arts, culture and heritage surrounding us	Foster music, performance and the arts to drive wellbeing and life development
Be renowned as a home for songwriting and music (Gosford as the 'Nashville of Australia')	Have an annual key music festival, in addition to an emerging/fringe festival or programming	Provide cultural venues with a target or requirement for local arts of merit
Offer programs and support to enable risk taking by producers and artists by underwriting new work	Collaborate with a body of independent players to drive information, promotion and programming of festivals	Be known for the commitment of its artists
Have a culture of mentoring and supporting younger artists with potential by its established and working artists	Harness its artists' commitment to collaboration, problem-solving, civic improvement and local identity	Visibly incorporate public art and performance into its shared spaces
Enable its artists to drive interpretation, understanding and engagement with our natural environment and waterways	Ensure creativity, community capital and reuse culture underpin arts, events and engagement	Employ the skills of its artists and cultural practitioners in the creation of trails, public art and creative places that engage the community and visitors in experiencing the full complexity of the region's history and contemporary life

ENGAGEMENT



CENTRAL COAST COUNCIL

Options Theatre Company

“Artists are the instigators for change and awareness. Through art and culture we see diversity, we are moved by it, we are inspired to make change.”

STUART SMITH
ARTISTIC DIRECTOR, OPTIONS
THEATRE COMPANY



CENTRAL COAST COUNCIL

CENTRAL COAST COUNCIL



OUR STRENGTHS

3

CENTRAL COAST ARTS AND CULTURE:

A SNAPSHOT OF STRENGTHS

Love Lanes Festival, Wyong 2018

"The buzz of the arts on the Central Coast is bubbling more and more and it's so exciting to see varied artists sharing their brilliant talents, cultural history and skills with the community."

JOSH HORNER
CHOREOGRAPHER
AND DANCER

THE FOLLOWING CREATIVE STRENGTHS LAY THE FOUNDATION FOR THE CULTURAL PLAN'S THEMES AND OBJECTIVES AND PROVIDE GUIDANCE IN SHAPING OUR IMPLEMENTATION OF ITS STRATEGIES AND ACTIONS.



01 COUNCIL'S CURRENT INVESTMENT

- Facilities such as The Art House Wyong, Laycock Street and Peninsula Community Theatres, Gosford Regional Gallery, The Entrance Gallery and Studios, Central Coast Stadium, its libraries, its network of community spaces and heritage assets such as Alison Homestead
- \$1.7M annual sponsorship and grants programs which offer support for regionally based independent social and creative enterprise, place activation, events, heritage, community development and infrastructure
- An annual calendar of 26 events valued at \$1.2M a year such as Live Well and the Love Lanes, Winter and Blues, Harvest and the Lakes Festivals
- Arts and cultural projects and programs including the Creative Art Central, The Hub Erina youth arts program, Central Coast Heritage Festival and Trail, Maliga Aboriginal program, an annual program of regionally developed and touring exhibitions and productions, and, high profile competitions such as the Gosford Art Prize
- Place marketing and destination branding such as #thisisthecentralcoast



02 RICH ABORIGINAL ARTS AND CULTURE

The Central Coast is rich in Aboriginal culture and community with the North and Central Coast having NSW's fastest growing Aboriginal population. Over 7000 registered Aboriginal sites are located on the Central Coast. The region has an established Aboriginal network of leading organisations and is home to Australia's premier Aboriginal training dance college. Community elders actively sustain and strengthen cultural life and Connection to Country into the future through leadership and guidance.



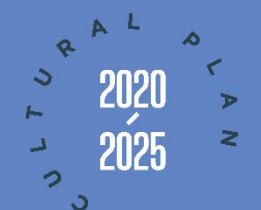
03 A GROWING CREATIVE SECTOR

The professional creative sector or creative industries are increasingly important to the Central Coast's economy. The number of people working in the creative industries on the Central Coast, the number of registered businesses in the sector and their value add to the economy is on a par with the whole of state average and rising at a faster rate than for the state as a whole. There are significant and growing commercial creative sectors such as music, screen and dance.



04 A CRITICAL MASS OF ARTISTS

The Central Coast is already home to many established and prominent artists, and as the professional creative sector grows and becomes more visible there are an increasing number of artist run initiatives focused on music, fine arts, screen, dance, writing and digital arts. Artists owned businesses and locally programmed venues play a role in driving enterprise based cultural development and town centre revitalisation.



CULTURAL PLAN
2020/2025
THESE ARE OUR STRENGTHS



05 A CREATIVE COMMUNITY

The region has a vibrant creative community that has historically encouraged community participation in arts and culture and advocated for arts and cultural facilities and programs. Active involvement in a wide range of drama, musical theatre, dance, music, history, visual arts and crafts societies and groups, as well as the rich expressions of our multicultural and other diverse communities, have been an important foundation of the region's civic and cultural life over many generations.



06 THE POWER OF PLACE

The Central Coast's natural beauty and the inspiration offered by its diverse landscapes already makes it a tourism destination. Cultural tourism contributes to that visitor experience. Along with its Aboriginal culture and heritage the Coast boasts a World Heritage listed site in the Old Great North Road, significant local heritage registered sites and site-specific cultural events that attract visitation.



07 YOUTH ARTS AND EDUCATION

Along with Australia's premier Aboriginal dance training college, the region has an extensive network of skills development and arts education for young people. This includes youth service providers, youth arts bodies, tertiary institutions, arts focused high schools and both not-for-profit and commercial dance and music schools and academies.



CENTRAL COAST COUNCIL

CENTRAL COAST COUNCIL



STRATEGIC GOALS

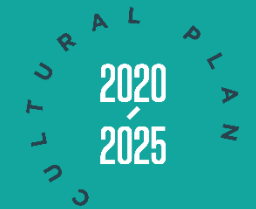
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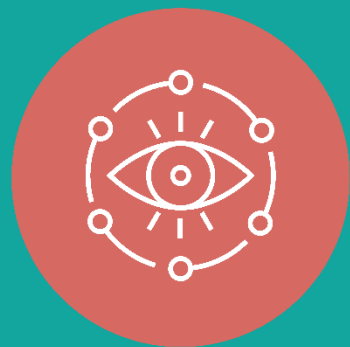
THE FUTURE:

**WHAT WE ARE
GOING TO DO**

*Little Murri Warrior (Wyong Creek)
Hayley Spindler 2017*



OUR VISION: THEMES AND OBJECTIVES



BUILDING A VISIBLE CREATIVE IDENTITY

We will recognise and leverage our region's distinct cultural identity, raising its profile as a centre of creative excellence and harnessing its unique offerings. We will also seek new opportunities to promote the richness of Aboriginal arts and culture at our fingertips, and showcase our diverse offerings through high quality festivals and partnerships. In establishing dedicated communication platforms, we will be more responsive to the needs of growing audiences and ensure that the Central Coast is known as a creative destination with a rich heritage and opportunities accessible to visitors and locals alike. Our reputation will speak for itself.

- Arts and culture is embedded in the identity and experience of the region
- The region is recognised as a centre for creative excellence
- A central platform for information and sharing



GROWING OUR CREATIVE SECTOR

We will realise the untapped potential of the creative industries on our doorstep, ensuring that the Central Coast is ready for sector growth. From music through to screen and performing arts, the visions of our professionals will be championed, benefiting our region and beyond. In planning for this, we will invest in professional development pathways and arts education, and support key opportunities for our creative industries. We will be renowned as a place where arts and culture is robust, imaginative and entrepreneurial.

- The vision of our artists and creative industries are championed to succeed
- Connections are supported to realise opportunity and industry development
- Pathways for professional growth



EMBRACING OUR CULTURAL LIFE

Our people are our greatest asset, and sharing our stories in new and creative ways is vital to belonging and wellbeing. We acknowledge our community's desire for a deepened understanding of the region's Aboriginal culture and heritage, and will support dedicated programming in realising this. By strengthening cultural networks, community arts, local history and heritage projects, everyone will have the opportunity to contribute to meaningful and diverse conversations. We will highlight our cultural life to growing audiences through tailored place-based events and activations. Everyone is welcome here.

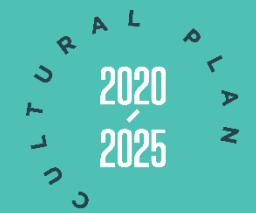
- The stories of all who live here are welcomed and shared
- Aboriginal people's voices are heard and they lead custodianship of their culture
- Engaging in arts and cultural experiences is vital to our community's wellbeing



ENLIVENING CULTURAL SPACES AND PLACES


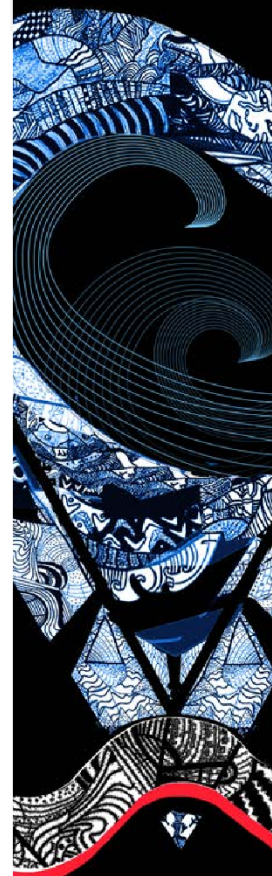
Inspired by our diverse community, unique natural environment and connection to places of meaning, we will showcase our passion for arts and culture through a dedicated network of venues and imaginative activations of public spaces. We will welcome new ideas from the community and creative sector alike, ensuring that we are looking to the future to meet the needs and aspirations of the Central Coast's growing population. Creativity will be visible: it will surround us.

- Our strong connection to places inspires creative expression
- Imagination drives activation of our shared spaces
- A dedicated network of accessible arts and cultural facilities to support our changing needs



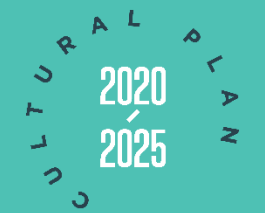
OUR STRATEGIC GOALS

BUILDING A VISIBLE CREATIVE IDENTITY

THEME	OBJECTIVES	STRATEGY	IMPLEMENTATION AREAS
 <p>BUILDING A VISIBLE CREATIVE IDENTITY</p> 	<p>→ ARTS AND CULTURE IS EMBEDDED IN THE IDENTITY AND EXPERIENCE OF THE REGION</p>	<ul style="list-style-type: none"> • Celebrate expression of our distinct and enviable cultural identity that is inspired by our lifestyle, diversity and natural environment • Provide a platform for regional arts and culture to be at the forefront of civic celebrations 	<ul style="list-style-type: none"> ✓ Incorporate arts programming for key civic and cultural events, such as New Years Eve and major sporting events ✓ Showcase and grow the region's diverse cultural and creative activities online, incorporating a community and cultural events calendar ✓ Support new expressions of belonging, stories and connection to local places through the arts with community grants ✓ Create new opportunities for public art and activations to grow the visibility of creativity within our region ✓ Prioritise inclusiveness and accessibility in all creative and cultural programming
	<p>→ THE REGION IS RECOGNISED AS A CENTRE FOR CREATIVE EXCELLENCE</p>	<ul style="list-style-type: none"> • Profile the Central Coast as an inspirational opportunity to the arts and cultural sector beyond the region • Ensure the Central Coast is renowned for its rich Aboriginal Arts and culture through enhanced strategic partnerships and alignment with leading organisations • Harness the potential of our creative industries to raise the region's profile through high quality festivals, programs and partnerships • Provide a central role for arts and culture in driving Central Coast's tourism destination offerings 	<ul style="list-style-type: none"> ✓ Establish the reputation of the Central Coast as a premiere creative destination through tourism and partnership projects ✓ Ensure shared vision and alignment between Council cultural venues, including a shared vision for excellence in programming and enhanced community engagement ✓ Build partnerships with key regional arts and cultural operators and the local creative sector to develop new flagship arts festivals and forums (such as music, songwriting and literary events), including guest programmers ✓ Align with key regional Aboriginal arts and representative bodies in cultural programming, including NAISDA, Darkinjung Land Council and Barang Alliance ✓ Support new and innovative heritage activations in conjunction with community stakeholders ✓ Expand the role and quantity of arts and cultural programming within existing Council events
	<p>→ A CENTRAL PLATFORM FOR INFORMATION AND SHARING</p>	<ul style="list-style-type: none"> • Show leadership by listening, communicating and brokering connections • Provide a regional arts information hub accessible to the creative sector and the community • Establish direct communication with our audiences 	<ul style="list-style-type: none"> ✓ Showcase our region's creativity identity with a centralised website especially for youth, seniors, people with disabilities, LGBTQIA+ and CALD communities ✓ Provide communication and promotional avenues for community arts groups and the creative sector with audiences ✓ Enhance practitioner, stakeholder and venue contact networks

WHAT WILL SUCCESS LOOK LIKE?

- Improved perception of the Central Coast Region as an arts and cultural destination
- Growth in cultural tourism and positive visitor experiences
- Increase in the number and quality of signature events and festivals that celebrate our lifestyle and natural environment
- Central online location for arts, cultural and community events
- Greater profile and recognition of our local artists
- Greater appreciation and celebration of our cultural diversity



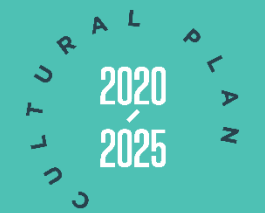
OUR STRATEGIC GOALS

GROWING OUR CREATIVE SECTOR

THEME	OBJECTIVES	STRATEGY	IMPLEMENTATION AREAS
<p>GROWING OUR CREATIVE SECTOR</p>	<p>→ THE VISION OF OUR ARTISTS AND CREATIVE INDUSTRIES ARE CHAMPIONED TO SUCCEED</p>	<ul style="list-style-type: none"> • Support opportunities for artist run initiatives to develop, showcase and promote • Support artists to test, develop and realise new work • Support the creative industries to network and collaborate 	<ul style="list-style-type: none"> ✓ Increase opportunity, access to spaces and funding for creative enterprise ✓ Provide support for emerging and established artists to develop new work via commissions, residencies and partnerships ✓ Offer dedicated pathways to support artists of culturally diverse backgrounds or who identify as Indigenous ✓ Provide support for practitioners in film, music and performing arts to co-produce new work ✓ Establish targets for development and showcasing of new, local performing arts of merit
	<p>→ CONNECTIONS ARE SUPPORTED TO REALISE OPPORTUNITY AND INDUSTRY DEVELOPMENT</p>	<ul style="list-style-type: none"> • Facilitate local professional connections to drive the growth of screen, music, literature and performing arts • Ensure creative industry best practice is central to all opportunities • Link and partner with out-of-region markets and audiences • Integrate models of creative enterprise for practitioners through funding, connections and learning 	<ul style="list-style-type: none"> ✓ Ensure creative industry growth is incorporated into Central Coast economic development priorities ✓ Deliver to best practice and industry standards within Council arts and cultural programs and services ✓ Provide support for specialists in film, music, performing and contemporary arts to take steps to network, represent and grow their specific sectors ✓ Build partnerships with programs and markets outside the region for connection, exchange and the opportunity to grow our reputation and economic potential ✓ Support new partnerships and cross-arts collaborations to drive future creative industry growth and innovation, and to respond to changing industry need
	<p>→ PATHWAYS FOR PROFESSIONAL GROWTH</p>	<ul style="list-style-type: none"> • Invest in local talent by providing opportunities to learn and develop, perform and showcase original work • Ensure emerging and young artists have pathways realised through mentoring and leadership of established practitioners • Build professional skills and capacity of all levels of the creative sector 	<ul style="list-style-type: none"> ✓ Prioritize opportunities across Council venues for programming local original arts of merit by emerging and young artists ✓ Provide incentives for established practitioners and organizations to mentor emerging and younger artists ✓ Support professional development programs for arts, cultural and history groups and practitioners



WHAT WILL SUCCESS LOOK LIKE?

- Increase in the number of people employed in creative industries
- Improved pathways for young people and emerging artists to pursue arts education and creative careers within the region
- Increase in professional development opportunities for creative practitioners
- Increase in quality contemporary events, works, programs and products
- Successful creative enterprises supporting the local economy and driving employment



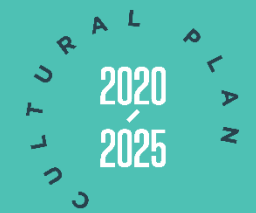
OUR STRATEGIC GOALS

EMBRACING OUR CULTURAL LIFE

THEME	OBJECTIVES	STRATEGY	IMPLEMENTATION AREAS
 <p>EMBRACING OUR CULTURAL LIFE</p> 	<p>→ THE STORIES OF ALL WHO LIVE HERE ARE WELCOMED AND SHARED</p>	<ul style="list-style-type: none"> • Interpret and profile the diverse heritage and multicultural narratives of the region • Enhance a deepened understanding of Aboriginal culture and heritage for the community • Create opportunities for artists and community collaboration in the telling of local stories 	<ul style="list-style-type: none"> ✓ Provide access to professional support and foster opportunities to collaborate for cultural, history and heritage specialists, and for community groups in the delivery and interpretation of local stories ✓ Support Aboriginal leaders, artists and community to share their culture via research, events, programs, venues and markets ✓ Ensure post-settlement heritage properties are operated as living heritage museums and are welcoming places for locals and visitors ✓ Foster opportunities to invite and interpret new stories from the community in conjunction with artists, libraries, family history, literature and oral history programs. ✓ Ensure that the stories of our past and present are accessible to the public in a variety of ways, including online, and that new contributions are welcomed
	<p>→ ABORIGINAL PEOPLE'S VOICES ARE HEARD AND THEY LEAD CUSTODIANSHIP OF THEIR CULTURE</p>	<ul style="list-style-type: none"> • Establish an agreed way forward between Council and Community Leaders • Ensure Aboriginal Leaders have the central role in Council's Indigenous programs • Indigenous culture and contemporary arts practices are supported by dedicated programming and positions 	<ul style="list-style-type: none"> ✓ Establish arts and cultural priorities and protocols between Council and key Aboriginal organizations ✓ Establish a communications process in agreement with Elders and key Aboriginal arts leaders to inform Council's Aboriginal cultural projects within this region ✓ Support the local growth potential of Aboriginal Arts and Cultural Tourism with dedicated roles such as Aboriginal Creative Producer and Curator
	<p>→ ENGAGING IN ARTS AND CULTURAL EXPERIENCES IS VITAL TO OUR COMMUNITY'S WELLBEING</p>	<ul style="list-style-type: none"> • Showcase our creativity and cultural life within communities, and encourage others to join us • Enrich our communities through strengthened cultural networks, community arts, local history and heritage • Provide diverse programming and new experiences to growing audiences • Foster growth of place-based events in partnership with community, business and the arts 	<ul style="list-style-type: none"> ✓ Foster a greater understanding of arts participation, inclusion and wellbeing to drive broader community partnerships and creative programming - especially for children, youth, seniors, people with disabilities and CALD communities ✓ Ensure all residents and visitors have opportunities to participate in creativity ✓ Prioritise public and educational programming as a central part of our cultural venues and museums, supported by dedicated professional positions and stronger linkages between venues ✓ Develop and promote diverse and niche programming for existing and new audiences ✓ Prioritise support for place-based activations driven by business, community and arts partnerships


WHAT WILL SUCCESS LOOK LIKE?

- Increase in the number of opportunities for people of all ages and abilities to actively engage in arts and cultural activities
- Improved awareness and understanding of our local Aboriginal culture
- Greater promotion, protection and conservation of our cultural heritage
- Growth in new audiences and diverse programming
- Improved wellbeing from greater connection with creativity



OUR STRATEGIC GOALS

ENLIVENING CULTURAL SPACES AND PLACES

THEME	OBJECTIVES	STRATEGY	IMPLEMENTATION AREAS
 <p>ENLIVENING CULTURAL SPACES AND PLACES</p>	<p>→ OUR STRONG CONNECTION TO PLACES INSPIRES CREATIVE EXPRESSION</p>	<ul style="list-style-type: none"> Foster creative activations and events throughout the region that showcase the diverse communities and natural environments of the Central Coast Ensure arts and cultural festivals and events encompass regional creativity and meaning of places Share the diverse historical narratives of our urban centres, towns and villages via innovative interpretive practices 	<ul style="list-style-type: none"> Enhance existing and new place-based arts activities or festivals with professional arts roles and innovative programming Integrate the commissioning of new work and arts residencies within site-specific events, place-based programs and cultural venues to interpret diverse local stories of place Support the integration of temporary and permanent arts trails within events programming, arts festivals, heritage interpretation, and environmental awareness
	<p>→ IMAGINATION DRIVES ACTIVATION OF OUR SHARED SPACES</p>	<ul style="list-style-type: none"> Activate public spaces with arts, performance and creative programming Increase in outdoor programming, including in non-traditional spaces to make creative activity more street-visible Drive imaginative site specific collaborations via public art Enable the creative sector to play an active role in the establishment of a vibrant night time economy 	<ul style="list-style-type: none"> Enable growth of music and the arts in city and town centre planning, with a streamlined approach to procedures and urban design Provide clear guidelines and a framework for public art implementation by government, business and the community Ensure placemaking projects are delivered in partnership with the community, driven by public imagination and supported by professional creatives and collaborators Ensure dedicated communication channels for inviting ideas from the community about interpretation of our shared spaces Develop collaborations and partnerships ahead of a night time economy strategy, with a central role for regional creativity Promote imaginative use of the Central Coast Stadium and other non-traditional venues and spaces for creative programming
	<p>→ A DEDICATED NETWORK OF ACCESSIBLE ARTS AND CULTURAL FACILITIES TO SUPPORT OUR CHANGING NEEDS</p>	<ul style="list-style-type: none"> Develop and optimise places and spaces for artists to connect, create, collaborate and show Integrate creative precincts and hubs into our centres Increase the quality, volume and diversity of creative arts programming in cultural facilities Explore the potential for new catalyst facilities to meet future needs 	<ul style="list-style-type: none"> Develop cultural infrastructure within key urban and precincts including a new Regional Library and arts space in Gosford and a Cultural Hub in Wyong Operate arts and cultural infrastructure across the region as a coordinated and cross programmed network, with broad accessibility and alignment of vision Broaden opportunities for support, development and presentation of new locally authored work and innovative touring work within cultural venues and facilities Align creative hubs and arts precincts with leisure, community, learning and local business to engage community and visitors Ensure the Gosford Regional Gallery and the Libraries networks are positioned as a centres of cultural excellence, keepers of the region's stories and key educational bodies

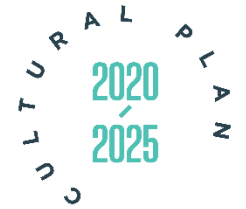
WHAT WILL SUCCESS LOOK LIKE?

- Culture-led revitalisation of our spaces and places, both day and night
- Improved access to quality arts and cultural facilities
- Public art that enhances our enjoyment of shared places and spaces
- Greater sense of civic pride in our region
- A strategic plan for all of Council's owned arts infrastructure

CENTRAL COAST COUNCIL

The quality, volume and diversity of creative arts programming in cultural facilities will be increased in response to the region's evolving culture and audiences





WHAT IS COUNCIL'S ROLE IN DELIVERING THIS PLAN?

CENTRAL COAST COUNCIL HAS A LEADERSHIP ROLE IN DELIVERING THIS STRATEGIC FRAMEWORK TO THE REGION, VIA PARTNERSHIPS, PROGRAMS AND SERVICES AND ADVOCACY.

In addition to providing strategic arts and cultural programs and services, Council plays a primary role in driving smarter connections and broader conversations with a renewed focus.

IN DELIVERING THIS CULTURAL PLAN, COUNCIL WILL UNDERTAKE ITS ROLE IN THREE PRIMARY WAYS:

LISTEN AND ADVOCATE

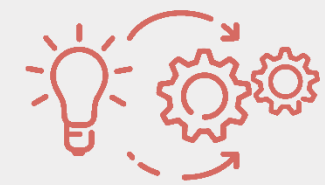
- Initiating partnerships and alignments
- Advocacy for funding, investment and policy support at state and federal level
- Engaging, reporting and measuring

INVEST AND PROMOTE

- Council programs and services providing strategic support, resources and activities to enhance the capacity and nurture the growth of the region's culture
- Council arts and cultural infrastructure, including museums, libraries theatres, art galleries, studios, outdoor venues and open spaces, designed and managed to equip and enable the achievement of regional cultural objectives

PLAN FOR THE FUTURE

- Council plays a fundamental role in providing the development framework for the public domain, cultural precincts, new infrastructure, events and activities via its role in strategic planning and development approvals



IMPLEMENTATION AND REPORTING

This Plan will be delivered over 5 years and reported annually via a Report Card showing Council's actions within the Themes and Objectives. From Council this includes a commitment to ongoing engagement with the arts and cultural sector and annual reporting on achievements.

Cultural measures will be used to monitor and report on the Plan's implementation.

A review of the Cultural Plan will be undertaken with the arts and culture sector and community in five years.



APPENDIX A

2019 SNAPSHOT OUR CULTURAL ASSETS INCLUDE:



ABORIGINAL SITES

include over 7,000 registered sites on the Central Coast. Such sites have special cultural, social and historic significance to the Aboriginal community and to Australia's history and heritage. The diverse array of archaeological evidence includes extensive groups of rock art and attests to the long occupation of the region by Aboriginal people and the complex indigenous society with cultural connections to land that continues today.

ARTISTS COLLECTIVES

are artists-run not-for-profit creative enterprises which reactivate spaces and form collaborations to achieve creative sustainability. Examples include the Makers Studio in East Gosford and The Art Studios at Bay Galleries in Ettalong who operate studios and display spaces for print making, drawing, painting and sculpture.

ABORIGINAL CULTURAL ORGANISATIONS AND ALIGNED NETWORKS

These include, but are not limited to, the Barang Regional Alliance of Aboriginal organisations committed to forging strong connections and relationships within the community with a membership including Bara Barang Corporation, Gudjagang

Ngara li-dhi Aboriginal Corporation, Mingaletta Aboriginal Corporation, NAISDA Dance College and Yerin Aboriginal Health Services Inc, and, the Darkinjung Local Aboriginal Land Council whose core activities focus on community participation and wellbeing, culture, heritage and environment, business and economic.

CENTRAL COAST CONSERVATORIUM OF MUSIC

is one of the largest music conservatoriums in Australia. A community based, non-tertiary institution and member of The Association of NSW Regional Conservatoriums, the Conservatorium provides qualified instruction, in-schools music program, graded ensembles, musicianship classes and an annual concert program for local and visiting audiences.

CENTRAL COAST HUNTER INSTITUTE OF TAFE

provides arts education via campuses in Gosford, Ourimbah and Wyong including Advanced Diplomas and attainments in visual arts, music, ceramics and writing.

- This provides students and emerging artists with education from experienced practitioners, as well as gaining industry standard training and learning in their specialised field.

A COMMERCIAL GALLERY SECTOR

consisting of a wide range of fine art, photographic and craft gallery businesses located across Central Coast serving both the local and tourist market. These galleries promote and present the work of regional, national and international artists.

THE CONVICT TRAIL/ GREAT NORTHERN ROAD

is a UNESCO listed nationally significant heritage site. Consisting of a 240 km road built by convict labour between 1826 and 1836 the road was built to provide an overland route between Sydney and the Hunter Valley. Considered one of the major engineering feats of Australia's convict era, the road stretches along Windsor Road from Baulkham Hills, through Castle Hill and Dural, Wiseman's Ferry and to Wollombi with majority of its engineered structures still intact today. The Convict Trail is a significant part of the region's story and is currently used for many purposes including recreational activities, events and heritage tourism.

A CREATIVE COMMUNITY

of volunteer run groups, societies and companies who have delivered productions and activities for local audiences for over sixty years, providing an avenue for

local artists and technicians to develop and practice, and, who have been pivotal in resourcing and establishing much of the regional cultural infrastructure that is still in use today. These include Wyong District Historical and Museum Society, Multi-Arts Confederation, Central Coast Drama Group, Brisbane Water Historical Society, Wyong Musical Theatre Company, Central Dance Company, the Central Coast Water Colour Society, Central Coast Arts Society, Central Coast Potters, Toukley and Districts Art Society, Tuggerah Lakes Show Band and Symphony Central Coast.

A growing number of CREATIVE PRECINCTS

consisting of co-located artist-run businesses, creative merchants and leisure and hospitality businesses. These small precincts have formed in town centres across the region and provide a concentrated market for creative wares and a destination for residents and visitors seeking inspired experiences. These currently include Long Jetty, Ettalong, Donnison Street Gosford, Terrigal and Avoca.

An impressive range of CULTURAL EVENTS AND MARKETS

that aim to enrich the lives of residents and visitors and encompass a passion for arts, music, food,

sport, nature and our outdoor lifestyle. These include the Five Lands Walk, The Italian Festival, Love Lanes Festival, Ecoburbia, The Oyster Festival, Woytopia Sustainability Festival, Avoca, Umina and The Entrance Markets and music festivals.

A thriving **DANCE SECTOR** that consists of not-for-profit and commercial academies, companies and groups that support the region's significant pursuit of all forms of dance. Serving performers and choreographers of all ages and stages of development, the dance sector involves players ranging from small after-school groups through to large scale vocational full-time accredited course providers attracting students from across Australia.

Key **EVENTS SITES** located across the region which accommodate regular large scale open air events, markets and performances. These include **MEMORIAL PARK, THE ENTRANCE** an open park area with performance stage and including Vera's Water Garden public artwork; **GOSFORD STADIUM** with capacity for 20,059 people is used for international acts; **THE GOSFORD SHOWGROUND** used for sporting, community, recreational and cultural meets, activities and events; **HEAZLETT PARK FORESHORE, AVOCA** and

UMINA PARK which host regular markets.

A SCREEN AND FILM SECTOR

which involves a wide range of practitioners working collaboratively and independently on community, education and commercial programs and projects. With established organisations such as Central Coast On Screen and a diverse range of skills and vocational experiences, the region's screen and film practitioners express a shared desire to fulfil the potential of a networked and supported Central Coast based sector.

GOSFORD REGIONAL GALLERY

is the leading public gallery for the region and a key destination for visual arts audiences. A centre of excellence, the gallery provides a broad ranging program of touring and locally curated exhibitions, manages the Council art collection, hosts the Gosford Art Prize and oversees **THE ENTRANCE GALLERY AND STUDIOS** and **THE FEDERATION GALLERY, TOUKLEY**. Located on the shores of Caroline Bay, the Gosford Regional Gallery encompasses **EDOGAWA COMMEMORATIVE GARDEN** and accompanying community studios and exhibition spaces.



OUR CULTURAL ASSETS

INDEPENDENT PERFORMING ARTS COMPANIES

are recently established organisations driven by industry trained emerging and established producers, performers, composers, writers, directors, choreographers and technicians producing existing and new work. Providing contemporary experiences for existing and new audiences and gaining increased links to festivals and producers outside of the region, such companies include Coast Opera Australia, Endless Night Theatre Company, Primal Dance Company and Naughty Noodle Fun Haus.

A sector of **INDEPENDENT PROFESSIONAL ARTISTS** operating on a freelance basis and specialising in a range of practices including studio work, design, site specific public art, multi-disciplinary collaborations, environmental awareness, performance work and as educators.

LAYCOCK STREET COMMUNITY THEATRE

is the region's principle long running performing arts venue. Established by the community in partnership with Council in 1988, Laycock Street Community Theatre consists of a 392 seat proscenium arch auditorium with a fly-tower and

the Don Craig Room studio. It hosts a broad range of the region's dance, music, drama, musical theatre and school performances and presents touring productions to local and visiting audiences. It is the main venue for the Gosford Musical Society, has been the avenue for several generations of performing artists to gain training and experience and currently presents the Youth In Performing Arts (YIPA) program annually.

MT PENANG GARDENS, EVENT PARK & PARKLANDS

is a 156 hectare site located in Kariang which operates as a hub of co-located precincts fostering collaboration and innovative thinking between tenants and site hirers. The Parklands currently supports retail, commerce, education, entertainment, recreational pursuits, Aboriginal and European heritage and residential activities and events. The site is also includes an events precinct and business and education hub and is the home of NAISDA and the Wondabyne Sculptures, developed from Australia's first International Sculpture Symposium held on the Central Coast in 1987.

MUSICIAN-RUN SPACES

consist of development and performance spaces

operated by collectives of artists, producers and community members to deliver a diversity of music for the region. Examples include the Rhythm Hut and The Lounge Room (Musicians Making a Difference) in Gosford who operate as drivers for the networking and collaboration of local musicians, writers and spoken word artists. These spaces also enable community participation in music and the presentation of diverse quality performers from within and beyond the Central Coast.

NAISDA DANCE COLLEGE

is Australia's premier Indigenous training college which has trained Aboriginal and Torres Strait Islander performers from across Australia since 1976, with graduates contributing to contemporary performing arts via companies such as Bangarra Dance Theatre and Descendance. Located within the Mount Penang Parklands, NAISDA, and its graduates, also collaborate with Central Coast artists and communities and present shows at local venues. NAISDA has announced Naya Wa Yugali, its vision to become a Cultural Learning Centre for International Indigenous Creative Study, which has potential to provide a significant positive impact on Central Coast cultural life.

PENINSULA THEATRE

is a long running community theatre space located in southern suburb of Woy Woy. Consisting of a 123 seat raked auditorium the theatre has hosted community based productions along with programs of new work suited to the intimate venue space. The Peninsula Theatre has been operated by Woy Woy Little Theatre after it was established in 1961 with the support of renowned comic Spike Milligan.

A sector of POST-COLONIAL HISTORY AND HERITAGE

consisting of heritage structures, museums, services and activities coordinated by a range of community organisations and Council. A number of museums are housed in purpose built or heritage buildings with displays and activities telling the stories of the sites and communities including Alison Homestead, Henry Kendall Cottage, Norah Head Lighthouse, The Entrance Long Jetty RSL Military Museum and Dharug and Lower Hawkesbury Historical Society. Other activities and events include a range of heritage walks and trails across the region as well as the annual Central Coast and Wyong Heritage Festivals and The Gurrakool Blues Festival. Family history groups in Gosford and Wyong assist the community in researching personal histories and a large part of the region's historical information and items are archived and accessed via Central Coast Council Library Services.

A PROFESSIONAL MUSIC SECTOR

that includes recording studios, producers, performers, songwriters and educators engaged in national popular music. The Central Coast is the

base for a number of studios that produce for national and international acts, is home to the biannual Australian Songwriters Conference, commercial music schools and is a centre for many different forms of music. The region has produced many performers who have gained national recognition and hosts an increasing number of regular locally produced music festivals including the Patonga Blues Festival, and The Entrance Winter Blues and Jazz Festival.

SYMPHONY CENTRAL COAST

is the region's full size symphony orchestra which provides an annual musical program of orchestral and choral masterworks. The sixth largest symphony orchestra in Australia, Symphony Central Coast was developed from local community orchestras in 1999 and has been a key avenue for local classical musicians of merit to develop and practice their craft amongst peers.

THE ART HOUSE

is the most recent addition to Central Coast's arts facilities. Located in the regional centre of Wyong, The Art House consists of a 500 seat proscenium arch auditorium with full fly-tower and 120 seat black box studio. It provides a diverse annual program of local and touring community and professional productions, co-productions of new work with local companies, hosts education and community projects and has been instrumental in serving a growing number of first time theatre goers. Together with Laycock Street Community Theatre, The Art House ensures the region has the capacity to support the full demand for local performing arts presentations throughout the year.

YOUTH ARTS comprises programs, venues and activities across the region supporting the creative expression and artistic development of young people in all art forms. Programs provide the avenue for established artists to mentor and guide young and emerging artist and for young people to collaborate in the development and presentation of their own creative acts and works. A wide range of youth and community services provide such programs with key arts-focussed operations including Regional Youth Support Services (RYSS) Arts Warehouse, The Hub Youth Entertainment Venue Erina, Kinckumber Neighbourhood Centre, Oasis Youth Centre and Jopuka Productions



"We have the creatives and the capacity to become the leading music and arts hub of Australia by working together to make it happen."

**DOMINIC BROOK
MUSICIANS MAKING A
DIFFERENCE**

*Lionel Richie, Concert, Gosford Stadium 2018.
Photography: David Ross*

APPENDIX B

RELATED PLANS AND STRATEGIES

Central Coast Council's Cultural Plan extends the cultural aspirations and objectives of the Community Strategic Plan (CSP) and is aligned with the following plans and policies:

- Town Centre Management Strategy
- Tourism Destination Strategy
- Local Heritage Strategies

ACKNOWLEDGEMENTS

WE WOULD LIKE TO THANK:

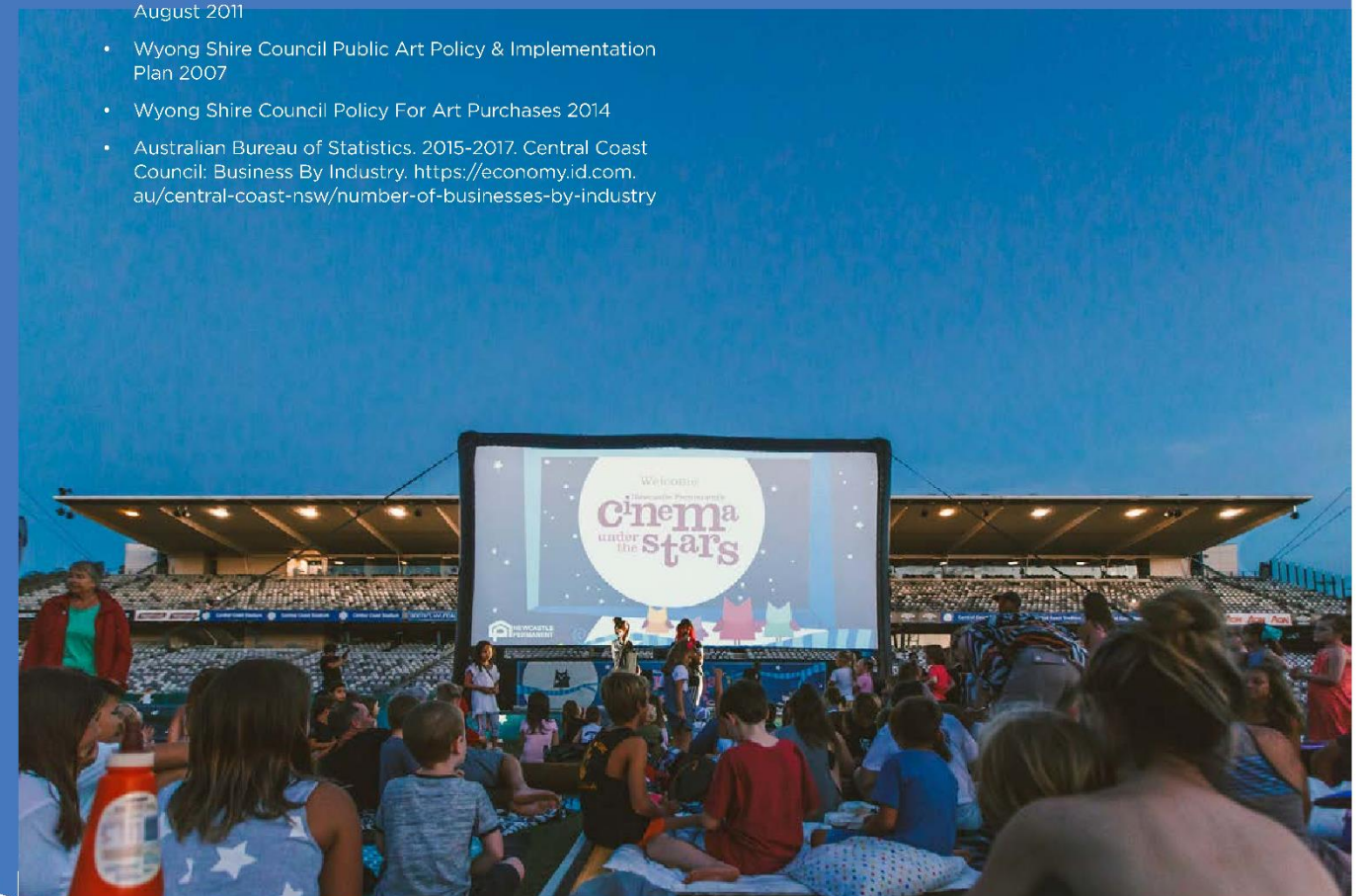
- The Central Coast Council Cultural Plan Working Group
 - Kim Walker
 - Rod McCormack
 - Patrick Brennan
 - Anne-Marie Heath
 - Chris King
 - Tim Braham
 - Jason Van Genderen
- Arts and cultural stakeholders who participated in one or more workshops and meetings at:
 - Central Coast Council
 - Gosford Regional Gallery
 - The Hub Erina
 - The Art House Wyong
 - Other community spaces
- Create NSW

This plan was developed by the Community Partnerships Unit in collaboration with the team from City People: Kim Spinks and Dr Michael Cohen

Cultural Plan document design by Dream Town Projects

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*Textile piece from Central Coast Handweavers,
Spinners and Textile Arts Guild, East Gosford.*



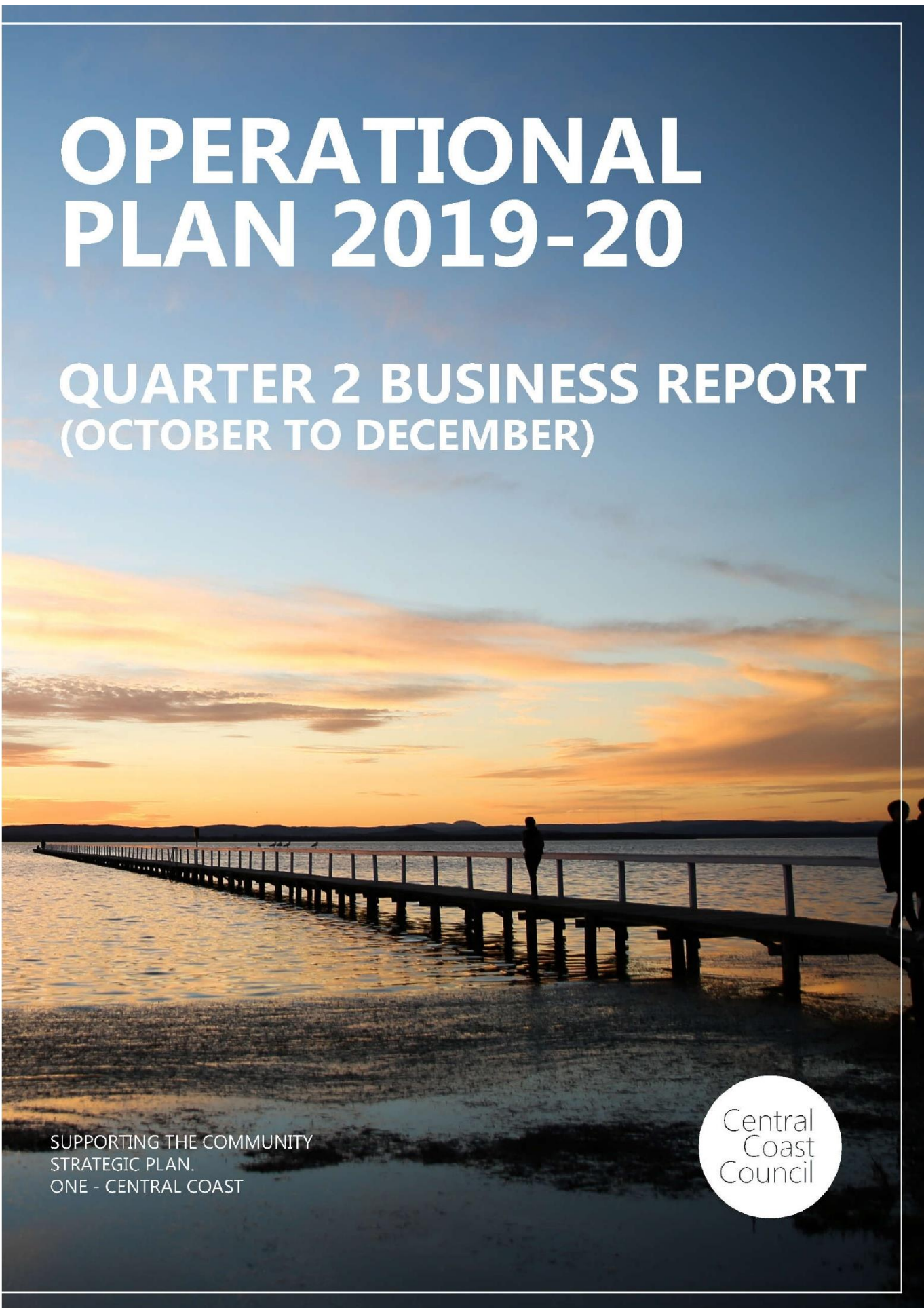
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OPERATIONAL PLAN 2019-20

QUARTER 2 BUSINESS REPORT (OCTOBER TO DECEMBER)



SUPPORTING THE COMMUNITY
STRATEGIC PLAN.
ONE - CENTRAL COAST



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About this Report

The information contained in this report details Council's performance against the Operational Plan 2019-20 and covers the period from 1 July 2019 to 31 December 2019 as required under sub-section 404(5) of the *Local Government Act 1993*.

Included in this report is the Quarterly Budget Review Statement that shows a revised estimate of income and expenditure from the Responsible Accounting Officer of Council as required under clause 203 of the *Local Government (General) Regulations 2005*. The Quarter Two (Q2) budget review statement covers the period from 1 July 2019 to 31 December 2019 and presents a summary of Council's financial position at the end of the quarter.

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

Quarterly Reporting Periods are as follows:

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

Operational Plan 2019-20 Performance

The Community Strategic Plan (CSP), titled *One – Central Coast*, sets the direction for a 10 years period (2018-2028) and provides a roadmap to guide future plans, activities and services. *One – Central Coast* reflects the voice and values of the Central Coast community and corresponds to key NSW Government plans.

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

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

The Operational Plan 2019-20 (year 2 of the Delivery Program) is aligned to the five CSP Themes, detailing the actions Council will take (through projects, plans and actions) to deliver *One – Central Coast*. This report provides an update on Council's progress against the Operational Plan 2019-20.

Performance Summary

Council's progress in delivering the actions and targets against the Operational Plan for 2019-20 are assessed and measured using the following status definitions:

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

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

The table below is a summary of the overall progress on the actions / targets for Q2:

Theme:	Belonging	Smart	Green	Responsible	Liveable	Total
Completed	6	0	0	1	2	9
On Track	20	21	12	46	27	126
Delayed	0	1	1	3	2	7
Not Commenced	0	0	1	0	0	1
On Hold	0	1	0	1	0	2
Closed	0	2	0	0	0	2
Total	26	25	14	51	31	147

Belonging

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

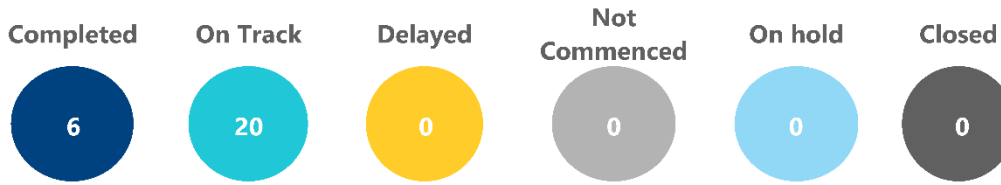
We are committed to strengthening our diverse population by creating new opportunities for connection, creativity, and inclusion, and by opening the door to local sporting, community and cultural initiatives that strengthen our collective sense of self.

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

Focus Area	
 <p>Our community spirit is our strength</p>	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
 <p>Creativity, connection and local identity</p>	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

Belonging



26 Actions / Targets



Operational Plan 2019-20 Performance

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Increased opportunities for community capacity building projects, strengthening community organisations and infrastructure/amenity improvements.	A1.01.2019-20	Manage Central Coast Council Community Grants program	Community Partnerships	●	Applications received for the Community Support Grants Program have been assessed and reports to Council prepared. Round 1 Community grants program all applications were assessed and the recommendations of the Grants and Sponsorship Panel and Heritage Grants Program were reported to Council. Applications received for the Colliery Grants Program were assessed and reported to Council. All recommendations were adopted with documentation (funding agreements and letters) sent to successful and unsuccessful applicants. Four Grant Writing workshops were delivered with 2 of the 4 workshops focussed on access and inclusion as per the Disability Inclusion Action Plan (73 participants). Planning






Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					has commenced for Round 2 of the Community Grants Program which will open in February.
Improve Council's commitment and approach to designing inclusive and liveable communities	A1.02.2019-20	DIAP LC.024: Identify opportunities to promote existing information portals/apps such as WheelEasy, finder website	Community Partnerships		Final sign off received on the maps from Briometrix and now working with internal GIS team to identify requirements and usage of data by internal and external users. The Better Access Map team recently launched their accessibility App and gave demonstrations of the information available, profiling the accessibility features of local businesses.
Ensure equitable and dignified communication with staff and community including the provision of accessible information	A2.01.2019-20	DIAP AB.003: Include regular contributions regarding disability inclusion / access to internal communication mediums	Community Engagement		Regular contributions of disability inclusion content is included in Council internal communications. For example, all videos include captions, or a transcript, and audio description. Communications team ran workshop for staff on Auslan and promoted public awareness days and Council awareness training. Information shared with staff mental health awareness and social inclusion, focusing on the work environment.




Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
	A2.02.2019-20	DIAP AB.010: Support Community Partnerships in annual disability awareness and education campaign	Community Engagement		Content Plan is in operation, with regular contributions of disability inclusion content is included in internal communications.
	A2.03.2019-20	DIAP AB.007: Continue to provide appropriate, positive and contemporary images that depict a broad representation of people with a disability to be used within general Council publications and communication mediums	Community Engagement		All Council corporate publications include a diversity of images.
	A2.04.2019-20	DIAP SP.004: Deliver accessible documents training to staff who produce documents for upload to the website	Community Engagement		Online training program completed and implementation for staff training program handed over People and Culture. Training will form part of Council's overall staff training schedule.
	A2.05.2019-20	DIAP SP.007: Identification and prioritisation of key customer service enquiries / complaints identified for development into Easy English documents and forms	Community Engagement		Review temporarily on hold until the Customer Experience system remediation is complete. It is expected to recommence January 2020.


Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
	A2.06.2019-20	DIAP SP.008: Develop a procedure at customer service centres for the timely engagement of Auslan interpreters for customers	Community Engagement		Procedure developed for customer service in 2018-19.
Deliver corporate events (such as Australia Day Awards) to celebrate the community and their achievements	A2.07.2019-20	Deliver six Central Coast Council Corporate Events to 2,000 participants	Community Partnerships		Corporate event delivered this quarter is the Coastal Conference.
Increase positive community attitudes and behaviours towards people with disability	A2.08.2019-20	DIAP AB.002: Develop and implement 2 disability awareness and education activities for CCC staff	Community Partnerships		Four Disability Awareness / Confidence training sessions have been delivered at Council staff inductions. Two sign language workshops delivered to 70 staff.
	A2.09.2019-20	DIAP AB.003: 6 items on disability access and inclusion included in various Council internal communication mediums	Community Partnerships		This quarter there were two sign language workshops delivered to staff with 70 staff attending.
	A2.10.2019-20	DIAP AB.010: Develop and implement a disability awareness and education campaign for the broader Central Coast community in	Community Partnerships		This quarter the <i>Including You</i> tent has been utilised at three Council events. Project scope developed to create content for a virtual reality training program, highlighting various experiences


Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
		partnership with relevant external organisations			faced by people with a disability.
Provide inclusive volunteer, work experience and paid work opportunities for people with disabilities	A2.11.2019-20	DIAP E.001: Establish a program or adapt existing project(s) to provide work placement opportunities and volunteer positions for people with disabilities.	People Planning and Operations		A new work experience program was launched in July 2019. This program, whilst open to all has a specific focus to place people with a disability. The response and success of this to date has been extremely positive.
Increase inclusivity of the workplace and recruitment processes for people with disabilities.	A2.12.2019-20	DIAP E.008: Develop and provide training for supervisory staff regarding mental health and disability awareness.	People Planning and Operations		A Disability Awareness Training pilot group has been identified to undergo training via new e-learning portal. Once the pilot has been completed, adaptations can be made before broader roll out. On track for delivery by June 2020.
	A2.13.2019-20	DIAP E.009: Provide professional development training/information and resources for employees with disabilities on rights and relevant support available.	People Planning and Operations		The Disability e-learning is scheduled to be published in March 2020. In addition, a Disability Expo Stand is scheduled to be launched in February 2020 as part of Council's staff induction program. This will provide new staff with understanding and access to information relating to disability and inclusion.




Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
	A2.14.2019-20	DIAP E.002: Review and update all relevant Central Coast Council People and Culture policies to ensure inclusive employment practices that consider all types of disabilities, e.g., leave policies, including sick and carers, general work conditions policies and work from home policy.	Business Partnering and Employment Relations		Council has a dedicated resource in place to review and finalise harmonisation of existing policies, with consideration to people with disabilities. A number of policies have already been completed with the project on track for delivery by June 2020.
Develop, support and promote initiatives to address domestic violence (DV)	A3.01.2019-20	Develop and deliver three projects with internal and external stakeholders designed to reduce the local impact of domestic and family violence.	Community Partnerships		Positive Relationships' DV campaign rolled out on social media and at Erina Fair and Westfield Tuggerah during Christmas school holidays; launch of mankind podcast project at Speak Up event at The Art House on 22 November; 16 Days of Activism projects completed - The Entrance Walk, Light Boxes at Terrigal, VMS Boards, cards and ribbons distributed across Council locations.

Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Improve safety and amenity of the region	A4.01.2019-20	Implement actions from the Graffiti Management Strategy	Community Partnerships		Council continues to supply graffiti removal products to support residents and community groups. Staff supported volunteers for Graffiti Removal Day on 27 October and met with community groups in Mannering Park and Summerland Point / Gwandalan.
Provide beach lifeguard services to patrolled beaches from September to April each year.	A4.02.2019-20	Provide lifeguard services from September to April at 15 locations (Avoca Beach, Copacabana Beach, Killcare Beach, Lakes Beach, Macmasters Beach, North Avoca Beach, Ocean Beach, Shelly Beach, Soldiers Beach, Terrigal Beach, The Entrance, The Entrance North, Toowoona Bay Beach, Umina Beach, and Wamberal Beach).	Leisure and Lifestyle		Lifeguards safely patrolled 15 locations and The Grant McBride Baths. Additional sites patrolled during December include Budgewoi and Ficus Avenue (Avoca). Year to date attendances during patrol period is 775,352.



Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Increased awareness of beach safety on our Central Coast beaches	A4.03.2019-20	Beach and waterway safety, education and messaging provided throughout the year through partnerships with Surf Life Saving and community groups	Leisure and Lifestyle		Swim Between the Flags and safe swimming messaging completed via Council's communication channels.
Provide a premier venue for sports and entertainment on the Central Coast community	B2.01.2019-20	Provide a variety of elite sporting, entertainment and community events at the Central Coast Stadium	Business Enterprise		Central Coast Stadium hosted six A- league games including the FFA cup semi-final with the Central Coast Mariners. The Sydney Roosters and Central Coast Mariners hosted school holiday clinics that were very popular with over 500 participants attending. Carols by Candlelight returned to the stadium, a popular community event, with all money raised donated to the Cancer Council. During this time the stadium welcomed over 42,000 visitors.
Assist external event organisers to deliver events built on a sustainable financial model that provide either economic or social return for the Central Coast.	B2.02.2019-20	Support 20 Central Coast Community Events	Community Partnerships		Supported 12 community events including: Whale Dreamers, Springtime Festival, Woytopia, Chinese Cultural Festival at The Entrance 15 Sept, RUOK Community BBQ Kibble Park, Food Fun and Music, Fright Night at The Entrance, Christmas Fest Kibble Park, Christmas Eve

Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					Carols Kibble Park, White Ribbon The Entrance, Remembrance Day The Entrance, Hot Rod Show, Coast Connect Day,
Increase tourism and economic development opportunities	B2.03.2019-20	Deliver 20 Central Coast Council Major Events to 250,000 participants	Community Partnerships		Delivered 16 major events to 171,945 attendees, including: July School Holiday at The Entrance; July School Holiday at Wyong; Winter in the Park; Winter Blues and Jazz; Country Music Festival; October School Holidays at The Entrance, Wyong, Gosford, Toukley; ChromeFest, The Lakes Festival, Light Up The Lake, Budgewoi Festival, Splash and Dash, Lighting of the Christmas Tree at Toukley, A Luminous Christmas, Carols in the Park at The Entrance.
Providing an outstanding quality and cultural experience at Gosford Regional Art Gallery through programs and exhibitions	B3.01.2019-20	The Gosford Regional Art Gallery programs and exhibitions reach 175,000 people and 85% customer satisfaction rate by 30 June 2020	Leisure and Lifestyle		The high-profile touring Archibald Exhibition was held at the Gallery from November - January, with 44,448 attendances this quarter. Year to date attendances is 82,213.

Belonging



Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Laycock Street Community Theatre hold a large range of cultural productions meeting the varied demographics and interests of the community	B3.02.2019-20	Deliver 245 varied theatrical productions through a diverse annual program catering to broad demographics and cultural interests at Laycock Street Community Theatre.	Leisure and Lifestyle		A total of 53 varied productions held at Laycock Street Community Theatre this quarter, including Les Misérables and 24 annual Dance/Talent School end of year productions. Year to date productions is 121.
Provide community facility to community while maintaining a full cost recovery model	B3.03.2019-20	Achieve 65% annual utilization of Peninsula Theatre	Leisure and Lifestyle		The Peninsula Theatre utilisation was 72% this quarter.

Smart

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

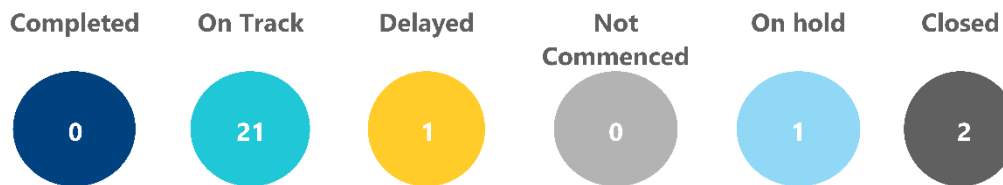
Strategic economic development, revitalising key urban locations, establishing new industry partnerships and renewing our commitment to education and employment for young people are just the starting point for a **smart** Central Coast.

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

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

Smart

25 Actions / Targets





Operational Plan 2019-20 Performance

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Develop the Central Coast into a region of diverse economic, education and employment opportunities	C1.01.2019-20	Adoption and commence implementation of an Economic Development Strategy for the Central Coast	Economic Development and Project Delivery	●	Final Draft Economic Development Strategy is being edited to incorporate internal and key external stakeholder feedback. The draft is expected to go to Council in Q3 for public exhibition.
Town Centres which are safe, attractive and contain quality features and attractions	C2.01.2019-20	Provide a range of coordinated projects and activities to increase activation and improve the visitor experience of Council's Principle Town Centres	Community Partnerships	●	Projects completed this quarter include: Finalised designs for identity street flags for 7 town centres; Festive flags fabricated for town centres and installed for the Christmas period; Guidelines drafted for facade improvement grant program; Accessibility resource kit for business drafted and approved; Information forums for businesses planned for all principal town centres in February 2020; Work

Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					<p>commenced to develop a place activation framework for Woy Woy and identity packages for Woy Woy, Umina, Ettalong, Toukley and Budgewoi; A range of activation projects scoped and planned for Wyong, Terrigal and The Peninsula including: Virtual reality historical tours, 3D on ground murals, light box showcase for the Terrigal SLSC centenary, busking activation, art in the park and buy local for Christmas promotion; Toukley, Budgewoi, Woy Woy, Ettalong and Umina Identity Packages workshops held; Installation of two 3D pavement artworks in alleyway connecting Alison Road to Bakers Lane in Wyong scheduled for late January 2020; Content creator engaged for historical virtual reality project in Wyong for launching at the Love Lanes festival. Co-ordinated occupation of 200 Mann Street at Gosford by Naughty Noodle with a launch to be held in January. Services offered by Naughty</p>




Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					Noodle include creative space, meeting space, box office and facilitated drop-in for sexually and gender diverse groups including youth and elders.
Town centres which exhibit high level amenity, functionality and safety.	C2.02.2019-20	Provide a coordinated asset management and maintenance program in Council's Principle Town Centres	Community Partnerships		Ongoing meetings with relevant Council business units to combine contracts and develop service level agreements. In this quarter additional cleaning has been undertaken in Umina, Toukley, Wyong and Long Jetty, with additional landscaping works completed in Umina, Terrigal and Woy Woy.
Revitalise Gosford City Centre and create a hub for local residents, visitors and tourists to meet, relax, connect and learn	C2.03.2019-20	Detailed design and approvals for Gosford Cultural Precinct	Economic Development and Project Delivery		Closed in Q1. Council resolved in September 2019 to review the business case for the Regional Performing Arts and Conference Centre and to continue with the Gosford Regional Library and innovation hub as an individual project. The Gosford Cultural Precinct as a combined precinct is no longer being pursued and Council has withdrawn from



Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					negotiations with ET Australia.
Planning controls that enable the development of active and liveable town centres.	C2.04.2019-20	Prepare a strategic plan for Wyong Town Centre	Strategic Planning		Awaiting adoption of the Northern Growth Economic Corridor as Wyong Town Centre is one of the identified precincts.
	C2.05.2019-20	Review town centre development feasibility for key centres (Woy Woy, Erina, Long Jetty and Toukley)	Strategic Planning		Progressing Town Centre Capacity reviews for Woy Woy and Erina. Presently validating residential land data for Erina and Woy Woy. Wyong and Toukley centres to commence in March / April 2020
Support Revitalisation of the southern growth corridor	C2.06.2019-20	Commence a Strategic Plan for two town centres along the Southern Growth	Strategic Planning		Erina and East Gosford Precinct Plans have commenced with stakeholder consultation to occur in early 2020. Traffic Survey has been completed for Erina.
Provide a clear approach to the planning and development of key growth regions	C2.07.2019-20	Prepare a Strategic Plan for Woy Woy	Strategic Planning		Project Scope has been prepared following Let's Talk Woy Woy and targeted stakeholder consultation and workshops. Commenced Project Brief for Traffic and Feasibility Reports for external engagement with consultants.




Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
A long term strategic urban plan for the Central Coast Region to support housing, employment and economic growth in accordance with the Central Coast Regional Plan 2036	C3.01.2019-20	Prepare a Central Coast Employment Land Study.	Strategic Planning		Draft Employment Land Audit and Strategy prepared and is being reviewed internally.
Provide a clear approach to the planning and development of key growth regions	C3.02.2019-20	Develop Future Cities Strategy by December 2019	Innovation and Futures		Closed in Q1. This Strategy is no longer being delivered as a result of the overlapping scope with the Urban Spatial Plan and Local Strategic Planning Statement.
To attract visitors to holiday on the Central Coast	C4.01.2019-20	Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Budgewoi Holiday Park	Business Enterprise		The Budgewoi Holiday Park provides the following options with the percentage of nights occupied for this quarter: 14 cabins at 56.31% occupancy and 211 tourist sites at 24.72% occupancy. In December a pool and water park were constructed and opened in time for the Christmas school holiday period. This saw an increase in site bookings for the start of the school holidays and positive growth in future bookings. The range of October school holiday activities provided was well received and a full

Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					program of free activities for the December / January period has commenced.
To attract visitors to holiday on the Central Coast	C4.02.2019-20	Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Canton Beach Holiday Park	Business Enterprise		The Canton Beach Holiday Park provides the following options with the percentage of nights occupied for this quarter: 19 cabins at 61.11% occupancy and 189 tourist sites at 16.01% occupancy. The range of October school holiday activities provided was well received and a full program of free activities for the December / January period has commenced.
	C4.03.2019-20	Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Norah Head Holiday Park	Business Enterprise		The Norah Head Holiday Park provides the following options with the percentage of nights occupied for this quarter: 28 cabins at 48.06% occupancy and 202 tourist sites at 26.28% occupancy. The range of October school holiday activities provided was well received and a full program of free activities for the December / January period has commenced.

Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
	C4.04.2019-20	Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Toowoon Bay Holiday Park	Business Enterprise		The Toowoon Bay Holiday Park provides the following options with the percentage of nights occupied for this quarter: 32 cabins at 46.86% occupancy and 162 tourist sites at 46.32% occupancy. The range of October school holiday activities provided was well received and a full program of free activities for the December / January period has commenced.
	C4.05.2019-20	Provide a variety of campsites options and a fun holiday environment for visitors at the Patonga Camping Ground	Business Enterprise		The Patonga Campground provides 81 tourist sites. Occupancy for this quarter was 62.32% which is a 6.92% increase on the same time last year. An electricity circuit separation and structure upgrade was completed which has improved power supply during high demand periods particularly in high heat / cold temperatures.
Promote and grow tourism through the implementation of the Central Coast Destination Management Plan	C4.06.2019-20	Implement Year one actions of the Tourism Opportunity Plan for Central Coast	Community Engagement		Two of the strategic pillars, the Destination Brand Strategy and the 1000 Little Things Campaign are planned for launch


Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					in February and March respectively.
	C4.07.2019-20	Undertake a feasibility study for RV (Recreation Vehicle) Tourism attraction on the Central Coast	Community Engagement		Preliminary research still underway. Feasibility study to commence in March 2020
	C4.08.2019-20	Develop and implement a Local Ambassador Program to build local support for the visitor economy	Community Engagement		Young Ambassador Program designed and developed in December and approvals underway. Currently engaging with local schools, universities and TAFE for students to participate in the program.
Promote and grow the region through branding and place based marketing	C4.09.2019-20	Implement tourism marketing campaigns and industry services Year three deliverables	Community Engagement		Year 3 Industry Services and Tourism Marketing campaigns in progress and on track. Currently all KPI's on track to be met. Engagement with industry on marketing campaign completed.
Ensure visitor information needs are being met	C4.10.2019-20	Market test alternate ways to disperse visitor information across region	Community Engagement		Scheduled for scoping and ordering in Q3.
	C4.11.2019-20	Commence implementation of the Regional Signage Program for region entry,	Community Engagement		Initial planning stage completed. Resourcing for Wayfinding Strategy development secured.

Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
		village and Town Centres			
Create opportunities to expand tourism	C4.12.2019-20	Create an investment platform for new nature based tourism projects through an Ecotourism and Rural Tourism Opportunities Study	Community Engagement		Educational EcoCentre Project identified in Tourism Opportunity Plan has commenced with potential locations being examined for feasibility. Feasibility study to inform an investment platform for rural eco-tourism opportunities due to commence Q3.
Increase tourism and economic development opportunities	C4.13.2019-20	DIAP LC.026: In partnership with relevant organisations / entities (e.g. Central Coast Tourism) explore accessible tourism opportunities through infrastructure improvements, marketing and promotion to develop the Central Coast as a highly attractive tourist destination for people with disabilities, friends and families.	Community Partnerships		Briometrix maps of 5 town centres have been finalised. Liaised with relevant Council staff to allow access to the data by internal and external users.

Smart



Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Increased awareness and utilisation of the facility providing greater opportunities for innovation and development of enterprise.	D1.01.2019-20	Support the development of Central Coast social entrepreneurs and enterprises through the delivery of a range of programs, events, and information for the Gosford Smart Work Hub.	Community Partnerships		Ongoing direct enterprise support provided to 3 Launchpad program graduates. One networking event delivered for Smart Work Hub members and the facilities lease has been extended for 6 months until 31st May 2020.
Provide a clear approach to the planning and development of key growth regions	D1.02.2019-20	Develop regional alliance and alignment of regional priorities, facilitate open data sharing policies to enable the exchange of information between all the stakeholders for regional planning and growth	Innovation and Futures		As per Q1, the draft Economic Development Strategy provides initial alignment of regional priorities for planning and growth. The draft Strategy is currently being finalised and expected to be presented to Council in Q3 for public exhibition.

Green

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

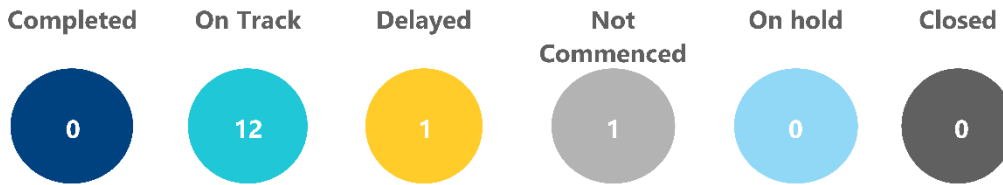
Ongoing education is key to our **green** approach, as is inviting the community to take a hands-on role in conservation, protection and remediation of our environment.

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

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

Green




14 Actions / Targets






Operational Plan 2019-20 Performance

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Environmental education programs to increase knowledge of (issues impacting) coastal areas, lakes, catchment area and conservation	E1.01.2019-20	Deliver a minimum of 10 Environmental Education programs (estuary, resilience, sustainability, general environmental education) increase community awareness and promote behaviour change.	Libraries, Learning and Education		Twelve educational programs actively being delivered to the community. These include: Future Council, multi touch book and Explore app launch, digital storytelling, Citizen Science workshop series, estuary and catchment tours and Rock Pool tours, Brisbane Water, Resilience, water education for schools and community.
Up to date reports, weekly star rating and annual beach suitability grades (for primary contact) are reported on the Office of Environment and Heritage (OEH) Beach watch website	E2.01.2019-20	Continue the Beach Watch Program at designated sites in accordance with OEH guidelines and provide data to OEH for reporting on the department's website	Environmental Management		Beachwatch data collected and provided in accordance with guidelines. Council Beachwatch program is exceeding program goals by starting active water quality improvement audits at 7 key locations.



Green

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Regular operation of wrack & algae collection (and other equipment under contract) in near-shore zones to improve circulation and amenity in Tuggerah Lakes	E2.02.2019-20	Annual removal of 8,000m3 of floating wrack and macro algae from the Tuggerah Lakes Estuary	Environmental Management		4,295 cubic metres of wrack and algae collected year to date.
Data is reported and published annually as part of the Tuggerah Lakes Ecological Report Card and Health of the Waterways Reporting.	E2.03.2019-20	Undertake an annual program of water quality and ecological health sampling in Tuggerah Lakes, Southern Lake Macquarie, Brisbane Water and the Coastal Lagoons in accordance with the NSW Monitoring, Evaluation and Reporting guidelines and the Estuary Management Plans.	Environmental Management		Monitoring on schedule. First joint Central Coast Waterways Report Card published in December 2019 covering Southern Lake Macquarie, Tuggerah Lakes, Brisbane Waters and the Coastal Lagoons.
Programs focussed on increasing community awareness and instilling behaviour change around sustainable living including, waste avoidance and reduction and re-use/ recycle concepts	E3.01.2019-20	Deliver education programs specifically targeting litter, up-cycling and green living to increase community awareness and promote behaviour change.	Libraries, Learning and Education		Thirty-four Green Living workshops and events have been held focusing on up-cycling and sustainable living concepts. Litter education has continued with focus on sustainable produce bag and butt bin distributions, kerb side dumping and <i>Don't be a Tosser</i> campaign. Information booklets have been developed and reusable bags given out across tourism areas.





Green

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Expand the diversion of domestic waste from landfill through increased resource recovery resulting in environmentally responsible waste collection services	E3.02.2019-20	Greater than 40% diversion of domestic waste from the Central Coast Council landfill sites annually	Waste Services and Business Development		Council continues to implement a wide range of waste avoidance and resource recovery initiatives resulting in year to date diversion of 41%. Key activities for the quarter included various waste avoidance initiatives across Councils road construction activities and a number of new resource recovery initiatives at Councils facilities such as e-waste, mattresses, and soft plastics.
	E3.03.2019-20	Development of and the implementation of components of the Central Coast Waste Strategy, focussed on waste avoidance and resource recovery strategies	Waste Services and Business Development		Development of the Central Coast Waste Avoidance and Resource Recovery Strategy is well progressed. A draft of the document was completed in the quarter and distributed for internal and Councillor review prior to public consultation planned early 2020. Various initiatives consistent with the strategy draft actions are in development to enable timely implementation.
Reducing Council's energy cost, improve energy	E4.01.2019-20	Installation of solar power systems on Council assets	Energy Management		Tender assessment commencing in January 2020.

Green

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
productivity and reduce Council's greenhouse gas emissions	E4.02.2019-20	Investigate the feasibility of a revolving fund for installation of water tanks and solar in existing dwellings e.g. residents can apply for grant to install, then repay Council through rates / savings on energy and water	Energy Management		Investigations expected to commence in Q3 and completed by 30 June 2020.
To identify high priority conservation value lands within the CCC LGA to: a) preserve & 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	F1.01.2019-20	Undertake habitat restoration through Bush Regeneration and other methods on >20 Council managed Natural Reserves	Environmental Management		Bush regeneration contractors have commenced working in Council's natural reserves. A delay in the program has resulted from staff changes. Further bush regeneration works will be undertaken in the first half of 2020.

Green

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Implementation of actions in the adopted Coastal Zone Management Plans (CZMP).	F1.02.2019-20	Implementation of actions in accordance with Council-approved 2019-20 budget allocations	Environmental Management		The Avoca Beach Foreshore Improvement Project was completed in December 2019. Preliminary design has been prepared for the Macmasters Beach Seawall with geotechnical investigations now being undertaken. Beach access upgrades including ramps and matting has been completed at Toowoomb Bay and Umina Beach was scheduled for been completed
Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability	F1.03.2019-20	Commence implementation of the Sustainability Strategy	Strategic Planning		Development of the Strategy is underway with internal stakeholder consultation being carried out to determine actions and targets.
Mitigate the impacts of climate change on the regions water resources, coastal ecosystems, infrastructure, health, agriculture, and biodiversity	F2.01.2019-20	Finalise the Greener Places Strategy by June 2020	Strategic Planning		Report to Council rescheduled to February 2020 for consideration of adoption of the Strategy.
	F4.01.2019-20	Coordinate the implementation of the Cities Power Partnership Program (six monthly reporting and updates to Council)	Strategic Planning		The first progress report was presented to Council at the Ordinary Meeting of 8 October. The next report is due to Council in March 2020.

Responsible

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

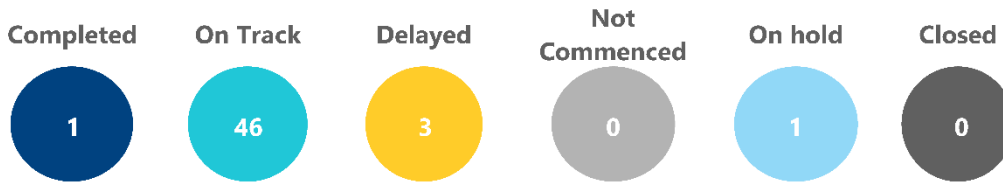
We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region.

We are taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.



Focus Area	
 <p>Good governance and great partnerships</p>	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
 <p>Delivering essential infrastructure</p>	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
 <p>Balanced and sustainable development</p>	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

Responsible





51 Actions / Targets






Operational Plan 2019-20 Performance

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Meet legislative and business requirements	G1.01.2019-20	Complete Council's Integrated Planning and Reporting requirements including; quarterly reporting against the Operational Plan 2019-20, development of the Operational Plan 2020-21 and the Annual Report 2018-19	Corporate Strategy and Performance		Reporting against the Operational Plan 2019-20 is continuing with Quarter 2. The Annual Report 2018-19 was adopted by Council and is available on the website. The development of actions and budget is underway for the draft Operational Plan 2020-21. Work has also commenced with stakeholder engagement underway on the State of Environment Report and End of Term Report.
Support Councillors in effective decision making and promote transparency and accountability	G2.01.2019-20	No instances of substantive changes to recorded Council Meeting Minutes	Governance and Business Services		Six amendments to five sets of minutes made in the first half of 2019-20 for 12 meetings. Two changes were made in Q1 and four changes made in Q2. The changes while minor were more than administrative errors.




Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
	G2.02.2019-20	Live broadcasting of Council meetings via Council's YouTube channel	Governance and Business Services		All Council Meetings have been broadcast live. One meeting with live broadcast had challenges but meeting was available within 24 hours to view.
	G2.03.2019-20	All agenda documents are circulated to Councillors at least three days prior to each Council Meeting	Governance and Business Services		All agenda documents have been provided to all Councillors within the required deadlines.
Ensure compliance with the statutory requirement and promote transparency and accountability	G2.04.2019-20	Ensure the distribution, completion and reporting of Section 449 Returns for Councillors and designated persons by 30 September	Governance and Business Services		The process for identifying designated persons has been reviewed and completed returns for Councillors and designated persons will be available on Council's website by the end of March 2020.
Democratic government that is open, accountable, fair and effective	G2.05.2019-20	Develop and implement a proactive release program, that focuses on releasing as much government information as possible (e.g. Government Information (Public Access) Act), with outcomes reported to the Information and Privacy Commission NSW and Council	Governance and Business Services		90% of applicants of formal GIPA requests for the financial year agree to the proactive release of information. In addition, specific proactive release in response to repeat applications will progress in 2020.






Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Define what matters for customers and deliver an improved customer experience	G3.01.2019-20	Implementation Customer Experience Strategy (undertake Customer Journey Mapping for priority service areas)	Community Engagement		Five detailed customer journey maps covering key customer request types were completed. Process will help to identify areas for improvement in the customer experience. Customer charter defining promises to customers and how Council will deliver on these were developed in a Leadership workshop in November. Engagement with community and staff scheduled from February 2020. Implementation from March 2020.
Provide beautiful well-tended places of rest available for the community and families	G4.01.2019-20	Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and facilities in the Noraville Cemetery	Business Enterprise		Noraville Cemetery had 20 burials and 11 ash interments this quarter. The Noraville Memorial Garden pathway replacement project was completed with positive feedback from our customers. In late December, two lawn beams were constructed which provided 76 new plots in the General Lawn Section and 76 new plots in the Catholic Lawn Section.
	G4.02.2019-20	Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and	Business Enterprise		Jilliby Cemetery had 8 burials and 3 ash interments this quarter. Minor works were completed in December for fire safety to ensure

Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
		facilities in the Jilliby Cemetery			accessibility and protection of the site.
	G4.03.2019-20	Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and facilities in the Point Clare Cemetery	Business Enterprise		The half yearly inspection of Point Clare Cemetery was conducted in late October. The site was well maintained and presented. Maintenance and operations continue under the Lease arrangement.
	G4.04.2019-20	Provide a range of burial, ash placement and memorial sites while maintaining the amenity of the gardens and facilities in the Wamberal Cemetery.	Business Enterprise		The half yearly inspection of Wamberal Cemetery was conducted in late October. The site was well maintained and presented. Maintenance and operations continue under the Lease arrangement.
	G4.05.2019-20	Maintain the gardens and facilities in Council's heritage cemeteries (Yarramalong, St Barnabas, Ronkana, Pioneer Park, Brady's Gully, St Thomas Anglican, Mt White, St Peter's Greengrove, and Veterans' Hall)	Business Enterprise		The Yarramalong Niche Wall project was completed with the installation of a granite wall to cater for 80 ash interments. St Thomas and Greengrove Cemeteries have been closed throughout December due to fire danger in those areas. This will be monitored throughout the Summer months with the sites re-opened once safe. No interments were conducted at these cemeteries during this quarter.




Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Understand service levels, performance outcomes, quality and cost standards	G4.06.2019-20	Conduct benchmarking of councils performance across a range of services	Corporate Strategy and Performance		Work is continuing with initial benchmarking data being collected against Services. This work will be used to develop the End of Term Report and will continue to develop over the year.
Efficient Development Assessment process	G4.07.2019-20	Median processing time for all residential development applications <25 calendar days (based on current resources and workload)	Environment and Certification		Median time 42 days due to delays outside staff control.
Efficient determination of housing development applications to meet the Premier's priority targets for amalgamated Councils	G4.08.2019-20	Determine 90% of development applications for houses within 40 days as per the Premier's priority targets for amalgamated Councils	Environment and Certification		85% of DAs determined within 40 days. Progressing towards achievement of 90% target.
An Environmental Management System for Central Coast Council that is consistent with AS/NZ ISO 14001:2016	G4.09.2019-20	Develop and implement an environmental management system	Governance and Business Services		The System has been implemented. A gap analysis has been undertaken and an action plan developed to continue to improve the system.
Align the method for policy development and adoption and establish a plan of phased policy review and alignment by business owners.	G4.10.2019.20	Review and harmonise key policies	Governance and Business Services		The website has been reviewed to have a single listing. There are 152 policies listed in Council's Policy register (93 former Gosford policies and 30 former Wyong Policies). 28 have been consolidated on the website as Central Coast Council Policies. A project has


Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					commenced to consolidate, revise or revoke the policies to achieve harmonisation by the end of June 2020.
An Enterprise Risk Management Framework for Central Coast Council that is consistent with ISO 31000 - 2009 Risk management – principles and guidelines	G4.11.2019-20	Develop and implement Enterprise Risk Management framework	Governance and Business Services		Framework has been developed and is in place. An external provider is being engaged to assess the maturity of the system and its implementation across the organisation.
Ensure adequate governance structures and establish a process for continuous improvement	G4.12.2019-20	Achieve an improved position against the Governance Health Check	Governance and Business Services		Process has commenced and will be completed by the due date.
Ensure effective and efficient management of Council's insurance and workers compensation portfolio	G4.13.2019-20	90% of Council's insurance and workers compensation claims are processed within agreed service levels	Governance and Business Services		Claims are processed within agreed service levels.
Community confidence that Central Coast Council is managed in the community's best interests	G4.14.2019-20	Undertake the agreed professional development program with the Mayor and Councillors as required by the Local Government Act	Governance and Business Services		Council has an adopted Councillor and Professional Development Policy and Procedure. Opportunities for professional development continue to be offered. Council has engaged a provider to consult with Councillors, part of which will inform the 2020 Induction Program. A Mayoral Induction process was undertaken in this




Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					quarter following the conduct of the Mayoral election.
Better formalise and refine Council's practices in regards to crisis management	G4.15.2019-20	Finalise templates for Business Continuity sub plans across the business, training of key staff and scenario testing against Business Continuity sub plans and overall plan	Governance and Business Services		Templates have been finalised and are available on the Intranet (dedicated SharePoint Page). Training against the plan is proposed for Q3.
Support Councillors in effective decision making and promote transparency and accountability	G4.16.2019-20	Implement outcomes from the Councillor Survey	Governance and Business Services		Additional feedback was received regarding the application for Councillor requests. This has resulted in changes being required to the configuration and delayed the launch. Upon release by IM&T the system will be launched to Councillors. A further Councillor survey opened in December 2019.
Road Safety programs increase road safety awareness and planned behaviour change	G4.17.2019-20	Deliver a minimum of eight Road Safety Education Programs relating to road safety awareness, resulting in an increase in knowledge of participants	Libraries, Learning and Education		Road safety education programs delivered to the community this quarter have included CARES, Plan B, Learner Driver workshops, Seniors pedestrian safety workshops, community-based campaigns for holiday periods, and Holiday Time - Hold my Hand campaigns and signage were launched.





Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
To develop a coordinated approach towards implementation and ongoing management of security measures across Council's facilities/assets.	G4.18.2019-20	Develop a coordinated approach to security and surveillance, including CCTV & GPS	Leasing and Asset Management		Consultants appointed to lead on CCTV Strategy Development. Document review and engagement sessions held with internal staff in December 2019. Draft Strategy to be developed in Q3.
To maintain good governance practice for Council's leasing and licensing portfolio.	G4.19.2019-20	Renewal process for 100% of leases and licences to commence within a week of the original request	Leasing and Asset Management		Current lease and licence renewal options commenced. However no new leases and licences are progressing until the Community Facilities Review is finalised in 2019-20.
	G4.20.2019-20	Undertake a customer satisfaction survey to allow baseline data for future improvement action plans	Leasing and Asset Management		Customer Satisfaction survey to be completed in March 2020.
Efficient delivery of community facilities that meets the community needs	G4.21.2019-20	Complete Leisure and Lifestyle Customer Satisfaction Surveys in 2020 for all cultural and leisure facilities, to enable feedback for improvement	Leisure and Lifestyle		Customer Satisfaction Survey to be launched March / April 2020




Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Capital expenditure projects are completed as planned	G4.22.2019-20	90% of the Road, Transport and Drainage capital expenditure projects are completed within scope and budget annually	Roads Business Development and Technical Services		575 projects are planned for construction in the 2019-20. 186 projects have been completed with a 134 commenced. Actual completion of projects is ahead of schedule due to contractor availability and good weather. Consequently, expenditure is tracking ahead of schedule by 4.5%.
Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the Central Coast region	G4.23.2019-20	100% compliance with the contract conditions for domestic waste collection to ensure the community annually receives a reliable, safe, cost effective and environmentally responsible domestic waste collection	Waste Services and Business Development		Council continues to manage its waste collection and processing contracts in accordance with contract specifications. There were no disruptions to collection days, the 1Coast website, or customer call centre during the quarter.
Ensure the community has access to best practice solid waste facilities that can accept and manage the communities waste and that these are optimised for long term efficiency and capacity.	G4.24.2019-20	Operation of Waste Facilities in accordance with Environmental Protection Authority license, legislation and waste levy S88 reporting requirements	Waste Services and Business Development		Council's facilities continue to be operated in full accordance with statutory requirements. Key achievements within the quarter included a letter from the NSW EPA acknowledging Councils environmental performance across its waste facilities and all waste levy returns completed on time.

Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Provide clean, safe drinking water that meets the regulated/targeted water quality parameters	G4.25.2019-20	Annual water main breaks per 100km of main <23.7	Water Technical Services and System Control		6-month KPI = 5.7 per 100 km main. Full year projected KPI based on year to date = 11.4 per 100 km main. This result is within the revised IPART performance target of 16.
	G4.26.2019-20	Average frequency of unplanned interruptions per 1000 properties <151.8	Water Technical Services and System Control		6-month KPI = 54.5 per 1000 props. Full year projected KPI based on year to date = 109.0 per 1000 properties. This result is below the revised IPART performance target of 115.
Expansion and upgrade of the drainage network across the Central Coast to reduce flooding, improve stormwater management, and maintain accessibility around the Central Coast	H1.01.2019-20	Four (4) kilometres of drainage infrastructure to be constructed each year subject to historic funding levels	Roads Assets Planning and Design		During the first half of the year Council constructed 2.9 kilometres of drainage infrastructure. The drainage capital works program remains on track to meet the corporate target by 30 June 2020.
Region wide improvement to road pavement condition to ensure long term sustainability of the road network and to support economic growth	H1.02.2019-20	Twenty (20) kilometres of road pavement to be renewed each year	Roads Assets Planning and Design		During the first half of the year Council renewed 15.1 kilometres of existing road pavement. The pavement renewal program remains on track to meet the corporate target by 30 June 2020.






Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
	H1.03.2019-20	Ninety (90) kilometres of road resurfacing to be renewed each year	Roads Assets Planning and Design		During the first half of the year Council resurfaced thirty-seven (37) kilometres of existing road. Road resurfacing requires warmer weather with most projects programmed for completion during the third quarter of 2019-20 financial year.
Partner with all levels of government, organisations and community groups to address road infrastructure and network issues	H1.04.2019-20	Manage the monthly Local Traffic Committee in conjunction with local Police, Local Members of Parliament, Roads and Martine services and local bus service providers	Roads Business Development and Technical Services		The Local Traffic Committee monthly meetings have been held with external representatives from NSW Police, Transport for NSW, Local Member representatives and bus operators in attendance.
Optimise the usage of the Baker Street Car Park for visitors to the Gosford City Centre	H3.01.2019-20	Manage the ongoing operation of the Baker Street, Gosford multi-storey car park	Business Enterprise		Works have recently been undertaken to facilitate the Gosford City Carpark full automation. This will enable easier access for permanent card holders and casual ticket holders with top up cards on a 24-hour basis. In addition, the intercom system has been upgraded which will improve communications for customers who require assistance after the carpark has closed. Currently waiting for the CCTV upgrade to be completed to enable this process. This is anticipated in Q3.



Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Optimise the usage of Wilson Road Car Park for visitors to the Terrigal Town Centre	H3.02.2019-20	Manage the ongoing operation of the Wilson Road, Terrigal Multi-storey car park	Business Enterprise		Upgrades to the Wilson Road Parking Station are nearing completion which includes the ability to close the rooftop level to negate ongoing anti-social behaviour. Currently awaiting the automation completion of a roller shutter and final works to the lifts.
Create car park options and solutions for the Central Coast	H3.03.2019-20	Adopt and commence implementation of Central Coast Car Parking Strategy	Economic Development and Project Delivery		Final draft Central Coast Carparking Strategy scheduled to go to Council Q3 for public exhibition.
Establish the northern corridors as key growth areas	I1.01.2019-20	Prepare a draft strategy for the Northern Economic Corridor	Strategic Planning		At the 28 October 2019 Council Meeting the draft Strategy was endorsed for public exhibition in February 2020.
Improved social and economic opportunities in the rural areas of the central coast	I1.02.2019-20	Prepare and deliver a draft Rural Lands Audit and Strategy to Council for the Central Coast Region by June 2020	Strategic Planning		Draft land use zones analysis, visual analysis and economic assessment report still in progress.
Provide a clear approach to the planning and development of key growth regions	I1.03.2019-20	Finalise a draft Strategic Plan for Lake Munmorah	Strategic Planning		Traffic study to be completed. Results of public exhibition to be reported to Council April / May 2020.
Enable sustainable urban development that values energy efficiency, heritage, local character, the	I1.04.2019-20	Develop Heritage Strategy by December 2020	Strategic Planning		Scope of works finalised. Engagement of consultant was delayed but now underway. Draft strategy expected to be completed in Q4.

Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
environment, transport, safety and liveability.	I1.05.2019-20	Develop Heritage Action Plans by December 2020	Strategic Planning		Scope of works finalised. Engagement of consultant was delayed but now underway. Draft strategy expected to be completed in Q4
	I1.06.2019-20	Commence Heritage Review including new heritage nominations for the Comprehensive Local Environmental Plan	Strategic Planning		Consultant engagement being finalised and draft brief under review.
Integrated approach to the funding of infrastructure to meet the needs of the Central Coast population	I2.01.2019-20	Prepare a new 7.11 Contribution Plans for the Central Coast Region	Strategic Planning		Internal review of existing north Contribution Plans commenced to determine development potentials. Briefs for consultant anticipated by June 2020.
Implement single Central Coast Local Environmental Plan	I3.01.2019-20	Report to Council the outcomes of the community consultation of the draft Central Coast Local Environmental Plan and Development Control Plan by December 2019	Strategic Planning		Council deferred consideration of the report on 9 December 2019 and requested further information. Report has been rescheduled for considered at 10 February 2020 Council Meeting.
Provide a clear approach to the planning and development of key growth regions	I3.02.2019-20	Prepare a draft Strategic Plan for the greater Warnervale area	Strategic Planning		Workshop planned early 2020 to determine preferred employment land option for the Wyong Employment Zone.

Responsible




Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Compliance with legislative requirements	13.03.2019-20	Prepare a draft Local Strategic Planning Statement by June 2020	Strategic Planning		Draft Urban Spatial Plan on public exhibition with the outcomes of the exhibition to be presented to Council in February 2020. Draft Local Strategic Planning Statement document targeted to be completed March 2020
A long term strategic urban plan for the Central Coast Region to support housing, employment and economic growth in accordance with the Central Coast Regional Plan 2036	14.01.2019-20	Prepare a draft Central Coast Housing Strategy by June 2020	Strategic Planning		Stage 2/3 of residential land audit tender awarded and due for completion June 2020. Brief for Housing Strategy component being finalised with draft strategy expected in December 2020.

Liveable

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

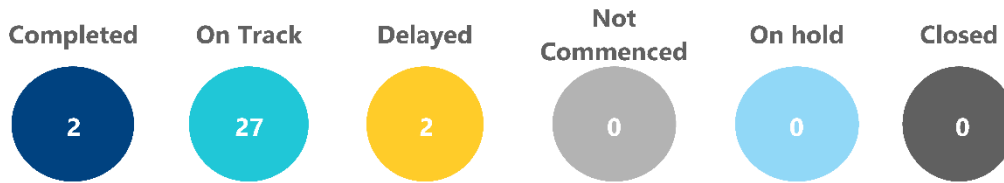
We are activating public spaces, increasing access to beaches and green spaces, and delivering a range of amenities – like walking and cycling routes, playgrounds and sports facilities – that promote healthy living and enjoyment of the natural world.

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

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

Liveable





31 Actions / Targets







Operational Plan 2019-20 Performance

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Improve commuter car parking for residents using public transport at Tuggerah	J2.01.2019-20	Investigate and design of a multi-storey car park at Tuggerah train station by June 2022	Economic Development and Project Delivery	●	State Government has confirmed they will be responsible for delivery of the upgrade to carparking at Tuggerah Station.
Improve commuter and town centre car parking for Gosford City Centre	J2.02.2019-20	Investigate and design a car park for Gosford City Centre by December 2020	Economic Development and Project Delivery	●	Detailed concept designs commenced for several locations in the Gosford CBD. Location and concept designs have been presented to Councillors. The final report with the locations and feasibility designs and costs will go to Council in Q3 for public exhibition.
Improve Council's commitment and approach to designing inclusive and liveable communities	J3.01.2019-20	DIAP LC.023: Explore partnership opportunities with accessible bus companies to identify routes for accessible buses	Community Partnerships	●	Consultation with existing local bus companies and Central Coast Community Transport to identify realistic trial routes has continued.

Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
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	K1.01.2019-20	Seven (7) kilometres of shared path and footpath to be constructed each year (target subject to funding equivalent to the 2018-19 program)	Roads Assets Planning and Design		During the first half of the year Council constructed 2.3 kilometres of shared path and footpath. The pathway capital works program remains on track to meet the corporate target by 30 June 2020.
Provide refurbished, clean and accessible public facilities for the community	K3.01.2019-20	Refurbishment of Terrigal Beach Public Toilets and change rooms	Facilities and Asset Management		Terrigal Beach public toilet and changeroom refurbishment has been completed and the facility was opened to the public in September 2019.
Provide new, clean and accessible public facilities for the community	K3.02.2019-20	Construction of new accessible public toilets at Forresters Beach and MacMasters Beach	Facilities and Asset Management		Construction of new Public Toilets at Forresters Beach complete. Official opening took place 4 December 2019. There have been delays with tender process for the Macmasters Beach toilet block due to changes to design to accommodate a storage facility. This facility will be completed in September 2020.
Increase availability of accessible amenities	K3.03.2019-20	Construction of new accessible public toilets at East Gosford Town Centre	Facilities and Asset Management		There have been delays with tender process however works are still scheduled to be completed by 30 June 2020.





Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Increase the inclusivity and accessibility of playgrounds	K3.04.2019-20	DIAP LC.007: Ensure accessibility requirements are addressed at identified new or renewed playgrounds - this should include but may not be limited to access, fencing and equipment. Ensure relevant playground information is available on CCC website.	Open Space and Recreation		Accessibility considered and selected item included in all new, renewed and upgraded playspaces.
Increase accessibility features at patrolled beaches, jetties and wharves.	K4.01.2019-20	DIAP LC.012: Ensure priority recommendations arising from accessibility audit are considered within annual capital works program	Environmental Management		Matting has been installed at Toowoomb Bay and Umina Beaches to establish and enhance inclusive accessways. Two additional priority sites will be addressed this year. Avoca Beach Southern Foreshore Improvement Project was completed in December 2019.
Efficient delivery of community facilities that meets the community needs	L1.01.2019-20	Delivery of a high quality leisure facility and program at Wyong Olympic Pool that attracts 28,000 visitors per year	Leisure and Lifestyle		Wyong Olympic Pool opened on Tuesday 1 October 2019. A total attendance of 13,788 for this quarter and 13,788 for year to date in recreational swimming, squad programs and water polo.
	L1.02.2019-20	Delivery of a high quality leisure facility and program at Toukley Aquatic Centre that attracts 125,000 visitors per year	Leisure and Lifestyle		A total attendance of 35,905 during this quarter and 68,909 year to date at Toukley Aquatic Centre in recreational swimming, learn to


Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					swim and squad programs.
	L1.03.2019-20	Delivery of a high quality leisure facility and program at Peninsula Leisure Centre that that attracts 435,000 visitors per year	Leisure and Lifestyle		A total attendance of 122,156 during this quarter and 236,879 year to date at Peninsula Leisure Centre in fitness, gym, swimming and sports programs.
	L1.04.2019-20	Delivery of a high quality leisure facility and program at Gosford Olympic Pool that that attracts 200,000 visitors per year	Leisure and Lifestyle		A total attendance of 55,988 during this quarter and 95,398 year to date at Gosford Olympic Pool in learn to swim, recreation swim and squad swim programs.
	L1.05.2019-20	Delivery of a high quality leisure facility and program at Niagara Park Stadium that that attracts 125,000 visitors per year	Leisure and Lifestyle		A total attendance of 39,054 during this quarter and 73,614 year to date at Niagara Park Stadium in recreation and sport programs.
	L1.06.2019-20	Delivery of a high quality leisure facility and program at Lake Haven Recreation Centre that attracts 125,000 visitors per year	Leisure and Lifestyle		A total attendance of 32,184 during this quarter and 65,531 year to date at Lake Haven Recreation Centre in fitness, gym, recreation and sport programs.
Community satisfaction with level of service being maintained on all Central Coast Council parks and reserves	L1.07.2019-20	Greater than 90% of parks and reserves scheduled servicing is completed on time annually	Open Space and Recreation		Greater than 90% completed year to date. No substantial weather delays encountered.






Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Community satisfaction with the level of service being maintained in Sporting Facilities	L1.08.2019-20	Program season amendments and changeover of Sporting Facilities completed on time	Open Space and Recreation		Winter to Summer changeover completed.
Provision of Speech Therapy within the education and care centres identified in the NSW Health Service Agreement	L2.01.2019-20	Work in partnership with NSW Health to provide speech pathology services to identified children in the education and care services	Libraries, Learning and Education		Referrals, assessments and reviews were undertaken across all eight Education and Care Services. Sessions were held for educators as well as a parent education session.
Programs focussed on increasing Community Safety, improving awareness and instilling behaviour change for responsible citizenship	L3.01.2019-20	Community Safety Education programs are delivered to increase in knowledge of participants in topics such as responsible pet ownership, parking, personal and family safety, household safety, compliance areas	Libraries, Learning and Education		Community Safety education programs delivered to the community this quarter include Responsible Pet Ownership: Desexing Saves Lives and Microchip days; Community Safety Programs: On Patrol with Ranger Tim and Spot. Positive Mental Health program: Lost Bird found. Lost Bird Found was a highly successful program with hundreds of birds made and distributed into the community. New positive relationships workshops have begun with great success.
Increased learning opportunities across all life stages through partnerships and provision of information	L3.02.2019-20	Conduct a review of current and future needs of Care and Education services	Libraries, Learning and Education		Consultant has been appointed to conduct review. Initial meetings and scope developed, with surveys commencing January 2020.


Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Ensure that library resources do not remain on the shelf	L3.03.2019-20	Annual library branch stock turnover is maintained or exceeds 5	Libraries, Learning and Education		The Library's physical and electronic collections remain heavily utilised by the community with a year to date turnover of 5.47
Loans for print and resources are maintained	L3.04.2019-20	Annual library loans maintain or exceed 1.5 million	Libraries, Learning and Education		Growth in collection use has continued this quarter, with a total of 811,356 loans year to date.
Provide facilities that meet the needs of the community	L3.05.2019-20	Annual visitations at library branches exceeds 1,050,000	Libraries, Learning and Education		Year to date there have been 485,952 visits to library branches.
Improve Council's commitment and approach to designing inclusive and liveable communities	L4.01.2019-20	DIAP LC.004 Develop guidelines to establish economic and social cost/benefit of major and complex infrastructure projects to meet universal design and regulatory standards	Community Partnerships		Meetings to be undertaken with other Council business units to finalise content for Universal Design guidelines.
	L4.02.2019-20	DIAP LC.006: Promote CCC community funding programs to assist local organisations to access funding to increase opportunities for inclusion and infrastructure enhancements	Community Partnerships		Two targeted grant writing workshops delivered focussed on access and inclusion (35 participants). Participants were provided information on how to write a successful grant application and grant funding opportunities available for access and inclusion enhancements.

Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Provide the community with a new community facility	L4.03.2019-20	Obtain approval and construct a new community facility building at Margaret Street Wyong by December 2020	Community Partnerships		Project has experienced delay due to design issues. Tender documentation is being finalised to engage architectural consultant. Negotiations with funding body are ongoing.
Provide community facilities at Warnervale	L4.04.2019-20	Identify a potential site for a Recreation / Aquatic Centre and a Community Centre at Warnervale	Leisure and Lifestyle		Potential sites still being explored in Warnervale for the proposed Leisure and Aquatic Centre.
To increase transparency on Council's decision making for leasing and licensing of facilities, contributions to community groups through subsidised rent and building outgoings	L4.05.2019-20	To develop and implement a Community Facilities Review	Leasing and Asset Management		Draft Facilities Leasing and Licencing Policy and associated documents finalised and tested with Councillor Working Group and Community Reference Group.
To increase utilisation of community facilities by providing quality assets at affordable rates.	L4.06.2019-20	95% of assets are inspected post the booking and bond refunds are processed by bookings staff within one (1) week post event date.	Leasing and Asset Management		95% of community halls and venues inspected and bond refunds processed within the one week target.
	L4.07.2019-20	To develop and implement a marketing plan to increase utilisation, bookings and awareness of community facilities	Leasing and Asset Management		Website content improvements implemented, and concept branding developed to increase awareness for community halls and venues.

Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Increase accessibility and inclusivity of Council owned community facilities	L4.08.2019-20	DIAP LC.016: Ensure priority recommendations arising from accessibility audit are considered within the annual capital works program	Leasing and Asset Management		Detailed scope and accessibility improvement works developed for Kincumber Neighbourhood Centre, Chain Valley Bay Hall and Peninsula Community Centre for implementation.

Financial Overview

This financial overview reports on Central Coast Council's performance as measured against its Operational Plan for 2019-20 and covers the period from 1 July 2019 to 31 December 2019 (Q2).

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

1.1 Operating Result

The year to date (YTD) operating result (excluding capital grants and contributions) is showing an unfavourable variance of \$10.8M, consisting of an actual surplus of \$94.7M compared to a budget surplus of \$105.5M.

The year to date (YTD) operating result (including capital grants and contributions) is showing an unfavourable variance of \$13.6M, consisting of an actual surplus of \$110.5M compared to a budget surplus of \$124.1M.

Financial Performance 2019-20	YTD Actual	YTD Budget	YTD	Full Year	Q1 Annual	Q2 Proposed	Proposed
	\$'000	\$'000	Variance	Original	Budget	Adjustments	Full Year
				Budget	Budget		Annual
				\$'000	\$'000	\$'000	Budget
							\$'000
Income (excluding capital income)	375,384	380,299	(4,915)	537,791	536,583	(59)	536,524
Expenses	280,681	274,805	(5,876)	556,381	558,298	2,696	560,994
Net operating result (excluding capital income)	94,703	105,494	(10,791)	(18,590)	(21,715)	(2,755)	(24,470)
Income from capital grants and contributions	15,831	18,664	(2,833)	52,419	47,693	2,112	49,805
Net operating result (including capital income)	110,534	124,158	(13,624)	33,829	25,978	(643)	25,335

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

The YTD variance excluding capital income is due to a number of factors that are explained in *Section 2.2 Operating Result* of this report.

Council remains on target to deliver existing services to the community but has identified unfavourable budget adjustments of \$2.8M (excluding capital grants and contributions) during this quarterly review.

Adjustments proposed to be adopted as part of the Q2 budget review include:

- Legal Services - funding required for a legal matter \$1.2M.
- The Gosford Cultural Precinct project is not moving forward as initially planned, costs associated with the project are now being expensed as Council is unable to capitalise these costs \$0.6M.
- External Funding Co-ordinator - grant income received in prior year (2018-19) for Stronger Communities program, but funds could not be released to recipients until funding agreements were executed which has occurred in this Financial Year (2019-20). Funds held in restricted asset, timing difference between years requires budget amendment. \$0.4M.
- Waterways and Coastal Protection - Council resolved to allocate the NSW Government funded savings from the Emergency Services Levy (ESL) to implement the actions to protect Porters Creek Wetland and priority actions in the Tuggerah Lakes Estuary Management Plan (TLEMP). The total savings from the ESL were \$445k and \$100k was allocated in Q1 to undertake initial investigations. A further \$250k is estimated to be spent on actions by 30 June 2020 with the remaining \$95k to be considered in 2020-21.

The proposed Q2 adjustments will move the original budget operating deficit (excluding capital grants and contributions) from \$21.7M to an operating deficit of \$24.5M.

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

1.2 Capital Works

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

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

- \$6.0M for additional and continuing projects in August 2019;
- \$19.2M was approved by Council during Q1 outside the Quarterly Budget Review process for Terrigal Boardwalk, Gosford Cultural Precinct land acquisitions and Wadalba Sporting Fields land acquisition (funding sources to be confirmed)
- \$0.1M for minor budget adjustments in the Q1 budget review; and
- \$0.7M for the compulsory acquisition of land for the Central Coast Regional Sporting Complex under a resolution of the former Wyong Shire Council

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

Actual Q2 YTD capital expenditure is \$91.5M against the Q2 YTD budget of \$98.5M. The variance is the result of several factors, including project savings through efficiencies and optimisation of delivery methods and delivery of projects in stages. The proposed Q2 capital works program decrease is \$6.5M. For further details on the capital works program adjustments please refer to Section 3.4 Proposed Capital Budget Amendments.

The proposed Q2 capital works program of \$255.0M includes \$8.6M in Special Rate Variation (SRV) funded works in the former Wyong Local Government Area to address the infrastructure backlog and improve asset conditions.

1.3 Developer Contributions

The following section provides an update of Council's Developer Contributions levied under the *Environment Planning and Assessment Act 1979* (EPA) and the *Local Government Act 1993* (LGA) from 1 July 2019 to 31 December 2019. In the table below S7.4 refers to Planning Agreement income, S7.11 formerly referred to as Section 94 Developers Contributions and 7.12 formerly referred to as Section 94A Developer Contributions.

Summary of Cash Contributions

Contribution Type	Original Budget YTD	7.4 Planning Agreement YTD Income	Developer Contribution YTD Income	Total YTD Income	Variance to YTD Original Budget
s7.4 and s7.11 income (exc drainage) - General Fur	\$4,950,700	-	\$2,861,404	\$2,861,404	(\$2,089,296)
s7.4 and s7.11 Drainage Income	\$255,000	-	\$295,841	\$295,841	\$40,841
s7.12 income	\$1,505,000	-	\$2,007,576	\$2,007,576	\$502,576
Total EPA Developer Contributions	\$6,710,700	-	\$5,164,821	\$5,164,821	(\$1,545,879)
s64 Water Income - Water Fund	\$2,437,398	-	\$1,275,726	\$1,275,726	(\$1,161,672)
s64 Sewer Income - Sewer Fund	\$2,990,082	-	\$1,233,998	\$1,233,998	(\$1,756,084)
Total LGA Developer Contributions	\$5,427,480	-	\$2,509,724	\$2,509,724	(\$2,917,756)
Total Non Cash Contributions	\$200,000	-	-	-	(\$200,000)
Total EPA and LGA Developer Contributions	\$12,338,180	-	\$7,674,545	\$7,674,545	(\$4,663,635)

Non Cash Contributions

Council allows developers under Works-In-Kind Agreements to dedicate assets (works or land that has been identified in a contribution plan) in lieu of making cash contributions. Where the value of the assets dedicated exceeds the developer contributions owed, a developer credit is recognised. The developer credits are available to offset future developer contributions.

Restricted Asset Developer Contributions

Council currently has a restricted asset totalling \$199M, which represents the developer contributions received with interest income that has not yet been spent as at 31 December 2019. The movement from 1 July 2019 to 31 December 2019 are as follows:

Contribution Type	Opening Restricted Asset Value 1 July 2019	YTD Income	YTD Expenditure	YTD Interest Allocation	Current Restricted Asset Value 31 December
s7.11 General Fund	\$82,484,982	\$2,861,404	364,574	\$438,535	\$85,420,347
s7.11 Drainage Fund	\$32,466,759	\$295,841	-	\$137,779	\$32,900,379
s7.12 Contributions	\$14,695,319	\$2,007,576	-	\$19,453	\$16,722,348
Total	\$129,647,060	\$5,164,821	364,574	\$595,767	\$135,043,074
7.4 Planning Agreement Total	\$5,455,809	-	-	\$39,144	\$5,494,953
s64 Water	\$38,190,846	\$1,275,726	860,913	\$201,736	\$38,807,395
s64 Sewer	\$20,917,209	\$1,233,998	2,390,559	\$169,716	\$19,930,364
S64 Total	\$59,108,055	\$2,509,724	3,251,472	\$371,452	\$58,737,759
Total	\$194,210,924	\$7,674,545	3,616,046	\$1,006,363	\$199,275,786

Developer Credits – Non Cash Contributions

Council's current unfunded liabilities (non cash contributions) total \$6.3m as at 31 December 2019. This includes s7.11 credits totalling \$5.8M and s64 credits totalling \$0.5M.

A summary of the movement in non cash contributions from 1 July 2019 to 31 December 2019 is provided below.

Summary of Developer Credits	
Opening Balance 1 July 2019	\$8,137,365
Contributed Assets	-
Non Cash Contributions	-
Interest	\$11,178
Refunds	(\$1,868,325)
Closing Balance 31 December 2019	\$6,280,218

Quarterly Budget Review

2.1 Responsible Accounting Officer's Statement

Report by Responsible Accounting Officer

The following statement is made in accordance with cl. 203(2) of the *Local Government (General) Regulations 2005*.

It is my opinion that the Quarterly Budget Review Statement for Central Coast Council for the quarter ended 31 December 2019 indicates that Council's projected financial position at 30 June 2020 will be satisfactory at year end, having regard to the projected estimates of income and expenditure (noting a continuing review of operational revenue for any additional income streams and operational expenditure for further savings) and the original budgeted income and expenditure.

Craig Norman
Responsible Accounting Officer
4 February 2020

2.2 Operating Result

The year to date (YTD) operating result (excluding capital grants and contributions) is showing an unfavourable, variance of \$10.8M, consisting of an actual surplus of \$94.7M compared to a budget surplus of \$105.5M.

The year to date (YTD) operating result (including capital grants and contributions) is showing an unfavourable variance of \$13.6M, consisting of an actual surplus of \$110.5M compared to a budget surplus of \$124.1M.

The Annual Budget below is the original budget adopted by Council in June 2019, plus Q1 adopted adjustments plus recognition of approved capital grants and is before proposed Q2 budget adjustments outlined in *Section 3.2 Proposed Operating Budget Amendments*.

Financial Performance 2019-20	YTD Actual	YTD Budget	YTD	Annual
	\$'000	\$'000	Variance \$'000	Budget \$'000
Income (excluding capital income)	375,384	380,299	(4,915)	536,583
Expenses	280,681	274,805	(5,876)	558,298
Net operating result (excluding capital income)	94,703	105,494	(10,791)	(21,715)
Income from capital grants and contributions	15,831	18,664	(2,833)	47,693
Net operating result (including capital income)	110,534	124,158	(13,624)	25,978

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

Income Analysis

Income (excluding capital income) as at 31 December 2019 is unfavourable to budget by \$4.9M (1%).

Income (including capital income) as at 31 December 2019 is unfavourable to budget by \$7.7M (2%).

Income from Continuing Operations	YTD Actual	YTD Budget	YTD	YTD	Annual
	\$'000	\$'000	Variance \$'000	Variance %	Budget \$'000
Rates and Annual Charges	281,088	283,976	(2,888)	(1%)	326,305
User Charges and Fees	67,695	69,678	(1,983)	(3%)	142,765
Interest and Investment Revenue	6,214	6,528	(314)	(5%)	12,416
Other Revenues	7,456	6,792	664	10%	13,557
Grants and Contributions Provided for Operating Purposes	12,930	11,832	1,098	9%	40,048
Net Gains from the Disposal of Assets	1	1,493	(1,492)	(100%)	1,493
Income from continuing operations (excluding capital income)	375,384	380,299	(4,915)	(1%)	536,583
Grants and Contributions Provided for Capital Purposes	15,831	18,664	(2,833)	(15%)	47,693
Income from continuing operations (including capital income)	391,215	398,963	(7,748)	(2%)	584,276

Income variations compared to YTD budgets are explained below:

- Rates and Annual Charges - the unfavourable operating income variance of \$2.9M (or 1% of YTD budget) largely relates to timing differences in Annual Charges of \$2.3M consisting of Sewer \$1.2M, Water Supply \$0.7M and Drainage \$0.4M. No budget adjustments are proposed in Q2.

- User Charges and Fees – the unfavourable operating income variance of \$2.0M (or 3% of YTD budget) relates to several user fees and charges across Council. The most significant unfavourable variations are in Environment and Certification and Development Assessment fees \$1.4M, reduced tipping volumes and fee income \$0.8M (largely offset by recued EPA levy), Leisure and Pools \$0.4M, Holiday Park and Camping ground fees \$0.3M and timing of RMS user charges \$0.3M. These unfavourable variances are partially offset by additional water usage income of \$1.1M due to increase water demand in November and December. Budget adjustments of \$0.1M that partially offset the year to date variance have been proposed in this Q2 budget review. The adjustments are for Vehicle Access Crossing Application and Inspection Fees and fees received in Legal Services. This category will be reviewed for permanent differences again in Q3 as some revenue streams may recover in the second half of the year.
- Interest and Investment Revenue – is currently unfavourable to year to date budget by \$0.3M (or 5% of YTD budget). Yields on the cash and investment portfolio continue to be monitored and maximised in an endeavour to achieve the best returns for Council. Please refer to section 2.4 Cash and Investments for further information on Council's cash management outcomes.
- Other Revenues – the favourable operating income variance of \$0.7M (or 10% of YTD budget) relates to favourable variances in lease and property rental income of \$0.6M and fine income of \$0.4M. This is partially offset by an unfavourable variance in event revenue at Central Coast Stadium of \$0.2M. An operating income reduction of \$0.1M is proposed in this budget review for events at Central Coast Stadium, including the Legends of League.
- Operating grants and contributions – the favourable operating income variance of \$1.1M (or 9% of YTD budget) relates to the timing of payments for the annual Library per capita subsidy and Rural Fire Service grant funds. A proposed Q2 budget adjustment to correct the timing of these payments is proposed in this Q2 budget review, with no impact on Council's operating result. In addition, minor budget adjustments (totalling \$0.02M) are proposed in Learning and Education, Landcare Grants in Natural and Environmental Assets and Roads Asset Planning and Design.
- Net gain from the disposal of assets – unfavourable variance of \$1.5M as a result of no land assets being disposed of in the first half of this financial year. This will be reviewed as part of Q3 budget review.
- Capital Grants and Contributions – the unfavourable capital income variance of \$2.8M (or 15% of YTD budget) relates to \$1.6M favourable timing differences in receipt of capital grants for Water and Sewer capital projects of \$1.1M (Gosford CBD and Warnervale Town Centre) and Tuggerah Lakes capital projects of \$0.7M and a \$4.4M unfavourable variance in developer contributions.

The developer contribution variance is made up of \$2.9M unfavourable Section 64 Water and Sewer Contributions and \$1.5M unfavourable Section 7.11 Developer Contributions. Developer contributions are difficult to predict as contributions received are based on external development activity. There is no proposed reduction to developer contribution budgets in Q2 as there are a number of developments pending, however actual receipts will be reviewed in Q3.

There is also a proposed increase of \$2.1M in capital grants for additional grant funds received for Environmental, Opens Space and Library and Learning projects.

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

Expenditure Analysis

Operating expenditure as at 31 December 2019 is unfavourable to budget by \$5.9M (or 2% of YTD budget) as itemised below.

Expenses from Continuing Operations	YTD Actual	YTD Budget	YTD Variance	YTD Variance	Annual Budget
	\$'000	\$'000	\$'000	%	\$'000
Employee Benefits and On-costs	106,174	102,609	(3,565)	(3%)	206,915
Borrowing Costs	7,690	7,552	(138)	(2%)	16,836
Materials and Contracts {1}	49,969	46,491	(3,479)	(7%)	100,295
Depreciation and Amortisation	70,150	69,812	(338)	(0%)	138,953
Other Expenses	46,697	48,341	1,644	3%	95,299
Net Losses from the Disposal of Assets	-	-	-	-	-
Total expenses from continuing operations	280,681	274,805	(5,876)	(2%)	558,298

{1} - Includes Internal Charges / Expenses

Operating expenditure variations compared to YTD budgets are explained below:

- Employee Costs – the unfavourable operating expenditure variance of \$3.6M (or 3% of YTD budget) relates to unfavourable year to date position of \$5.9M in salaries and wages costs, partially offset by favourable variances in superannuation \$0.9M, uniforms and personal protective equipment \$0.8M, training costs \$0.5M and other employee costs such as workers compensation, employee medical costs of \$0.1M.

In terms of budget adjustments for Employee Costs, a budget increase of \$0.1M is proposed in Q2 which relates to additional staff cost in the Governance area.

- Borrowing costs – \$0.1M (or 2% of YTD budget) minor timing difference in loan repayments due the day of the week that repayments fall due and will correct during the second half of the year.
- Materials and contracts – the \$3.5M (or 7% of YTD budget) unfavourable operating expenditure variance relates predominantly to unfavourable variances in labour hire costs and external plant hire.

Budget increases totalling \$2.0M in Materials and Contracts are proposed in this review and include \$1.2M for a legal matter and \$0.25M for Porters Creek Wetland and priority actions in the Tuggerah Lakes Estuary Management Plan (TLEMP) funded by the savings from the Emergency Services Levy in Q1. The remaining \$0.5M is a reallocation of budgets from Other Expenses which will have no impact on the bottom-line operating result.

- Depreciation - year to date depreciation expense is on track. Review and analysis of this expenditure category will continue throughout 2019-20 to align asset useful lives with the revised full year forecast for depreciation expense.
- Other Expenses – the \$1.6M (or 3% of YTD budget) favourable operating expenditure variance relates primarily to EPA Waste Levy and street lighting, electricity and gas charges.

A budget reduction totalling \$0.02M is proposed in this review and is the net of transfers to Materials and Contracts \$0.5M as mentioned above, offset by increased budget required for payments to Community Groups under the Stronger Communities grant program, where funds were received in 2018-19, but could not be released to recipients until funding agreements were executed which has occurred in this Financial Year (2019-20) \$0.4M. The funds are held in restricted asset, however the timing difference between years requires an expenditure budget amendment.

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

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

2.3 Capital Expenditure

2019-20 Financial Year

Actual capital expenditure to 31 December 2019 was \$91.5M, compared to the YTD budget of \$98.5M resulting in a variance of \$7.0M. A summary of capital expenditure by Council Unit is detailed in Section 3.3 Capital Expenditure Report.

Council's capital works program is continually reviewed to identify differences from the original capital works plan to better understand whether these deviations are due to delays, variation to estimates, phasing, changed priorities, weather, availability of grant funding or other factors. Council's review of capital projects has resulted in a proposed budget decrease of \$6.5M, decreasing the 2019-20 full year capital works program to \$255.0M.

Significant changes to the capital works program include:

Reductions

- Gosford Cultural Precinct – \$9.0M – project not proceeding in accordance with Council resolution
- Peninsular Leisure Centre air handling system upgrade - \$2.8M – project to be substantially delivered in 2020-21
- Woy Woy Town Centre wharf renewal - \$1.6M – project delayed to minimise construction impacts with work to continue in 2020-21

Increases

- Roads and Transport - \$4.8M – new road works funded by Central Coast Roads Package grant funding
- Plant and Fleet purchases - \$3.4M – revised cost estimates and increase in plant requirements across the business

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

Council has not purchased any assets for the quarter ended 31 December 2019 that are not already included in the current budget.

Stronger Communities Fund

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

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

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

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

Project	Funding from Stronger Communities Grants	2016-17 Actual Spend	2017-18 Actual Spend	2018-19 Actual Spend	2019-20 YTD Spend	2019-20 Budget	Future Financial Years Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Austin Butler Oval and Woy Woy Tennis Amenities Redevelopment	900	-	89	1,265	12	20	-
Children's Services - Playground Renovation/Upgrade - Umina	68	-	56	10	2	2	-
Children's Services - Playground Renovation/Upgrade - Niagara Park	55	-	49	15		-	-
Peninsula Leisure Centre – Starting Blocks and Electronic Timing System	135	121	60	-		-	-
Alan Davidson Oval Drainage and Irrigation System Installation	349	20	267	12		-	50
Terrigal CBD Traffic Flow Improvements	2,209	-	155	2,325	27	-	-
Avoca Beach Foreshore Protection Works Stage 1	2,808	137	313	1,074	1,278	1,300	-
Elfin Hill Road Foreshore Stabilisation	470	2	35	485	1	1	-
Augmentation of San Remo BMX facility	640	-	792	12		-	-
Disability Matters	800	-	-	30	4	485	285
Access and Inclusion Upgrades to Community Facilities	580	-	38	-		-	542
Community Grant Program	1,000	280	785	-		-	-
Reconstruct Greenfield Road	1,800	-	-	-	38	-	1,762
Install HMAS Adelaide Mast	66	-	-	0	6	71	-
Carpark remediation Davistown Progress Association	65	-	-	-	0	-	65
Floodlight installation at Hylton Moore Baseball Park	234	-	-	6	239	304	-
	12,179	559	2,638	5,233	1,607	2,184	2,705

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

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

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

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

Council originally adopted an SRV capital works program of \$11.7M for 2019-20. The Q1 budget review included a reduction in the SRV capital works program of \$1.8M. The proposed Q2 budget is \$8.6M.

Actual capital expenditure on SRV projects is \$2.8M as at 31 December 2019.

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

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

CSP Ref	Project	YTD Actual Spend \$'000	Approved Budget \$'000	Proposed Q2 Budget \$'000	Status/Comment
Responsible		2,818	9,361	8,154	
H1.008	Kala Ave and Walu Ave - Road Upgrade Stage 1 and 2	8	1,411	650	On Target
H1.088	Rotherham St - Road Reconstruction	366	561	366	Complete
H1.092	Lakedge Ave - Drainage Upgrade Stage 1	3	627	627	On Target
H1.093	Lakedge Ave - Road Upgrade Stage 1	16	1,031	1,031	On Target
H1.097	Eloora Rd - Drainage Upgrade Stage 3	1,382	446	446	On Target
H1.098	Eloora Rd - Road Upgrade Stage 3	284	991	740	On Target
H1.103	Ocean Pde - Drainage Outlet Upgrade	9	100	100	On Target

CSP Ref	Project	YTD Actual Spend \$'000	Approved Budget \$'000	Proposed Q2 Budget \$'000	Status/Comment
H1.104	Fowlers Bridge - Timber Bridge Replacement	3	198	198	On Target
H1.112	Mary St - Road Reconstruction	57	505	505	Complete
H1.117	Design Carrington Street timber bridge	64	775	775	On Target
H1.138	Murrawal Road Road Upgrade with Drainage - Design	74	813	813	On Target
H1.141	Sohier Park Bridge Timber Bridge Replacement	29	445	445	On Target
H4.024	Upgrade of Routing Infrastructure (North)	122	220	220	On Target
H4.066	Kurraba Pde - Road Reconstruction Block 1	209	449	449	On Target
H4.070	Design and upgrade Nirvana Street and Stella Street intersection	193	789	789	On Target
Liveable		5	765	521	
K3.036	Play space 20 year Renewal Program - design and construction of District Play Space at Wallarah Point Peace Park	3	300	300	On Target
K3.005	Lake Munmorah District Skate Park Investigation and Design - Incl Carpark	1	300	56	Site investigations to occur
L1.086	Bill Sohier Ourimbah Tennis Facility resurfacing	1	115	115	On Target
L1.068	EDSACC Masterplan. Program of rolling works projects to renew and upgrade the existing asset	-	50	50	On Target
Total		2,823	10,126	8,675	

2.4 Cash and Investments

Cash flows during the quarter were managed through maturities and investments in new term deposits, Term deposits for the quarter has reported decrease of \$38.66M, and transaction account has reported net cash inflow of \$2.80M.

Council's transactional bank accounts are reconciled daily whilst cash management and investment holdings are reconciled monthly. All accounts have been fully reconciled as at 31 December 2019.

Balances as at 31 December 2019 are shown below.

Cash and Investment Balances as at 30 December 2019		\$'000
Total cash on Hand		11,812
Cash at call – cash management		29,402
Investments in term deposits and floating rate notes		365,098
Total Investment Portfolio		394,500
Closing cash and investments		406,312

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

Council's investments (comprised of deposit accounts, floating rate notes and term deposits) continue to be conservatively managed to ensure that value is added to the fixed interest portfolio. The value of investment securities and call deposit accounts *excluding* transactional accounts, at 31 December 2019 was \$394.1M. YTD returns were 2.77%, which is above the BBSW benchmark of 1.54%. Total net return for the quarter ending December 2019 was \$2.88M consisting of interest earnings.

The investment portfolio is concentrated in AA above (66.52%), A (13.94%) and BBB (18.53%). The investments in AA are of a higher credit rating and BBB represented the best returns at the time of investment within Policy guidelines. Financial institutions issuing fixed income investments and bonds are considered investment grade (IG) if its Long-Term credit rating is BBB or higher by Standard and Poor (S&P).

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

Breakdown of the investment portfolio by investment class as at 31 December 2019:

Investment Class	Balance at 31 Dec 2019 \$'000
Cash at Call	29,402
Term Deposits including Floating Rate Notes (FRN)	365,098
Closing investment portfolio	394,500
YTD Returns	5,607
YTD Returns %	2.77%
Benchmark BBSW	1.54%

Cash Flow Statement**Central Coast Council****Statement of Cash Flows**

for the Quarter ended 31 December 2019

\$'000	Actual Q2 2019-20
Cash flows from operating activities	
<u>Receipts</u>	
Rates and Annual Charges	65,793
User Charges and Fees	37,383
Interest and Investment Income	3,357
Grants and contributions	17,544
Bonds& Deposit Amount Received	366
Other Revenues	14,906
<u>Payments</u>	
Employee Benefits and On cost	-53,030
Materials and Contracts	-27,710
Borrowing Costs	-3,816
Bonds& Deposit Amount Paid	-259
Other expenses	-47,799
Net cash provided (or used in) operating activities	6,735
Cash flows from Investing activities	
<u>Receipts</u>	
Sale of Investment Securities	75,000
Sale of Infrastructure, Property, Plant and Equipment	608
<u>Payments</u>	
Purchase of Investment Securities	-27,001
Purchase of Infrastructure, Property, Plant and Equipment	-46,742
Net cash provided (or used in) Investing activities	1,865
Cash flows from Financing activities	
<u>Payments</u>	
Repayment of borrowing and advances	-5,793
Net cash provided (or used in) Financing activities	-5,793
Net increase/(decrease) in cash and cash equivalents	2,807
Plus: cash and cash equivalents – beginning of period	9,005
Cash and cash equivalents – end of the Period	11,812
plus: Investments on hand – end of Period	394,500
Total cash, cash equivalents and investments	406,312

2.5 Contracts and Other Expenses

Major Contracts

The following contracts were entered during Q2:

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
Panel of People	CPA/2043 - Water and Sewer - General Works Construction Panel each job will have its own contract	\$60,000,000	1/11/2019	48 months	Y
Pluim Commercial Contractors Pty Ltd	CPA/2926 - Adcock Park - Redevelopment Stage 1 Building Construction (<i>previously known as CPA/1747</i>)	\$4,894,677	6/11/2019	9 months	Y
Bolla Contracting Pty Ltd	CPA/1889 - Kerb and Gutter Works	\$4,164,998	22/11/2019	36 months	Y
NTT Australia Pty Ltd	CPA/2842 - Data Centre Transformation (<i>previously known as CPA/1759</i>)	\$3,775,701	19/11/2019	6 months	Y
SMEC Australia Pty Ltd	CPA/2174 - Design and Documentation for Buttoderry Waste Management Facility Landfill Cell 4.4	\$3,624,645	9/10/2019	5 months	Y
Telstra Corporation Limited	CPA/2139 GPS Renewal Program 2019-2023 - Renewal of mobile fleet asset GPS hardware, software and other related services (LGP115)	\$2,457,481	11/12/2019	36 months	Y
Total Drain Cleaning Services Pty Ltd	CPA/1490 - Sewage Pump Station Civil Maintenance (Wet Well Cleaning)	\$2,401,920	4/11/2019	36 months	Y
TBG and Sons Pty Ltd	CPA/2848 - Kerb and Gutter Works	\$2,082,499	22/11/2019	36 months	Y
PDA Custom Construction Pty Ltd	CPA/2324 - New Amenities Building - Don Small Oval, Tacoma	\$1,169,500	16/12/2019	6 Months	Y
JCB Construction Equipment Australia	CPA/2737 - Purchase of five (5) Backhoes	\$972,000	19/12/2019	5 months	Y
City Hino	CPA/2631 - Purchase of 4 x 8 Tonne Tipper Trucks	\$759,023	7/11/2019	11 months	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
Golf links Industrial Estate Pty Ltd	CPA/2905 - Nexus Building Lease Bateau Bay Wastewater Treatment Plant Process	\$719,932	6/12/2019	36 months	Y
Coffey Services Australia Pty Ltd	CPA/2841 - Waste Landfill Site Monitoring and Reporting (previously known as CPA/2370)	\$673,572	1/11/2019	3 months	Y
Bolte Civil Pty Ltd	CPA/2329 - Hutton Road Upgrade and Associated Drainage Works (Stage 3) - Coogee Avenue to Simpson Street, Entrance North	\$654,713	28/10/2019	4 months	Y
Fulton Hogan Industries Pty Ltd	CPA/2560 - Road Surface Repairs - Contract - Supply Lay - Asphaltic Concrete Works - Dalnott Road, Gorokan	\$647,912	1/11/2019	1.5 months	Y
Centium Group Pty Ltd	CPA/2186 - Co-sourced Internal Audit	\$600,000	1/11/2019	36 months	Y
Keegan Civil Pty Ltd	CPA/2522 - Design and Construction of Lees Lane Fire Trail	\$513,995	9/10/2019	4 months	Y
Gilbert and Roach Pty Ltd	CPA/2609 - Purchase of three Beavertail Trucks	\$487,254	30/10/2019	5 months	Y
Hunter Wharf and Barge Pty Ltd	CPA/1860 - Development, Design and Construction of San Remo Boat Ramp	\$465,900	17/09/2019	4 months	Y
Hunter Wharf and Barge Pty Ltd	CPA/1877 - Design and Construction of Correa Bay Boat Ramp	\$436,300	1/11/2019	5 months	Y
Gilbert and Roach Pty Ltd	CPA/2633 - Purchase of 3 Maintenance Trucks	\$429,362	30/10/2019	5 months	Y
Central Coast Group Training (CCGT)	CPA/2229 - Managed Placements for Apprentices and Trainees	\$418,250	1/10/2019	36 months	Y
Geelong Abrasive Blasting Pty Ltd (Trading as Australian Reservoir Services)	CPA/1940 - Green Point Reservoir External Coating and Safety Upgrades	\$405,993	8/11/2019	7 months	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
Kellogg Brown and Root Pty Ltd	CPA/2907 - Engagement of Consultancy for various Water and Sewer Projects - Planning and Delivery Sewerage and Drainage - Floodplain Management - Climate Change Adaptation Landform Case	\$400,000	1/12/2019	6 months	Y
Gilbert and Roach Pty Ltd	CPA/2562 - Roads and Drainage - Purchase Combination Tar Truck LGP	\$374,078	1/10/2019	6 months	Y
API Lifecycle Management Platform	CPA/2796 - API Lifecycle Management Platform	\$334,359	4/11/2019	11 months	Y
Gilbert and Roach Pty Ltd	CPA/2630 - Purchase of 2 x 6 Tonne Tipper and 1 Jetter Truck	\$332,373	5/11/2019	11 months	Y
Rivers Constructions Pty Ltd	CPA/2468 - Sewage Pumping Station FB4 Refurbishment	\$305,985	18/11/2019	7 months	Y
Turspec Pty Ltd	CPA/2515 - Redevelopment of James Brown Oval, Woy Woy	\$289,624	31/10/2019	3 months	Y
Arup Australia Pty Ltd	CPA/2571 - Terrigal Boardwalk and Rock Pool - Construction Quality Assurance and Control and Engineering Technical Services LGP1208-3	\$276,879	20/11/2019	13 months	Y
Gilbert and Roach Pty Ltd	CPA/2738 - Trucks for Local Government	\$275,174	7/10/2019	38 months	Y
Generation-e Productivity Solutions Pty Ltd	CPA/2797 - AV/VC Hardware and Deployment - Professional Services	\$249,000	14/11/2019	4 months	Y
City Hino	CPA/2632 - Purchase of 12 Tonne Tipper Truck	\$240,940	7/11/2019	11 months	Y
Kmatsu Australia Pty Ltd	CPA/2590 - Plant Pool Services North - Purchase 13 Tonne Excavator	\$240,000	22/10/2019	3 months	Y
Bolla Contracting Pty Ltd	CPA/2133 - Upgrade Roof at Charmhaven Depot	\$230,993	5/11/2019	4 months	Y
Microsoft Premier Support Agreement	CPA/2820 - Microsoft Premier Support Agreement	\$220,609	17/11/2019	2 months	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
Coastal Asphalt Pty Ltd	CPA/2626 - Retaining Wall, Guardrail and Footpath Works - Scenic Highway, Terrigal	\$212,890	13/10/2019	5 months	Y
Ground Stabilisation Systems Pty Ltd	CPA/2340 - Oceano Street Shotcrete Wall (CH530-610)	\$207,460	27/11/2019	3 months	Y
Rivers Constructions Pty Ltd	CPA/2757 - Water Treatment Plant Lagoon Desludging	\$200,000	15/11/2019	4 months	Y
Green Options Pty Ltd	CPA/2453 - Turf Cricket Wicket Construction at Central Coast Regional Sporting Recreation Complex	\$195,520	21/10/2019	2 months	Y
City Hino	CPA/2817 - Purchase of Trucks Under \$250,000	\$194,893	8/11/2019	10 months	Y
GHD Pty Ltd	CPA/2823 - Multidisciplinary Services for the Proposed Racecourse Car Park, Gosford	\$194,890	18/11/2019	4 months	Y
Adtrans Hino Pty Ltd	CPA/2653 - Purchase of Jetter Truck	\$183,934	28/10/2019	48 months	Y
G James Extrusion Co Pty Ltd	CPA/2752 - Public Place Waste and Recycling Station Upgrade	\$180,000	24/10/2019	7 months	Y
PLUS ES	CPA/2748 - Nexus Wide Area Network Connectivity	\$170,400	29/10/2019	60 months	Y
Green Light Design Group Pty Ltd	CPA/2751 - Winney Bay Cliff Top Walk and Captain Cook Lookout Design	\$169,800	11/11/2019	7 months	Y
WSP Australia Pty Ltd	CPA/2645 - Emergency Desalination Readiness Assessment	\$168,410	4/12/2019	4 months	Y
Accent Furniture	CPA/2759 - Office Furniture procurement for Accommodation Projects (Wyang)	\$163,020	5/11/2019	1.5 months	Y
Assetic Australia Pty Ltd	CPA/2310 - Footpath Condition Survey	\$150,000	10/10/2019	3 months	Y
Complete Tapping Services	CPA/2767 - Pressure Tapping Recoverable Works, Minor Construction	\$150,000	24/10/2019	36 months	Y

Contractor	Contract Detail and Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
Delcare Constructions Pty Ltd	CPA/2651 - Wallarah Road Gorokan and Rose Street Wyong - Shared Path and Footpath Construction	\$150,000	10/11/2019	13 months	Y
GHD Group	CPA/2554 - Chlorination Strategy Development for Water Supply System	\$150,000	4/12/2019	4 months	Y

2.6 Consultancy and Legal Expenses

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

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

Operating Expense	YTD Actual \$'000	Budgeted Yes/No
Consultants	5,575	Yes
Legal Fees	487	Yes

Financial Schedules and Proposed Adjustments

3.1 Income and Expense Budget Review Statement

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

Consolidated Income Statement	Q2 Year To Date				Original Budget \$'000	Q1 Full Year Annual Budget \$'000	Q2 Proposed Adjustments \$'000	Proposed Full Year Annual Budget \$'000
	Actuals \$'000	Budget \$'000	Variance \$'000	Variance %				
Operating Income								
Rates and Annual Charges	281,088	283,976	(2,888)	(1.0%)	318,787	326,305	-	326,305
User Charges and Fees	67,695	69,678	(1,983)	(2.8%)	144,701	142,765	56	142,821
Interest & Investment Revenue	6,214	6,528	(314)	(4.8%)	14,416	12,416	-	12,416
Other Revenue	7,456	6,792	664	9.8%	13,738	13,557	(96)	13,461
Operating Grants and Contributions	12,930	11,832	1,098	9.3%	44,657	40,048	(19)	40,029
Gain on Disposal	1	1,493	(1,492)	(99.9%)	1,493	1,493	-	1,493
Total Income Attributable to Operations	375,384	380,299	(4,915)	(1.3%)	537,791	536,583	(59)	536,524
Operating Expenses								
Employee Costs	106,174	102,609	(3,565)	(3.5%)	207,631	206,915	88	207,003
Borrowing Costs	7,690	7,552	(138)	(1.8%)	16,836	16,836	-	16,836
Materials & Contracts	49,969	46,491	(3,478)	(7.5%)	98,037	100,295	2,618	102,913
Depreciation and Amortisation	70,150	69,812	(338)	(0.5%)	138,953	138,953	-	138,953
Other Expenses	46,697	48,341	1,644	3.4%	94,924	95,299	(10)	95,289
Loss on Disposal	-	-	-	-	-	-	-	-
Total Expenses Attributable to Operations	280,681	274,805	(5,876)	(2.1%)	556,381	558,298	2,696	560,994
Operating Result before Capital Amounts	94,703	105,494	(10,791)	(10.2%)	(18,590)	(21,715)	(2,755)	(24,470)
Capital Grants and Contributions	15,831	18,664	(2,833)	(15.2%)	52,419	47,693	2,112	49,805
Grants and Contributions Capital Received	15,831	18,664	(2,833)	(15.2%)	52,419	47,693	2,112	49,805
Net Operating Result	110,534	124,158	(13,624)	(11.0%)	33,829	25,978	(643)	25,335

This table forms part of Central Coast Council's quarterly budget review for the quarter ended 31 December 2019 and should be read in conjunction with sections 2.1 to 2.6 of this report.

3.2 Proposed Operating Statement Budget Amendments

The following budget amendments are proposed as part of this Q2 budget review.

Proposed Operating Statement Budget Amendments	Impact by Major Account Category			
	Capital Revenue	Operating Revenue	Operating Expense	Operating Movement
	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	+ve Incr. (-ve) Decr. \$'000	Excluding Capital \$'000
Original budget	52,419	537,791	556,381	(18,590)
Q1 full year proposed annual budget	47,693	536,584	558,298	(21,715)
Proposed Adjustments Q2 Budget Review				
Legal Services - Funding required for Verde Terra legal matter.	-	(4)	1,223	(1,227)
Innovation and Futures - Write off Gosford Cultural Precinct spend - works did not proceed to capitalisation.	-	-	646	(646)
External Funding Co-ordinator - Grant income received in prior year (2018-19) for Stronger Communities program, but funds could not be released to recipients until funding agreements were executed which has occurred in this Financial Year (2019-20). Funds held in restricted asset, timing difference between years requires budget amendment.	-	-	412	(412)
Waterways and Coastal Protection - Council resolved to allocate the NSW Government funded savings from the Emergency Services Levy (ESL) to implement the actions to protect Porters Creek Wetland and priority actions in the Tuggerah Lakes Estuary Management Plan (TLEMP). The total savings from the ESL were \$445k and \$100k was allocated in Q1 to undertake initial investigations. A further \$250k is estimated to be spent on actions by 30 June 2020 with the remaining \$95k to be considered in 2020-21.	-	-	250	(250)
Governance - Additional FTE for Advisory Group Support and budget for Senior Policy Officer labour hire costs.	-	-	150	(150)
Learning and Education - reduction in grant income due to change in government funding model - introduction of "Start Strong" funding for childcare centres - unfavourable bottom line impact \$38k. Reduction in special needs income as a result of less than anticipated requirements for this support - where possible this has been offset by savings in salaries and additional funding received for Trainees - unfavourable bottom line impact \$32k.	-	(110)	(40)	(70)
Various - Budget adjustments for other Units where the net impact is less than \$200k	-	55	55	-
Various - additional capital grant income	2,112	-	-	-
Q2 proposed budget adjustments	2,112	(59)	2,696	(2,755)
Q2 full year proposed annual budget	49,805	536,525	560,994	(24,470)

This table forms part of Central Coast Council's quarterly budget review for the quarter ended 31 December 2019 and should be read in conjunction with sections 2.1 to 2.6 of this report.

3.3 Capital Expenditure Report

The original budget is based on the 2019-20 operational plan adopted by Council. Council approved changes to the capital expenditure budget in August 2019 for continuing projects, and separately at Ordinary Meetings and Q1. The sum of these amounts is referred to as the Annual Budget in the table below.

Council Business Unit	Original Budget	Approved Changes for Continuing Projects	Approved Changes by Council resolutions	Approved changes Q1	Annual Budget	Proposed changes for Q2	Proposed Full Year Budget	Actuals YTD - Dec 2019	Budget YTD - Dec 2019	YTD Actuals / Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
Chief Financial Officer	12,733	(36)	-	84	12,781	3,448	16,229	3,972	2,693	147.5%
Financial Performance	36	(36)	-	-	-	-	-	-	-	0.0%
Plant and Fleet	12,697	-	-	84	12,781	3,448	16,229	3,972	2,693	147.5%
Chief Information Officer	26,507	-	-	-	26,507	-	26,507	11,305	17,086	66.2%
IMT Assure	2,290	-	-	-	2,290	(751)	1,540	1,945	2,798	69.5%
IMT Delivery	21,183	-	-	-	21,183	-	21,183	8,776	12,927	67.9%
IMT Engagement	30	-	-	-	30	-	30	-	-	0.0%
IMT Operations	1,360	-	-	-	1,360	-	1,360	245	1,360	18.0%
Head of Architecture	-	-	-	-	-	751	751	-	-	-
CIO Management	1,644	-	-	-	1,644	-	1,644	339	-	0.0%
Connected Communities	30,997	1,205	-	(877)	31,325	(4,864)	26,462	4,410	8,388	52.6%
Community Engagement	3,743	-	-	(613)	3,130	(130)	3,000	21	120	17.8%
Community Partnerships	4,624	-	-	572	5,196	(1,368)	3,828	141	838	16.8%
Connected Communities Management	-	-	-	-	-	90	90	-	-	0.0%
Facilities and Asset Management	18,115	1,195	-	(720)	18,590	(3,571)	15,018	3,257	5,605	58.1%
Leisure and Lifestyle	2,950	-	-	(335)	2,615	94	2,709	355	1,005	35.3%
Leasing and Asset Management	-	-	-	194	194	109	303	59	79	75.3%
Libraries, Learning and Education	1,566	10	-	25	1,601	(87)	1,514	577	741	77.9%
Environment and Planning	31,094	3,376	11,722	(2,387)	43,806	(217)	43,589	10,358	11,501	90.1%
Environment and Certification	120	-	-	-	120	(73)	47	2	-	0.0%
Environmental Management Unit	5,808	1,613	-	596	8,017	226	8,243	3,678	4,436	82.9%
Open Space and Recreation	25,167	1,764	11,722	(2,984)	35,669	(370)	35,299	6,678	7,066	94.5%
Governance	5,798	13	-	(70)	5,741	93	5,833	1,727	2,405	71.8%
Business Enterprise	5,548	13	-	(100)	5,461	43	5,503	1,724	2,222	77.6%
Governance	-	-	-	80	80	-	80	-	80	0.0%
Procurement and Projects	250	-	-	(50)	200	50	250	3	103	2.9%
Innovation and Futures	9,440	400	8,204	-	18,043	(9,252)	8,792	4,206	4,785	87.9%
Economic Development and Project Delivery	8,451	400	8,204	-	17,054	(9,252)	7,803	4,194	4,610	91.0%
Innovation and Futures Management	989	-	-	-	989	-	989	12	175	6.7%
Roads Transport Drainage and Waste	79,299	1,060	-	3,207	83,566	4,311	87,877	35,875	36,300	98.8%
Roads Asset Planning and Design	74,972	1,060	-	3,507	79,539	5,319	84,859	35,291	35,439	99.6%
Waste Services and Business Development	4,327	-	-	(300)	4,027	(1,009)	3,018	584	861	67.8%
Water and Sewer	39,754	-	-	-	39,754	(0)	39,754	19,614	15,342	127.8%
Water and Sewer	39,754	-	-	-	39,754	(0)	39,754	19,614	15,342	127.8%
TOTAL ALL	235,621	6,018	19,926	(43)	261,523	(6,480)	255,043	91,468	98,499	92.9%

3.4 Proposed Capital Budget Amendments

The table below lists the projects which have had budget changes requested as part of the Q2 budget review.

Change Types	
Code	Change description
A	New project as per Strategic Asset Management or grant funding
B	Project continuing from prior year
C	Project savings identified
D	Change in timing of project
E	Change in scope
F	Change after tender/quotes
G	Change in responsibility
H	Project deferred or cancelled

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
Business Enterprise						
NEW - 1	Patonga Campground Reactive Capital Renewal	Works to improve safety	A	-	20	20
NEW - 2	Upgrade of Electrical Works - Patonga Camping Ground	Upgrade of supply to power heads to eliminate trip hazard	A	-	23	23
Business Enterprise Total				0	43	43
Community Engagement						
24492	Implement Regional Signage actions for town centres and villages	Transferred to specific projects undertaken in Leasing and Asset M'ment and Leisure and Lifestyle	E	1,800	(130)	1,670

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
Community Engagement Total				1,800	(130)	1,670
Community Partnerships						
20020	Construction of community building on Margaret Street, Wyong	External consultant to be engaged to facilitate the building redesign	E	938	(660)	278
24606	The Entrance Stage 2 Upgrades - detailed design	Project savings identified upon development of tender documentation.	C	460	(350)	110
24608	The Entrance Town Centre Pavement Rectification and Renewal	Reduction in scope of works required for rectification following independent external engineering evaluation	E	220	(105)	115
24609	The Entrance Town Centre Stage 1 - Lighting Strategy Installation	Reduction in overall scope of works as some upgrades were provided through external grant funding	C	590	(370)	220
24616	Toukley Town Centre. Review and renew Village Green Precinct in Toukley	Reduction in scope of works for this financial year, stage one and two of this project to now be combined and delivered over the 19/20 and 20/21 capital works program.	C	660	(330)	330
NEW - 3	Terrigal tree lighting	Expansion of decorative tree lighting in the Terrigal CBD	C	-	86	86
NEW - 4	Waste Stations Budgewoi	Upgrade of current waste station assets	A	-	41	41
NEW - 5	Marine Parade The Entrance Bin Housing Upgrade	Upgrade of current assets and additional bins	A	-	34	34
NEW - 6	The Entrance Waterfront Plaza Bin Install	Upgrade of current assets and additional bins	A	-	50	50
NEW - 7	The Entrance Playground Fencing	Replacement of current fencing	A	-	23	23
NEW - 8	Upgrade shipping container works	Upgrade of current asset	A	-	25	25
NEW - 9	Stage 2 Heritage Signage - The Entrance	Stage 2 brought forward to this financial year	D	-	144	144

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
NEW - 10	Replacement of Indoor Bowling Mat - Ettalong Seniors	Replacement of current asset	A	-	25	25
NEW - 11	Refurbishment technology studio - The Hub Erina	Upgrade of current facility	A	-	20	20
Community Partnerships Total				2,868	(1,368)	1,500
Connected Communities Management						
NEW - 46	Art House compliance works	WHS / Fire safety risk	A	-	90	90
Connected Communities Management Total				0	90	90
Economic Development and Project Delivery						
22368	Terrigal Boardwalk	Change in Expenditure phasing due to delays with procurement for construction	D	3,377	70	3,447
23925	Design and Construct Gosford Cultural Precinct	Project no longer going ahead in current form as per Council resolution	H	12,127	(9,025)	3,101
24466	Concept design works to support the Car Parking Strategy	Delays due to consultants	D	1,000	(296)	704
Economic Development and Project Delivery Total				16,504	(9,252)	7,252
Facilities Management						
22271	Peninsula Leisure Centre - Air Handling system upgrade	Budget phasing change and continuation into next financial year for completion	D	4,300	(2,800)	1,500
23593	Design new public toilets at Wiles Ave Wamberal	Project complete with savings	C	281	(111)	170
23619	Replace roof at Wamberal Surf Club	Project rephasing for construction to commence May/June and continuing into 20-21	D	250	(150)	100
23644	Upgrade roof at Bateau Bay Recreation Centre	Projects 23644 and 23649 completed jointly, realigned budget to accurately reflect	E	209	85	294

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
23649	Upgrade to Lake Haven Leisure Centre building	Projects 23644 and 23649 completed jointly, realigned budget to accurately reflect	E	400	(85)	315
23899	Construct Amenities Block Mazlin Reserve	Project complete with savings	C	70	(5)	66
23913	Replace floor at Tunkawallin Community Hall	Project complete with savings	C	204	(149)	56
24144	Replace floor and flooring at Norah head Community Hall due to termite damage	Project complete with savings	C	9	(3)	6
24182	Replace public toilets Macmasters Beach	Project to continue to 20-21	D	299	(149)	150
24186	Wamberal Surf Club deck extension	Project rephasing for construction to commence May/June and continuing into 20/21 year.	D	177	(77)	100
24190	Upgrade public toilets Forresters Beach	Additional grant funding received	E	204	30	234
24566	Replacement of Public Toilets at Althorpe Street	Works to commence 19-20 and continue into 20-21	D	182	(109)	73
23595	Install access gates and intercom system at Erina Depot	Project complete with savings	C	27	(5)	22
23627	Upgrade access driveway at Charmhaven Depot	Project complete with savings	C	443	(50)	393
24593	Stormwater harvesting and dust suppression System - Charmhaven Depot	Increase in costs due to disposal of contaminated waste. Additional funds required to complete project in its entirety	F	250	33	283
24633	Upgrade public building entry Wyong administration building	Continue project into 20/21 financial year to coincide with Wyong town centre upgrades	D	40	(39)	1
24638	Upgrade to Training Facilities	Scope change and redirection of funds to other training room projects	E	200	(200)	-
24454	Brooke Ave Childcare - Kitchen replacement	Project complete with savings	C	14	(5)	10

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
24509	Lake Munmorah Senior Citizens - replace damaged water tank and replace pump	Project complete with savings	C	10	(1)	9
24515	Myrtle Brush Hall - Replace rusted perimeter fence replace guttering and front verandah awning	Project complete with savings	C	28	(22)	7
24588	St Barnabas Church - construction	Budget transferred from project 24589 - St Barnabas Church foundation. To be delivered as one project.	E	245	30	275
24589	St Barnabas Church - foundation renewal	Transfer to project 24588 - St Barnabas Church construction. To be delivered as one project.	E	30	(30)	-
24603	The Entrance Community Centre - Reroofing Building D and Building E	Project savings identified	C	71	(10)	61
NEW - 14	Sun Valley park - Design for new public toilet facility	Replacement of existing facility for accessibility inclusive of adult change room (Planning and design)	A	-	22	22
NEW - 15	Alison Homestead - Construct Multi-purpose building	Planning and Design for multi purpose building	A	-	25	25
NEW - 16	The Entrance SLSC and Boatshed - design	Site investigations for the feasibility of upgrade works at The Entrance SLSC	A	-	21	21
NEW - 17	Replace Air conditioner at Holgate RFS station	Replace Air conditioning unit at Holgate RFS station	A	-	5	5
NEW - 18	Wyong Training Room 1 - Upgrade of IT equipment - new surface hub and speakers	Funds redirected from East Gosford training room fitout to upgrade of surface hub and speakers	A	-	25	25
NEW - 19	Charmhaven Training Room upgrade	Funds redirected from East Gosford training room fitout to upgrade the Charmhaven Depot training room	A	-	8	8
NEW - 20	Wyong Administration Building - Blind replacement (various locations)	Replacement of deteriorated vertical blinds in Wyong administration building	A	-	30	30
NEW - 21	Les Taylor Function Room - Installation of 2 operable walls	Installation of 2 operable walls into the function room to enable more flexible and increased use of the space	A	-	113	113
Facilities Management Total				7,943	(3,571)	4,371

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
Environment and Certification						
22338	Installation of parking sensors	Project physically completed 18-19, finalisation of costs	B	-	2	2
24555	Regional Impound Facility Project	Project deferred to 20-21	D	120	(120)	-
NEW - 12	Body Worn Video Cameras	Opportunity to purchase ahead of schedule and reduce 2020/21 budget	D	-	45	45
Environment and Certification Total				120	(73)	47
Environmental Management						
24576	Security fencing installation at Erina SES HQ	Project completed under budget	C	15	(11)	3
24647	Water damage repairs at Avoca Rural Fire Service Station	Replacement of handrail not part of original scope	E	25	3	28
21855	Five Lands Walk - Winney Bay Upgrade	Quotation was higher than expectation	F	100	90	190
22621	Install firebreak delineation markers on Council reserves - Stage 1	Project physically completed 18-19, finalisation of costs	B	-	25	25
24445	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Budgewoi Ward	Increase in required APZ and Fire Trail Activity	E	120	60	180
24448	Asset Protection Zone and Fire Trail establishment and upgrade to standard - The Entrance Ward	Increase in required APZ and Fire Trail Activity	E	120	60	180

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
24596	Survey procure and install firebreak delineation markers on Council managed reserves	Offset for prior year continuations	C	100	(25)	75
22045	Berkeley Vale Site 2 Sub-catchment - TLE&C IYLPE57028	Project Complete - no further budget required	C	25	(12)	13
22191	Oakland Ave The Entrance Gross Pollution Trap	Project Complete - no further budget required	C	100	(13)	87
24598	TLE&C IYLPE Grant - various projects	Reallocation from projects completed with savings.	E	200	26	226
NEW - 13	GPT Wamberal	EPA Enforceable Undertaking for Sewer overflow at Foresters Beach	A	-	25	25
Environmental Management Total				805	226	1,031
Information Management and Technology						
24476	EA Practice - IoT initiative	Increased requirement in integration requires additional funding	E	550	100	650
24479	Enterprise Test Tool and Automation implementation	Defer project until test strategy is developed	H	434	(434)	-
24654	eForms and electronic signatures	Delivered via the core systems consolidation projects	G	416	(416)	-
NEW - 22	Modern Collaboration	Implementing tools & processes to improve collaboration	A	-	751	751
22703	Enhance customer experience system platform	Rephasing to align to consolidation agreed delivery	D	978	(403)	575
22706	Implement a consolidated asset management system	Additional budget reallocated from within portfolio budget to accommodate changes in delivery strategy	E	2,777	1,959	4,736
22707	Implement a consolidated electronic document management system	Additional budget reallocated from within portfolio budget to accommodate changes in delivery strategy	E	1,284	765	2,049

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
22708	Implement a consolidated finance management system	On hold due to other priorities as per agreement with Senior Leadership Team	H	618	(618)	-
22709	Implement a consolidated geographic information system	Rephasing to align to delivery	D	965	(398)	568
22710	Implement a consolidated human capital management system	On hold due to other priorities as per agreement with Senior Leadership Team	H	2,582	(2,582)	-
22712	Implement a consolidated payroll and time and attendance system	Additional budget reallocated from within portfolio budget to accommodate changes in delivery strategy	E	1,901	1,339	3,240
22713	Implement a consolidated property and rating system	Rephasing to align to delivery	D	4,588	(268)	4,320
22717	Implement system integration improvements	Additional budget reallocated from within portfolio budget to accommodate changes in delivery strategy	E	2,508	1,064	3,572
24478	Enhance procurement management system	On hold due to other priorities as per agreement with Senior Leadership Team	H	859	(859)	-
Information Management and Technology Total				20,460	0	20,460
Leasing and Asset Management						
24211	Community Signage Project	Transferred from Community Engagement Project 24492	E	100	80	180
NEW - 23	Replace external plywood cladding at Box Cafe Ettalong	Capital works urgent safety requirements	A	-	20	20
NEW - 24	Replace Floodlight at Matcham Pony Club	Capital works urgent safety requirements	A	-	3	3
NEW - 25	Replace Pole at Mangrove Mountain Soaring Club	Capital works urgent safety requirements	A	-	3	3
NEW - 26	Replacement Rear Awning Central Coast Family History - 8 Russell Drysdale St, East Gosford	Capital works urgent safety requirements	A	-	2	2
NEW - 27	Relocation of new panel with the Central Coast Logo at the Community Facilities at Oakland Avenue.	Capital works urgent safety requirements	A	-	2	2

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
Leasing and Asset Management Total				100	109	209
Leisure and Lifestyle						
24486	Gosford Regional Gallery - Air-conditioning units replacement	Project Savings through efficiencies	C	440	(122)	319
24128	Peninsular Leisure Centre - Water Play Park	Additional project costs required to complete project	F	-	165	165
NEW - 28	Signage for Leisure and Lifestyle	Transferred from Community Engagement Project 24492 - to be delivered separately	G	-	50	50
Leisure and Lifestyle Total				440	94	534
Libraries, Learning and Education						
24085	Replacement of shade sails - Terrigal Children's Centre	Project Savings through efficiencies.	C	10	(1)	9
24180	Refurbishment of Erina Library and Meeting Rooms - SCCF	Project Completed in 18-19	C	-	(145)	(145)
24556	Remodel and upgrade meeting spaces at Lake Haven Library	Modified scope	E	42	8	50
24561	Replace carpet at Kincumber Library	Project Savings through efficiencies.	C	35	(5)	30
24562	Replace carpet at Umina Library	Project Savings through efficiencies.	C	21	(1)	20
24627	Upgrade exterior of Umina Library	Project Savings through efficiencies.	C	29	(1)	28
25063	LPG 19/20 - Scanning Technology	Confirmation of 2019-20 Local priority grant now received	A	-	35	35
25064	LPG 19/20 - Dyslexia Collection	Confirmation of 2019-20 Local priority grant now received	A	-	6	6

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
25065	LPG 19/20 - Bilingual Collection	Confirmation of 2019-20 Local priority grant now received	A	-	2	2
25067	LPG 19/20 - Tuggerah BYOD and Study Space	Confirmation of 2019-20 Local priority grant now received	A	-	10	10
25068	LPG 19/20 - Transportable Coding Labs	Confirmation of 2019-20 Local priority grant now received	A	-	6	6
Libraries, Learning and Education Total				137	(87)	50
Open Space and Recreation						
24199	Design and construct Local Playspace Pinyari Park Kincumber	Grant Funding agreement signed Dec 2019	A	-	90	90
18432	Lake Munmorah District Skate Park Investigation and Design - Incl Carpark	Multi-year project re-phasing to align with work program to align with approvals.	D	300	(244)	56
22456	Design Koolewong Foreshore carpark - Stage 2	Increase in scope after receiving grant funding committed	E	-	149	149
22485	Upgrade South Tacoma boat ramp, jetty and carpark	Savings identified when tender price come in lower than anticipated.	F	799	(200)	599
22574	Upgrade Correa Bay boat ramp	Tender Price higher than expectation and re-phase to align with program of works	F	415	60	475
20943	Construct Austin Butler Oval Amenities and Woy Woy Tennis Clubhouse Upgrade	Increase to 2019/20 budget to cover additional spend	F	20	20	40
22552	Concept design and community engagement for a skate park in the Peninsula	Project delayed as grant funding agreement not yet finalised.	D	300	(150)	150
22580	Upgrade amenities at Heazlett Park	Project completed with savings	C	1,385	(369)	1,016
24201	Woy Woy Oval scoreboard installation	Grant Funding agreement signed Dec 2019	A	-	169	169
NEW - 29	Darren Kennedy Oval, Canton Beach Drainage & Irrigation Investigations and Design	Investigation and Design works in 2019-20 to proceed with development in 2020-21	A	-	25	25

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
NEW - 30	Kariong Oval Fields 2 & 4, Drainage Investigations and Design	Investigation and Design works in 2019-20 to proceed with development in 2020-21	A	-	15	15
NEW - 31	James Browne Oval, Woy Woy, Lighting upgrade Investigations and Design	Investigation and Design works in 2019-20 to proceed with development in 2020-21	A	-	10	10
NEW - 32	Tunkuwallin Playspace Masterplan Development	Develop Masterplan in 2019-20 to proceed with development in 2020-21 - \$7.11 funding	A	-	35	35
NEW - 33	Mazlin reserve upgrade design	Construction Design works in 2019/20 to proceed with development in 2020/21	A	-	20	20
Open Space and Recreation Total				3,219	(370)	2,849
Plant and Fleet						
20041	G - Truck	Changed customer requirements, additional requirements, revised cost estimates and replacement of written off assets	E	1,400	2,043	3,443
20042	B - Earthmoving Plant	Changed customer requirements, revised cost estimates and replacement of written off asset.	E	1,968	716	2,684
20043	F - Marine Equipment	Full budget not required	C	45	(42)	3
20044	E - Light Vehicle	Changed customer requirements, additional requirements, revised cost estimates and replacement of written off asset.	E	7,450	(362)	7,088
20045	A - Ancillary Equipment	Changed customer requirements, revised cost estimates and replacement of written off / lost and stolen assets.	E	1,032	464	1,496
20046	D - Ground Care and Equipment	Changed customer requirements, additional requirements and revised cost estimates.	E	735	636	1,370
22400	Workshop Equipment	Full budget not required	C	51	(44)	7
22399	C - Emergency Equipment	Budget no longer required	H	15	(15)	-
24939	Installation Electric Vehicles Charging Stations	Changed customer requirements.	E	84	53	138

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
Plant and Fleet Total				12,781	3,448	16,229
Procurement and Projects						
NEW - 34	Concrete slab for Bulkyard W&S fittings storage	Required to increase storage efficiencies within the storage shed. In addition to creating safer and more effective access it will eliminate required maintenance of current surface and divert water flow from the storage area	A	-	50	50
Procurement and Projects Total				0	50	50
Roads, Transport and Drainage and Waste						
23702	Design and approval for cell 4.4 at Buttonderry Waste Management Facility	Project tendered, awarded and commenced. Project estimate revised to reflect actual tendered rates and consultants project plan.	C	986	(361)	625
24256	Woy Woy Waste Management Facility Stormwater management works	Alternative designs developed and delivered by inhouse staff in consultation with regulator will deliver project objectives at lower cost than the original external design/cost estimate.	F	1,455	(505)	950
24507	Kincumber Waste Transfer Facility Leachate pump station upgrade	An alternate best value proposal to undertake specialist repairs to the existing pump station was identified during the procurement process. Works have since been completed at a cost of \$4,500 and costed to the operational budget.	H	-	(143)	(143)
24758	Woy Woy Town Centre - Wharf Renewal	Project delayed to minimise construction impacts with works planned to continue into 2020-21	D	3,591	(1,591)	2,000
24696	Kala Ave and Walu Ave - Road Upgrade Stage 1 and 2	Project delayed due to contractor availability with works planned to continue into 2020-21	D	1,411	(761)	650
24676	Colongra Sports Field - Access and Intersection Construction	Project delayed due to contractor availability with works planned to continue into 2020-21	D	1,950	(750)	1,200

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
24746	St James Ave - Road Upgrade Stage 4	Project delayed due to poor subgrade conditions with offset budget increase in the drainage upgrade budget	D	1,705	(400)	1,305
24708	Magenta - Shared Pathway Construction Stage 2	Project delayed due to contractor availability with works planned to continue into 2020-21	D	1,075	(325)	750
24681	Eloora Rd - Road Upgrade Stage 3	Budget reallocation to the drainage upgrade to apportion trench restoration and other overhead costs	E	991	(251)	740
24740	Rotherham St - Road Reconstruction	Project savings due to construction efficiencies and waste minimisation	C	561	(195)	366
23569	Upgrade Spencer Wharf	Project savings due to construction efficiencies	C	500	(150)	350
24764	Avoca Dr - Drainage Upgrade Stage 4	Project delayed due to contractor availability with works planned to continue into 2020-21	D	1,100	(150)	950
24736	Racecourse Rd - Road Reconstruction	Increase in scope after receiving grant funding committed	E	751	362	1,113
24659	Arizona Rd - Road Reconstruction Block 2	Project savings due to construction efficiencies and waste minimisation	C	460	(100)	360
24734	Pendant Pde - Road Reconstruction	Project savings due to construction efficiencies and waste minimisation	C	301	(100)	201
24693	Hutton Rd - Road Upgrade Stage 3	Budget reallocation to the drainage upgrade to apportion trench restoration and other overhead costs	E	773	(300)	473

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
24694	Jensen Rd - Road Reconstruction Block 1	Project savings due to construction efficiencies and waste minimisation	C	275	(60)	215
24724	Noorumba Rd - Road Upgrade Design	Project delayed due to environmental constraints	D	60	(55)	5
23262	Reconstruct Kurrawyba Avenue - 36 to Grosvenor Rd	Project savings due to construction efficiencies and waste minimisation	C	-	(30)	(30)
24695	Jensen Rd - Road Reconstruction Block 2	Project savings due to construction efficiencies and waste minimisation	C	230	(10)	220
24771	Kala Ave and Walu Ave - Drainage Upgrade Stage 1 and 2	Budget transferred from the road upgrade to apportion trench restoration and other overhead costs	E	470	100	570
23515	Upgrade Central wharf	Budget increase due to scope expansion to deliver a place based outcome	E	497	160	658
24670	Carlton Rd - Traffic Safety Improvements	Budget increased due to poor subgrade conditions	E	932	184	1,117
24742	Shelly Beach Rd - Road Reconstruction	Budget removed as the project was brought forward and completed in 2018/19	D	121	(121)	-
24772	Kilpa Rd - Drainage Upgrade	Budget increased due to poor subgrade conditions	E	173	208	381
24418	St James Ave - Drainage Upgrade Stage 4	Budget increased due to poor subgrade conditions with offset decrease in the road upgrade budget	E	867	250	1,117

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
24666	Bradys Gully Rd - Road Reconstruction	Budget increase due to scope expansion to deliver a place based outcome	E	356	278	634
24732	Peats Ridge Rd - Road Reconstruction	Budget increase due to poor subgrade conditions requiring a change in the road renewal treatment	E	489	371	860
24727	Oceano St - Road Upgrade Stage 3	Budget increased due to poor subgrade and slope stability conditions	E	645	538	1,183
24779	Oceano St - Drainage Upgrade Stage 3	Budget increased due to poor subgrade and slope stability conditions	E	450	400	850
24757	Wisemans Ferry Rd - Road Upgrade Stage 4	Budget increase due to scope expansion to deliver a place based outcome	E	1,233	400	1,633
24748	The Ridgeway - Road Upgrade Stage 4	Budget increase due to scope expansion to deliver a place based outcome	E	310	431	741
24668	Brisbane Water Drive - Footpath Construction Stage 3	Budget increase due to scope expansion to tie into adjacent proposed RMS works	E	590	724	1,314
24767	Eloora Rd - Drainage Upgrade Stage 3	Budget transferred from the road upgrade to apportion trench restoration and other overhead costs	E	446	934	1,380
NEW - 35	Ourimbah Creek Road - Road Reconstruction	Additional road renewal project added to offset projects which were completed ahead of schedule in 2018/19	A	-	490	490
24709	Maidens Brush Rd - Road Reconstruction Block 1	Scope increased due to confirmation of grant funding	E	73	463	536

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
24722	Mutu St - Road Upgrade	Scope increased due to confirmation of grant funding	E	165	560	725
24744	Springfield Rd - Road Reconstruction Block 2	Scope increased due to confirmation of grant funding	E	107	87	194
NEW - 36	Rawson Rd & Ocean Beach Road - Design only	New project to proceed following confirmation of federal funding grant package	A	-	250	250
NEW - 37	Del Monte Pl - Design, watermain relocation and tree works	New project to proceed following confirmation of federal funding grant package	A	-	600	600
NEW - 38	Ridgway Road - Design only	New project to proceed following confirmation of federal funding grant package	A	-	100	100
NEW - 39	Glenrock Parade - Stage 1 works	New project to proceed following confirmation of federal funding grant package	A	-	750	750
NEW - 40	Everglades Drainage Stage 4 - Drainage and underpinning design	New project to proceed following confirmation of federal funding grant package	A	-	100	100
NEW - 41	Cresthaven Avenue - Rehabilitation – 1190-6	New project to proceed following confirmation of federal funding grant package	A	-	529	529
NEW - 42	Bayview Avenue - Rehabilitation – 75-1	New project to proceed following confirmation of federal funding grant package	A	-	311	311
NEW - 43	Kerry Crescent - Rehabilitation – 502-4	New project to proceed following confirmation of federal funding grant package	A	-	443	443

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
NEW - 44	Shirley Street - Rehabilitation – 1166-7	New project to proceed following confirmation of federal funding grant package	A	-	340	340
NEW - 45	Sturt Street - Rehabilitation – 881-1	New project to proceed following confirmation of federal funding grant package	A	-	304	304
Roads, Transport and Drainage and Waste Total				26,099	4,311	30,410
Water and Sewer						
15809	Sewerage System Low Pressure Installation - South Tacoma	High complexity project has experienced some delays in preconstruction stage.	D	404	(235)	169
16233	Water Trunk Main Flow Meter Pit Upgrades - Region Wide	Project costs less than anticipated	C	55	(55)	-
16277	Sewer Pump Station Upgrade - Cadonia Rd Tuggerawong (TO19)	Project reprioritised to allow higher risk projects to be accelerated	D	706	(381)	325
16279	Sewer Pump Station Upgrade - Gavenlock Rd Tuggerah (WS09)	Project costs less than anticipated	C	45	(29)	16
16385	Sewer Pump Station Upgrade - Sonoma Ave Budgewoi (TO27)	Project costs less than anticipated	C	31	(9)	22
16396	Water Pumping Station Kiosk Replacement - Brooke Ave Killarney Vale	Project reprioritised to allow higher risk projects to be accelerated	D	131	(107)	24
16695	Sewer Pump Station Upgrade - Clarke Rd Noraville (TO06)	More efficient delivery method adopted, resulting in overall savings	C	4,779	(258)	4,522
16710	Sewer Pump Station Mechanical Upgrade - Ocean Pde The Entrance (BB07)	More efficient delivery method adopted, resulting in overall savings	C	1,384	(85)	1,300
18390	Reservoir Valve Replacement - Tuggerah 1 Kangy Angy	Project timing re-evaluated due to water supply/demand and drought impacts	D	127	(69)	58
18739	Water Main and Network Monitoring and Improvements - Region Wide	Project timing re-evaluated due to water supply/demand and drought impacts	D	75	(67)	8

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
19279	Sewage Treatment Plant New Thickener Unit - Kincumber	More efficient delivery method adopted, resulting in overall savings	C	120	(58)	62
19329	Sewer Rising Main Isolation Valve Installation - Killcare Carrier Main	Project costs less than anticipated	C	200	(55)	145
19416	Dam Intake Tunnel Eel Screen Installation - Mangrove Creek Dam, Boomerang Creek Tunnel	More efficient delivery method adopted, resulting in overall savings	C	163	(66)	97
20757	Sewer Infrastructure Reinforcements - Gosford CBD	Slight administration delays	D	1,450	(356)	1,094
20759	Sewage Treatment Plant Major Augmentation Works - Charmhaven	Project ahead of schedule and approved for accelerated delivery	D	93	126	219
20761	Sewer System Bolt Down Cover Installation - Coastal System	Project reprioritised to allow higher risk projects to be accelerated	D	600	(372)	228
20763	Sewer Siphon System Refurbishment - Springfield Rd Erina	Project ahead of schedule and approved for accelerated delivery	D	403	251	654
20765	Sewer Pump Station Emergency Overflow Prevention - Cochrone St Kincumber (KMJ)	Project reprioritised to allow higher risk projects to be accelerated	D	328	(184)	144
20766	Sewer Pump Station - Access Improvements - Pine Tree Lane Terrigal (C1)	Project complete , slightly above original estimate	F	10	2	12
20769	Region Wide - Upgrade Sewer Technical Control Network	Project complete , slightly above original estimate	F	39	6	45
20780	Sewer Gravity Main Augmentations - Region Wide	More efficient delivery method adopted, resulting in overall savings	C	259	(87)	172
20794	Water Infrastructure Reinforcements - Gosford CBD	Project ahead of schedule and approved for accelerated delivery	D	240	230	470
20797	Region Wide - Water Mains Renewal Program	Project complete , slightly above original estimate	F	45	6	51
20799	Water Treatment Plant Major Upgrade - Mardi	Scope has been revisited to encourage overall project savings	E	2,517	(742)	1,775

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
20803	Gosford - Glennie St 1 And 2 Internal Lining	Project complete	F	6	28	33
20810	Water Trunk Main Renewal Program - Region Wide	Project ahead of schedule and approved for accelerated delivery	D	400	1,735	2,135
20815	Dam Foundation Core Shed Renewal - Kulnura	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	D	112	(60)	52
20819	Reservoir Generator Purchase and Installation - Region Wide	Project costs less than anticipated	C	113	(57)	56
20826	Dam Spillway Remediation - Mangrove Creek Dam Kulnura	Project accelerated to ensure supply security	D	223	202	425
20827	Reservoir Safety Investigation - Region Wide	Project reprioritised to allow higher risk projects to be accelerated	D	132	(121)	11
20843	Dam Spillway Wall Joint Replacement - Mangrove Creek Dam Kulnura	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	H	131	(114)	17
20849	Dam Crest Replacement and Remediate Dam Face - Mooney Mooney Dam Somersby	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	H	11	(4)	7
20965	Water Pump Replacement - Mooney to Mangrove	Project accelerated due to ensure supply security	D	98	23	121
21999	Water Treatment Plant Poly Dosing Renewal - Somersby	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	D	93	(93)	-
22001	Dam Upgrades to Access Shaft & Lower Chamber System - Boomerang Creek Portal	Project costs less than anticipated	C	10	(10)	-
22004	Water Pump Station Pump Refurbishment - Mangrove Mountain	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	D	447	(447)	0
22242	Sewer Pump Station Odour Control Unit Installation - Willoughby Rd Terrigal (C4)	More efficient delivery method adopted, resulting in overall savings	C	159	(76)	83
22261	Water Pump Station Upgrade - Wards Hill Rd Killcare Heights	More efficient delivery method adopted, resulting in overall savings	C	170	(83)	87

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
22407	Water Pump Station Capacity Upgrade - Mooney Mooney Dam Somersby	Project accelerated due to ensure supply security	D	9	345	354
22632	Sewer Hydraulic Model Development - Region Wide	Project reprioritised to allow higher risk projects to be accelerated	H	-	(84)	(84)
22633	Water Treatment Laboratory Sampling and Testing Database - Region Wide	Project reprioritised to allow higher risk projects to be accelerated	D	340	(255)	85
22637	Sewage Treatment Plant Installation of Aeration Mixers - Kincumber	Project costs less than anticipated	C	36	(18)	18
22656	Dam Spillway and Upgrades - Mangrove Creek Dam Kulnura	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	H	479	(193)	286
22661	Dam Outlet Tunnel Renewals - Mangrove Creek Dam Kulnura	Project accelerated due to ensure supply security	D	6	21	27
22666	Water Pump Station Mechanical Renewal - Old Maitland Rd Mardi	Project accelerated due to ensure supply security	D	40	51	91
22667	Rising Main Meter and Pit Replacement - Mooney Dam	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	H	125	(99)	26
22673	Water Treatment Plant Filter Tile Pits and Pipework Renewal - Somersby	Project accelerated due to ensure supply security	D	5	39	44
22677	Water Treatment Plant Workshop Upgrades - Somersby	Project placed on hold to allow for a full and detailed assessment of catchment assets due to recent fire activity	H	76	(17)	59
22678	Upgrade Somersby Water Treatment inlet valve	Project complete , slightly above original estimate	F	58	1	59
22679	Sewer Rising Main Upgrade - Bungary Road Norah Head (TO08A)	Project reprioritised to allow higher risk projects to be accelerated	D	560	(557)	3
22683	Sewer Pump Station Pump Replacement - McDonagh Rd Tacoma (WS29)	Project costs less than anticipated	C	300	(50)	250
22684	Sewer Pump Station Upgrade - Lakedge Ave Berkeley Vale (WS36)	Project costs less than anticipated	C	60	(49)	11

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
22685	Water Treatment Plant Air Conditioner Replacement - Mardi	More efficient delivery method adopted, resulting in overall savings	C	150	(100)	50
22693	Sewer Pump Station Renewal - Crystal St Forresters Beach (FB1)	Project scope reprioritised after recent condition assessment was undertaken	E	300	(181)	119
22694	Sewage Treatment Plant Sludge Mechanical Dewatering Renewal - Kincumber	Project reprioritised to allow higher risk projects to be accelerated	H	206	(109)	97
22697	Upgrade truck operator for biosolids outloading at Woy Woy Sewage Treatment Plant	Preliminary planning commencing to ensure 20/21 construction and delivery	D	16	7	24
23719	Water Main Internal Renewal Program - Region Wide	Project ahead of schedule and approved for accelerated delivery	D	280	862	1,142
23774	Sewage Treatment Plant Clarifier 3 Refurbishment - Bateau Bay	Project reprioritised to allow higher risk projects to be accelerated	D	895	(340)	555
23775	Sewage Treatment Plant Mechanical and Electrical Workshop Upgrades - Charmhaven and Wyong South	Project costs less than anticipated	C	90	(10)	80
23782	Sewer Reactive and Program Planning - Region Wide	Reactive allocation for emergency asset replacements	E	10	132	142
23788	Water Reactive and Program Planning - Region Wide	Reactive allocation for emergency asset replacements	E	10	219	229
24258	Water Treatment Plant Major Electrical Renewal - Mardi	Project reprioritised to allow higher risk projects to be accelerated	D	1,255	(305)	950
24260	Sewer Pump Station Civil Remediation - Daley Ave Daleys point (DP3)	Preliminary planning commencing to ensure 20/21 construction and delivery	D	30	41	71
24518	Network and Automation Replacements - Region Wide	Project reprioritised to allow higher risk projects to be accelerated	D	595	(253)	342
24519	Network and Automation Server Replacements - Region Wide	Project costs less than anticipated	C	156	(1)	154
24578	30-112-RF1 - Critical Sewer Main Rehabilitation - Reticulation System	Project ahead of schedule and approved for accelerated delivery	D	2,070	3,745	5,815

Project Number	Project Description	Description of Proposed Budget Amendment	Change Type	Approved Full Year Budget	Proposed Q2 change	Proposed Full Year Budget
24580	Sewer Pump Station Electrical and Control Switchboard Replacement Program - Northern Region	Project reprioritised to allow higher risk projects to be accelerated	D	772	(570)	201
24582	Sewer Pump Station Upgrade - Sonoma Ave Budgewoi (TO17)	Project reprioritised to allow higher risk projects to be accelerated	D	955	(563)	392
24642	20-112-2 - Annual Water Main Renewal Program	Project reprioritised to allow higher risk projects to be accelerated	D	2,328	(200)	2,129
24643	20-118-1 - Annual Water Meter Replacement Program - Region Wide	Project reprioritised to allow higher risk projects to be accelerated	D	870	(363)	507
24645	20-136 - Water Reservoir - Minor Asset Renewal/Replace Programs	Project costs less than anticipated	C	60	(41)	19
23785	Water Reservoir Upgrade - Kanangra Drive, Crangan Bay	20/21 Project required to commence earlier than planned to ensure continuity of water security	D	-	15	15
21835	Water Service Connection	New water service installations for new residential developments	A	-	552	552
Water and Sewer Total				29,451	(0)	29,451
Total				122,727	(6,480)	116,246