



Central Coast Council

**Attachments for the
Ordinary Council Meeting**

Monday, 25 November, 2019

Central Coast Council
Attachments to the
Ordinary Council Meeting
to be held in the Council Chamber,
2 Hely Street, Wyong
on Monday, 25 November 2019 ,
commencing at 6.30pm

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COMMUNITY PARTICIPATION PLAN



CENTRAL COAST COUNCIL

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Date: November 2019
Approved by: Central Coast Council
Date of Approval: November 2019
Assigned review period: 5 years
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CENTRAL COAST COUNCIL

INTRODUCTION

Community Participation in Corporate Planning:

Central Coast Council is constituted under the Local Government Act, 1993 (LG Act), which requires that Council engage with its community in corporate strategic planning. It is important for the community to know how Council operates, including how it plans and spends its budget, and how this connects to what the community has told us is important. Our key plans developed under the LG Act outline how we'll identify and plan funding priorities, manage regional challenges and plan for a sustainable future.

The *One – Central Coast, Community Strategic Plan 2018-2028* is a 10 year plan developed by Council under the LG Act – but it isn't Council's Plan. It was developed through engagement with the community to help set the priorities and confirm strategies and activities that best achieve the community's desired outcomes for the future. It is Council's contract with the community.

Land Use Planning Matters:

Council also has a responsibility to deliver the objectives of the Environmental Planning and Assessment Act 1979 (EP&A Act), including the promotion of orderly and economic use of land, facilitating ecologically sustainable development and promoting social and economic wellbeing. Community participation is an overarching term covering how we engage the community in our work under the EP&A Act, including strategy development, plan making and making decisions on proposed development.

The level and extent of community participation will vary depending on the community, the scope of the proposal under consideration and the potential impact of the decision. The community includes anyone who is affected by the planning system and includes individuals, community groups, Aboriginal communities, peak bodies representing a range of interests, businesses, other local government, and State and Commonwealth government agencies.



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The planning system seeks to effectively leverage local knowledge, ideas and expertise

Community participation in planning matters is important because:

- It contributes to building community confidence in the planning system;
- Community participation creates a shared sense of purpose, direction and understanding of the need to manage growth and change, while preserving local character; and
- It provides an improved process that generates two-way engagement that recognises and embraces community knowledge, ideas and expertise.

Intention Statement

The Central Coast Community Participation Plan (CPP) is designed to make participation in planning clearer for the Central Coast community. It does this by setting out in one place how and when you can participate in the planning system, our functions and different types of proposals. This CPP also reaffirms our community participation objectives which we use to guide our approach to community engagement (detailed within the Central Coast Engagement Framework (EF), adopted January 2017).

The CPP is separated into three parts:

PART ONE: An outline of Council's community participation principles

PART TWO: Minimum community participation requirements.

PART THREE: Definitions of Planning Terms.



PART ONE COMMUNITY PARTICIPATION PRINCIPLES

Council has the very important responsibility of making decisions for and on behalf of the community, and as such, we are required to ensure that appropriate community input and/or statutory requirements are considered in that process. Operating as an 'open government' that prioritises transparency, collaboration and participation is a key priority for Council.

The following principles are designed to support Council's values and guide its approach to all community engagement activities under Council's Engagement Framework:

ENGAGEMENT MODEL

Engagement is led by both organisation and the community



01 Respect and Transparency

- We will consult when needed and use the information gathered in a meaningful way
- We will respect your time and listen to you
- We will engage at a level that is appropriate to the possibility to influence
- We will share the responsibility, trust and transparency

02 Access and Inclusion

- We will seek a diversity of views and perspectives
- We will provide feedback to the community as to how their input contributed to decision-making
- We will endeavour to identify and remove barriers to participation
- We will use a range of opportunities and techniques to encourage participation, and increase awareness and understanding for all who may be affected by or interested in the outcome
- We will work in partnership with relevant community groups, State and Federal government, local government partners, and / or other stakeholders internally within Council

03 Clarity

- We will have genuine and open dialogue with the community
- We will clearly communicate the intention, scope and outcomes of the consultation
- We will use plain language and avoid jargon to provide clear explanation
- We will make information available in accessible formats

04 Accountability and Improvement

- We will seek to maintain consistent standards and levels of quality
- We will share results internally and work together to avoid duplication and 'over consultation'
- We will evaluate engagement efforts and consistently seek to learn and improve practice

05 Capacity

- We will build the community's capacity to contribute, by educating and empowering both the community and staff so that they may participate in meaningful, two-way collaboration.

PART TWO



PART TWO

MINIMUM COMMUNITY PARTICIPATION REQUIREMENTS

Public Exhibitions

Schedule 1 of the EP&A Act identifies minimum requirements for the public exhibition of strategic planning and policy documents, and applications submitted to Council for determination. These minimum requirements are set out below in Table 1. Strategic Plans, Policy proposals and major developments are displayed on Council's web site (<https://www.yourvoiceourcoast.com/>).

On occasions, specific arrangements to the proposal would be identified in a notification letter.

Submissions relating to applications and other exhibited documents must be made in writing and be lodged with the Council within the period specified in the notice (the exhibition period).

Notification Provisions Currently in DCPs

Following the merger of the Gosford City Council with the Wyong Shire Council to form Central Coast Council in May 2016, Council adopted a Notifications Policy (January 2017), which consolidates the provisions previously relating to the Gosford Local Environmental Plan (LEP) 2014 and the Wyong LEP 2013. The relevant Development Control Plans (DCPs) currently contain Notification Chapters with identical provisions:

- Gosford DCP, 2013 – Chapter 7.3; and
- Wyong DCP, 2013 – Chapter 1.2.

Council is in the process of preparing a consolidated LEP for the Central Coast. The draft Development Control Plan Chapter 2.1 – Notification of Development Proposals, which is proposed to support this consolidated LEP, includes minor updates to address the following:

- changes made to the EP&A Act in 2018; and
- Council's practice of advertising all development applications for secondary dwellings.

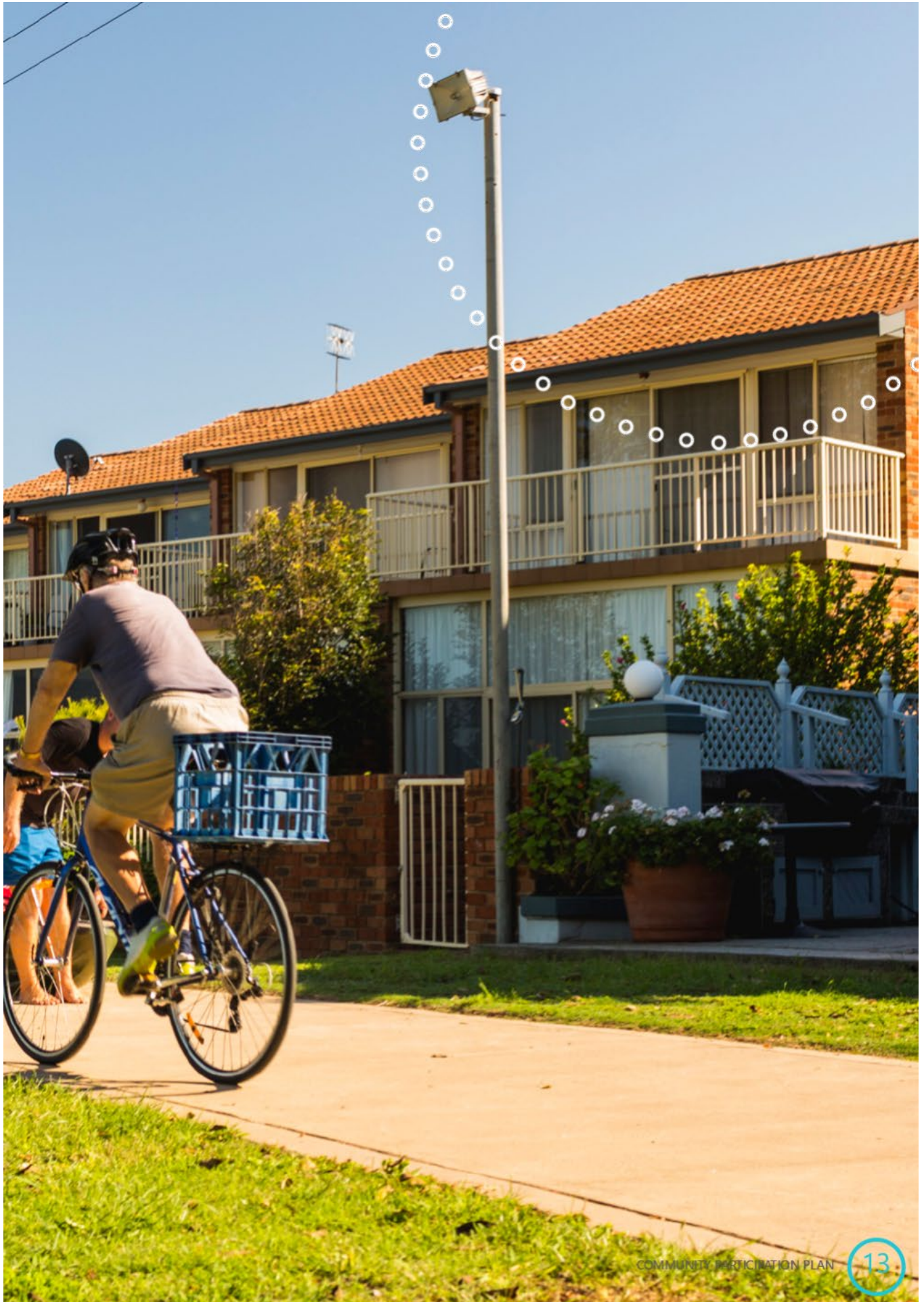
Post Determination

In relation to applications for development consent, and applications for the modification of a development consent which were publicly exhibited, Council will place notification in a local newspaper of:

- The land and the proposed development; and
- the decision; and
- the date of the decision; and
- the reasons for the decision (having regard to any statutory requirements applying to the decision); and
- how community views were considered in making the decision. This requirement may be satisfied by reference to any document that contains the reasons for the decision.









This public notification is prescribed in cl.124 and cl.137 of the EP&AR 2000 to confirm the validity of a development consent or a complying development certificate pursuant to s.101 of EP&A Act 1979.

Table 1 identifies Council requirements for the public exhibition of documents and proposals.



PART TWO

TABLE 1: MINIMUM COMMUNITY PARTICIPATION REQUIREMENTS

MANDATORY REQUIREMENTS (Schedule 1, Part 1, Division 1 (1) of the EP&A Act, 1979)	MINIMUM COMMUNITY PARTICIPATION REQUIREMENT
Draft community participation plans	
Draft local strategic planning statements	
Planning proposals for local environmental plans subject to a gateway determination	 <p>OR:</p> <ul style="list-style-type: none"> a) if a different period of public exhibition is specified in the gateway determination for the proposal—the period so specified, or b) if the gateway determination specifies that no public exhibition is required because of the minor nature of the proposal—no public exhibition.
Draft development control plans	
Draft contribution plans	
Application for development consent (other than for complying development certificate, for designated development or for State significant development)	 <p>or:</p> <ul style="list-style-type: none"> a) if a different period of public exhibition is specified for the application in the relevant community participation plan—the period so specified, or b) if the relevant community participation plan specifies that no public exhibition is required for the application—no public exhibition.
Application for development consent for designated development	
Application for modification of development consent that is required to be publicly exhibited by the regulations	The period (if any) determined by the consent authority in accordance with the relevant community participation plan.
Environmental impact statement obtained under Division 5.1	

FROM COUNCIL'S NOTIFICATION DCP	MINIMUM COMMUNITY PARTICIPATION REQUIREMENT
<p>The instances and terms for the provision of Notification are identified within Appendix A to Council's Development Control Plans:</p> <ul style="list-style-type: none"> Gosford DCP, 2013 – Chapter 7.3; and Wyong DCP, 2013 – Chapter 1.2. <p>These DCPs are intended to be superceded by Development Control Plan Chapter 2.1 – Notification of Development Proposals upon enactment of the Central Coast Consolidated Local Environmental Plan.</p>	<p>Appendix A is presented in a Table format and identifies for various types of Development:</p> <ul style="list-style-type: none"> a) Whether a Notice of Exhibition will be published within a newspaper; b) Whether a Notice will be issued to adjoining owners; and c) The minimum period for exhibition and submissions <p>Council's practice of advertising all development applications for secondary dwellings will also be included in the Consolidated DCP Chapter 2.1.</p>
NON-MANDATORY TIMEFRAMES	MINIMUM COMMUNITY PARTICIPATION REQUIREMENT
Planning Strategies	
Area / Structure Plans	
Precinct / Masterplans	
Public Domain Plans	

Notes:

1. Clause 17 in Schedule 1 to the Act states that if a particular matter has a different exhibition or notification period that applies under Part 1 of Schedule 1, the longer period applies.
2. The period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition.

PART THREE

DEFINITION OF PLANNING TERMS

PLANNING TERM	DEFINITION
Contribution plan	A plan developed by councils for the purpose of gaining financial contributions from new development towards the cost of new and upgraded public amenities and/or services required to accommodate the new development
Designated development	Designated Development refers to developments that are high-impact developments (e.g. likely to generate pollution) or are located in or near an environmentally sensitive area (e.g. a coastal wetland)
Development control plan	A plan that provides detailed planning and design guidelines to support the planning controls in a LEP
Gateway determination	A gateway determination is issued by DPIE following an assessment of the strategic merit of a proposal to amend or create an LEP and allows for the proposal to proceed to public exhibition
Local environmental plan (LEP)	An environmental planning instrument developed by a local planning authority, generally a council. An LEP sets the planning framework for a Local Government Area
Regional strategic plan	20-year plans prepared by DPIE, that address the community's needs for housing, jobs, infrastructure and a healthy environment for a DPIE Region
State Environmental Planning Policy (SEPP)	An environmental planning instrument developed by the DPIE, that relates to planning matters that are state significant or are applicable across the state
State significant development (SSD)	Some types of development are deemed to have State significance due to the size, economic value or potential impacts that a development may have. Examples of possible SSD include: new educational establishments, hospitals and energy generating facilities
State significant infrastructure (SSI)	SSI includes major transport and services development that have a wider significance and impact than on just the local area. Examples of possible SSI include: rail infrastructure, road infrastructure and water storage and treatment plants
Planning Strategy	Broadly applicable documents prepared by Council that help shape the vision for the Central Coast region. They generally relate to a specific issue.
Area / Structure Plan	Sets the future land use structure and identifies the preferred urban structure for a precinct. They are prepared by Council, and provide illustrative layouts of future land use structure A moderately detailed plan, i.e. provides recommendations for location of public facilities, but does not detail specific to the format of facilities or the material with which such facilities should be constructed.
Precinct / Master Plan	Prepared by Council, and providing guidance for potential development of a particular area within a precinct with development concepts and illustrations. Most often applies to commercial/retail centres A highly detailed plan, e.g. provides recommendations for specific public facilities (such as a public boardwalk), but does not detail the material with which such facilities should be constructed.
Public Domain Plan	Prepared by Council, these plans establish design direction and general criteria to apply to design of the public space network. They provide illustrations of street furniture, materials to be used in public domain such as paving, street plantings and planter boxes etc. A very highly detailed plan, e.g. working towards implementation of public facilities recommended within a Masterplan, including selection of landscaping, paving and street furniture.

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All levels of government have an intention to actively involve the community in planning for their places and communities.

SUBMISSION PROCESS FOR APPLICATIONS

Submission is made to Council and assigned to corresponding DA	Submission author or lead petitioners details are recorded, and submission is acknowledged	Council officer receives notification of submission	Submission is considered in assessing the DA	Submitter is formally notified of outcome
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TO QUALIFY AS A SUBMISSION, THE SUBMISSION MUST:



be in writing by
email or letter



be submitted
within the
nominated
exhibition time
period



reference the
application,
policy or plan
being exhibited



be based
on planning
grounds in
support or
objection to the
proposal



include the
name, address
and daytime
telephone of
the author

Submissions must be lodged with Council by 5pm on the final day of the exhibition period.



After Hours Call Centre Service Model Review

**22 October 2019
Final**

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Purpose

This report has been undertaken in response to a Council Resolution from its Ordinary Meeting on 26 November 2018. The purpose of this Review is to provide Council with a report on alternative delivery models for the After-Hours Call Centre Service.

Background

In 2014, both the former Wyong Shire and Gosford City Council moved to outsourced after-hours service providers following reviews of their respective after hour service. Both former Councils identified that the best value for money would be for a contracted After Hours Call Centre Service to manage customer calls outside of business hours, during emergency outages and on public holidays providing the customers with information, lodging service requests to be actioned during business hours, direct emergency calls to Council staff and record all interactions with customers and provide reports on what calls were received after hours.

Up until late 2018 this after-hours service was provided by two separate suppliers until a tender for a single supplier could be issued. At the Ordinary Meeting of Council on 26 November 2018 it was resolved to place the tender for an after-hours service provider on hold so that a report on alternative models could be developed. While the tender was placed on hold and the report on alternative models was developed, the after-hours service was consolidated and is currently provided by one existing supplier on a month to month basis.

Desktop research was undertaken with a view to identify local suppliers however no call management service providers were located in the Central Coast region. Of the call centres located on the Central Coast, none of them provided a call answer service outside of their specific organisation (ie NRMA, NIB, ING).

Oracle CMS, supplier to the former Wyong Shire Council, was chosen to provide the service and commenced provision of after-hours call centre service to the entire Central Coast from early April 2019.

Current Service

Council's current after-hours service provision is primarily in place to manage emergency calls to Council outside of business hours (including weekends and public holidays). The Call Centre Service, currently Oracle CMS, triages calls and escalates as required to After Hours Duty Officers (AHDOs) in the case of emergencies related to water and sewer, roads and drainage, facilities and other activities. If the call is not deemed to be an emergency, the Call Centre Service logs customer requests for action during business hours based on a service matrix provided by Council.

Council's service level is determined by the different business areas in accordance with Council requirements, as well as relevant legislation and regulations for example, as set out by EPA, the Roads Act, Companion Animals Act and IPART.

The current arrangement is delivered by Oracle CMS, in conjunction with After Hours Duty Officers, for an approximate yearly cost of \$350,000 which can vary depending on external factors such as serious weather events impacting the region where additional trades or council staff are required to attend.

- The number of calls received after hours by Central Coast Council fluctuates depending on weather conditions and various infrastructure failures and emergency activities.
- The average number of calls received during a 12 month period is 6,300 or 17 calls daily after hours of which 12 would be required to be escalated to AHDOs.

Average per month - weekdays			
7am – 8am	8am – 9am	5pm – 6pm	6pm – 7pm
165	1237	222	77

- The majority of calls between 7am to 8am are in relation to Water and Sewer (80-90%)
- The majority of calls between 8am to 9am are general enquiries and of those most of the calls are between 8:30 to 9am as these are the known business hours of Council.

Customer Expectations

Customer expectations for high quality services continue to evolve. Changing lifestyles and the emergence of the 24/7 access increasingly means that many customers expect local government services to change to support their changing needs and to be accessible how, where and when they wish to access them; and for Councils to deliver services in a more cohesive manner.

With customer expectations high there is also an understanding that not every service available during business hours will also be available out of hours. With this in mind the after-hours customer support delivery is focused on emergencies only, so that they are immediately actioned, and other requests processed as normal on the next working day or via improved customer channels, such as increased online capabilities and additional face to face customer service points which are currently being investigated by Council to improve customer service delivery overall.

To date complaints received in relation to Council's after-hours service levels are rare with only one formal complaint about service level after hours received in the last 12 months. This low number indicates overall satisfaction with and understanding of Council's after-hours service provision.

Customer Experience Survey 2019

Recent findings from the Customer Experience Survey 2019 undertaken by Micromex highlighted the following in relation to customer service:

- 72% of respondents satisfied or very satisfied with how their contact with Council was handled
- 59% in the last 12 months contacted Council by phone
- 89% indicated their preferred method for future contact with Council would be by phone (14% increase compared to 2018 results)
- 67% expected action of urgent issues in one business day or less
- 68% of respondents expected non-urgent issues to be actioned in 5 business days or less.

While the survey indicated general satisfaction with how Council handled their contact and their expectations were met the majority of the time, it was not specific to the after-hours service delivery.

Comparisons with other Councils

To inform options or alternatives for After-Hours Customer Call Service Delivery 10 councils were contacted.

- Lake Macquarie City Council
- Blacktown City Council
- Newcastle City Council
- Wollongong City Council
- Hornsby Shire Council
- Inner West Council
- Northern Beaches Council
- Brisbane City Council (QLD)
- City of Casey (Vic)
- City of Greater Geelong (VIC)

There were two models in use by the Councils contacted - outsourced to an after-hours call centre service provider or an in-house call centre 24/7 solution.

The only council providing an in-house call centre service was Brisbane City Council. They have operated an in-house model for some years which is resourced by nearly 200 staff. However, Brisbane City Council is not a recognised water authority. They have a population of over one million people and provide 24-hour service for general and urgent Council enquiries as well as a dedicated business support hotline providing information on a range of Council topics including licensing, development applications, business opportunities and procurement.

All other Councils contacted outsourced their after-hours call centre service, which focussed primarily on emergencies, and was supported by a range of various staff arrangements including After Hours Duty Officers – similar to the current model undertaken at Central Coast Council.

The main reason for most councils outsourcing their after-hours call centre service was due to cost effectiveness and value for money for ratepayers as well as to ensure business continuity during outages and major emergencies. The nine of the 10 councils contacted were satisfied with the quality of service provided by their chosen external providers.

The main difference between Central Coast Council and the other councils contacted is that while other councils provide water service they are not classed as water utility providers and therefore are only subject to the Local Government Act in relation to water. Their water business is based on a cost recovery model and not subject to IPART regulations. Central Coast Council is required to adhere to IPART regulations as well as the Local Government Act and therefore required to action water and sewer emergencies immediately and report them appropriately to IPART while other council areas may not be held to the same requirements. This is one of the critical reasons for the requirement to have an effective after-hours process in place. The only other council subject to both IPART and the Local Government Act is Broken Hill City Council who have a customer base of 10,000.

Delivery Model Options

In reviewing the current service, which is emergencies only, call volumes and times equating to an average of 6,300 per year after-hours (or 17 per night), customer expectations and comparisons with other Council areas, the models below have been assessed based on the following:

- Ability to ensure business continuity on short notice both during business hours and after hours to ensure consistency with customer service response in the event of an emergency, declaration of natural disaster, or an event such as system failures that impacts Council's resources
- Best value for money for ratepayers
- Better customer access for emergencies and consideration for residents who work or commute
- Ability for Council to meet customer needs and expectations.

Model 1

Model 1: In-house 24/7 Customer Service Call Centre



Customer calls:

- **5pm to 8:30am** weekdays
- Saturdays and Sundays
- Public holidays

In-house **24/7** call centre:

- Determine urgency and required actions
- Contact on-call officers from relevant business areas if an emergency
- Supports business continuity
- Lodge service request for non-emergency

On-call officer response:

- Determine requirements and action as required based on business area after hours processes
- Close service request once completed

Benefits

- All customer calls answered directly by Council night-shift call centre staff
- 6 additional night shift call centre staff required to allow coverage for annual leave, sick leave, etc. - these would be new positions.

The proposed roster for this model would be as follows and subject to the Local Government Award and penalty rates of between 20 – 50%:

	Start	Finish	Total hours	Staff required	Number of shifts / staff	Hours for each shift (approximate)
Monday pm	17:00	8:30	15.5	4	2 shifts of 2	7.75
Tuesday	17:00	8:30	15.5	4	2 shifts of 2	7.75
Wednesday	17:00	8:30	15.5	4	2 shifts of 2	7.75
Thursday	17:00	8:30	15.5	4	2 shifts of 2	7.75
Friday	17:00	0:00	7	2	1 shifts of 2	7
Saturday	0:00	0:00	24	6	3 shifts of 2	8
Sunday	0:00	0:00	24	6	3 shifts of 2	8
Monday am	0:00	8:30	8.5	2	1 shifts of 2	8.5
Public Holidays	0:00	0:00	24	6	3 shifts of 2	8

NOTE: Based on current volume of after hours calls, 17 per night, this would equate to 4 calls per staff member per night.

Risks or challenges

- No business continuity or ability to service customers in the case of a wide-spread emergency or council only emergency such as an IT failure or phone outage either during or outside of business hours. This was experienced In July and August 2019 with one phone outage lasting over two hours during which customers could not contact Council. Due to the external provider being available calls were immediately diverted and customer calls continued to be answered with no break in service
- No ability to divert customer calls as required to support call over flow during unexpected high call volumes during business hours or during customer service training or unavailability
- Expensive service delivery option when call volume after-hours is low - 17 calls per night would equate to four calls per rostered staff member per night
- Customer response level may be a challenge in times of large scale emergency due to limited ability to scale up. An outsourced call centre has the scalability to meet unexpected increases to call volumes and have capacity to scale up or own immediately
- Volume of calls does not warrant the cost to deliver the service with on average 17 calls per night of which 12 would be escalated to AHDOs. Based on these figures and the number of staff per night shift it would equate to four calls per staff member between 5pm and 8:30am
- Long periods of annual leave or sick leave could impact staff availability to resource required hours and maintain customer service expectation levels.

Costs

\$1,350,000 per year - includes penalty rates as applicable per the Local Government Award 2014 and on-call supervisor costs and After-Hours Duty Officer costs.

Does not include:

- Costs for additional on call staff as required or any trade or contractors costs that may be required
- Infrastructure / IT/ workplace requirements or compliance with 'work from home' requirements. Potentially up to \$3,000 per new call centre agent (one off cost to start).

This Average cost per interaction / call (based on 6,300 calls per year): **\$214.**

Model 2

Model 2: Outsourced After Hours Customer Call Service + After-hours Duty Officers



Customer calls:

- **5pm to 8:30am** weekdays
- Saturdays and Sundays
- Public holidays
- Emergency enquiries only

Outsourced call centre:

- Triage/Determine urgency and required actions
- Contact After Hours Duty Officers for an emergency
- Provision of business continuity during business hours

After Hours Duty Officers:

- Determine urgency and required actions
- Contact on-call officers or required trades for an emergency
- 3 specialised after-hours duty officers on duty after-hours (RAHDO, WAHDO, AHDO)
- Liaise with field crews or trades people
- Close service request once completed

On-call officers or tradespeople response:

- Attend after-hours emergencies as required and liaise with after-hours offices to complete service request

Benefits

- Business continuity – ability to service customers regardless of situation whether wide-spread emergency or council only emergency or infrastructure failure after-hours
- Scalability due to external provider operating models which can be easily scaled up or down to meet unexpected high or low call volumes
- All calls can be easily diverted to an offsite provider during business hours as required regardless of situation whether wide-spread emergency or council only emergency (such as telephony, systems or IT failure)
- More cost effective option based on low call volumes compared to after-hours in-house call centre.

Risks or challenges

- External provider are not Council or Central Coast experts. However, this is mitigated as the After-hours Duty Officers are and can effectively action and manage any required services or trades to attend emergencies
- Responses provided by external provider reliant on accurate script provided by council business areas
- External provider experiences a system or phone issue.

Costs

\$350,000 per year includes cost of external service provider and penalty rates as applicable per the Local Government Award 2014 and on-call supervisor costs and AHDO costs.

Does not include:

- Costs for additional on call staff as required (managed though Local Government Award as 'on-call or 'call back' or any trade or contractor s costs that may be required
- Costs for required IT equipment for AHDOs such as laptops and mobile phones. Up to \$3000 per AHDO if laptop or mobiles not already issued by Council as part of their regular roles

This Average cost per interaction / call: **\$55.**

Recommended Model

The recommendation is to continue with the current arrangement as outlined in Model 2, with further refined After-Hours Duty Officer roles specific to relevant business and issue a Tender for an external provider.

After Hour Duty Officer roles:

Specific after-hours escalation contacts for Roads and Drainage (RAHDO) and Water and Sewer (WAHDO) plus a generalist AHDO to coordinate actions in the case of an emergency outside of Roads and Drainage or Water and Sewer.

The refined roles are currently being implemented to improve the customer experience and simplify the escalation contacts for the external service provider ensuring better clarity and immediate action of urgent enquiries. Currently the escalation contacts can be complex with different AHDOs having to take all escalations while others only take general escalations.

Only three after-hour duty officers would be rostered at any one time:

- 1 x RAHDO for all roads related emergencies
- 1 x WAHDO for all water and sewer related emergencies
- 1 x AHDO for general emergencies not related to roads or water and sewer

There is no other change to AHDO roles other than a refinement of responsibilities.

Cost comparison over a three period of the models presented:

	Model 1	Model 2 (recommended)
Staff required for call centre	6	0
Salaries per year	\$1,080,000	\$0
After-Hours Duty Officer allowance	\$270,000	\$270,000
Service provider	\$0	\$80,000
Business Continuity Support	No	Yes
Costs for 1 year	\$1,350,000	\$ 350,000
Costs over 3 years	\$4,050,000	\$1,050,000
Cost per call/interaction (6,300 per year)	\$214	\$55

Note: The above does not include costs for on call officers or trades for specific requirements in Water and Sewer or Roads and Drainage or any other business area to respond (managed through Local Government Award as 'on-call or 'call back').

Summary

The recommended model is the most cost-effective after-hours customer call service solution that meets the expectations and need of the Central Coast community while still providing value for money, specifically:

- Ability to ensure business continuity on short notice both during business hours and after hours to ensure consistency with customer service response in the event of an emergency, declaration of natural disaster, or an event such as system failures that impacts Council's resources
- An outsourced call centre service is the best value for money as providers are better equipped to deal with varying call volumes and suppliers in this field generally manage contracts for multiple companies which reduce costs through economies of scale. The internal staff undertaking various roles to deliver on the emergency responses provides additional employment options for staff currently employed by Central Coast Council
- Comparison of other Councils identified this option as consistent with and preferred by most other councils
- More and more customers are accessing online services when interacting with other businesses and organisations – they have an expectation that this should also be the case for interacting with Council – specifically in the case of an emergency. A review of current online customer service offering, and continued improvement of online services will provide customers with the ability to undertake council business without the need to call or visit Council for non-emergencies
- Improved information on Council's out of hours service level and potentially better ability to better cater for residents who work and/or commute.

Next steps

- Review after-hours service matrix to ensure updates are incorporated
- Commence tender process for an after-hours service provider
- Continue communications to raise awareness of Council service levels after-hours.

OPERATIONAL PLAN 2019-20

QUARTER 1 BUSINESS REPORT (JULY TO SEPTEMBER)

SUPPORTING THE COMMUNITY
STRATEGIC PLAN.
ONE - CENTRAL COAST

The logo for Central Coast Council, featuring the text "Central Coast Council" in a white, sans-serif font, arranged in three lines within a white circular background.

Central
Coast
Council

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About this Report

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

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

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

Quarterly Reporting Periods are as follows:

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

Operational Plan 2019-20 Performance

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

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

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

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

Performance Summary

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

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

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

The table below is a summary of the overall progress on the actions / targets for Q1:

Theme:	Belonging	Smart	Green	Responsible	Liveable	Total
Completed	5	0	0	2	2	9
On Track	21	20	12	46	27	126
Delayed	0	2	0	3	2	7
Not Commenced	0	1	1	0	0	2
On Hold	0	0	1	0	0	1
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.

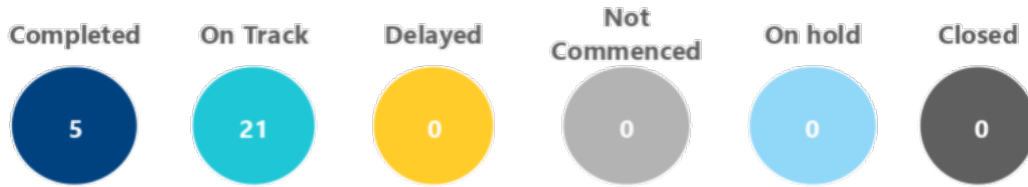
We are committed to strengthening our diverse population by creating new opportunities for connection, creativity, and inclusion, and by opening the door to local sporting, community and cultural initiatives that strengthen our collective sense of self.

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 data-bbox="309 983 533 1041">Our community spirit is our strength</p>	<p data-bbox="584 801 1278 860">A1 Work within our communities to connect people, build capacity and create local solutions and initiatives</p> <p data-bbox="584 880 1310 938">A2 Celebrate and continue to create opportunities for inclusion where all people feel welcome and participate in community life</p> <p data-bbox="584 958 1270 1016">A3 Work together to solve a range of social and health issues that may impact community wellbeing and vulnerable people</p> <p data-bbox="584 1037 1299 1095">A4 Enhance community safety within neighbourhoods, public spaces and places</p>
 <p data-bbox="309 1308 533 1366">Creativity, connection and local identity</p>	<p data-bbox="584 1111 1286 1169">B1 Support reconciliation through the celebration of Aboriginal and Torres Strait Islander cultures</p> <p data-bbox="584 1189 1251 1247">B2 Promote and provide more sporting, community and cultural events and festivals, day and night, throughout the year</p> <p data-bbox="584 1267 1307 1326">B3 Foster creative and performing arts through theatres, galleries and creative spaces, by integrating art and performance into public life</p> <p data-bbox="584 1346 1283 1431">B4 Activate spaces and places to complement activity around town centres, foreshores, lakes and green spaces for families, community and visitors</p>

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 report prepared for Council. Round 1 of the Community Grants Program closed on 30 August with four information sessions held (54 participants), four drop-in sessions held (12 participants and eight meetings with applicants). There were 97 applications received across the four programs and these have been assessed with reports prepared for the Grants and Sponsorship Panel (meeting to be held in October). Heritage Grants have been assessed and Colliery Grants closed on 13 September, with eight applications received.





Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
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		Spatial mapping project continues with draft mapping details provided for review. Spatial mapping provides accurate information on gradients and ease of travel impediments for people with restricted mobility - this project will identify priority areas to improve the general accessibility of key town centres.
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		Content Plan is in operation, with regular contributions of disability inclusion content is included in internal communications.
	A2.02.2019-20	DIAP AB.010: Support Community Partnerships in annual disability awareness and education campaign	Community Engagement		Content Plan is in operations with regular disability inclusion awareness and education information in Council communications activity.
	A2.03.2019-20	DIAP AB.007: 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.




Belonging

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



Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					units and one Council committee.
	A2.09.2019-20	DIAP AB.003: Six items on disability access and inclusion included in various Council internal communication mediums	Community Partnerships		A poster on Disability Confidence tips has been developed, with promotion of the Accessible Events Guide delivered internally, and final edits are in progress for an Auslan video.
	A2.10.2019-20	DIAP AB.010: Develop and implement a disability awareness and education campaign for the broader Central Coast community in partnership with relevant external organisations	Community Partnerships		This quarter the Disability Inclusion Officer has presented at two interagency meetings, providing an update on DIAP implementation. Resources have been sourced for education and promotion materials including photos and case studies of two local businesses.
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 work experience program has been established to help facilitate the placement of people with a disability.
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		In accordance with the NSW State laws and guidelines mental health workshops have been completed for Council's Unit and Sections Managers. Ongoing workshops have been scheduled for all staff.




Belonging

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

Belonging

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

Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
		Toowoomb Bay Beach, Umina Beach, and Wamberal Beach)			
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 commenced in September 2019 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 five community events, two professional sporting events and a training camp with approximately 35,200 attendees across all events. The South Sydney Rabbitohs, Sydney Roosters and Central Coast Mariners hosted school holiday clinics with over 1,000 kids participating in learning new skills. The local community finals for the juniors in Rugby league and Football were held in September, with over 5,000 visitors cheering on the local juniors as they ran out on the field to play their Grand final games.
Assist external event organisers to deliver events built on a sustainable financial model that provides either economic or	B2.02.2019-20	Support 20 Central Coast community events	Community Partnerships		Six external events supported this quarter. Events included Whale Dreamers Festival, Springtime Festival, Woytopia, Chinese Cultural Festival, RU

Belonging

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
social return for the Central Coast.					OK Day at Kibble Park, and Food, Fun and Music at Toukley.
Increase tourism and economic development opportunities	B2.03.2019-20	Deliver 20 Central Coast Council major events to 250,000 participants	Community Partnerships		Six major events this quarter, with approximately 28,000 attendees and an estimated economic impact of \$2,908,873. Events included July School Holidays at Wyong, The Entrance and Gosford, Winter in the Park, Blues and Jazz Festival, and Country Music Festival.
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 annual Gosford Art Prize was held in September, with 532 entries, consisting of 70% from the region. Total gallery attendances this quarter was 40,611.
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 68 varied productions held at Laycock Street Community Theatre this quarter including Central Coast Gang Show, Central Coast Dance Festival, Strictly Ballroom, Possum Magic and Clash at Titan High.
Provide a community facility while maintaining a full cost recovery model	B3.03.2019-20	Achieve 65% annual utilisation of Peninsula Theatre	Leisure and Lifestyle		Peninsula Theatre achieved 68% utilisation rate this quarter, with Woy Woy Little Theatre production 99% sold out.

Smart

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

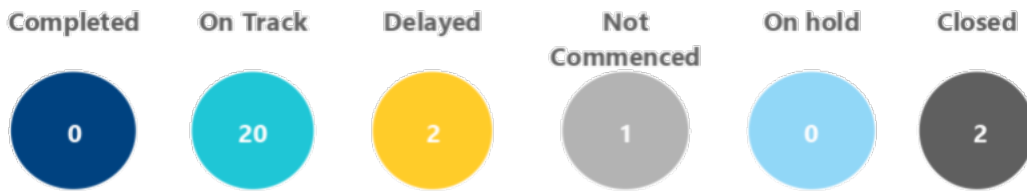
Strategic economic development, revitalising key urban locations, establishing new industry partnerships and renewing our commitment to education and employment for young people are just the starting point for a **smart** Central Coast.

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

Focus Area	
 <p data-bbox="280 1005 560 1061">A growing and competitive region</p>	<p data-bbox="587 792 1302 851">C1 Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast</p> <p data-bbox="587 871 1246 958">C2 Revitalise Gosford City Centre, Gosford Waterfront and town centres as key destinations and attractors for businesses, local residents, visitors and tourists</p> <p data-bbox="587 978 1278 1037">C3 Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents</p> <p data-bbox="587 1057 1307 1144">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>
 <p data-bbox="280 1359 560 1415">A place of opportunity for people</p>	<p data-bbox="587 1164 1307 1223">D1 Foster innovation and partnerships to develop local entrepreneurs and support start-ups</p> <p data-bbox="587 1243 1190 1301">D2 Support local business growth by providing incentives, streamlining processes and encouraging social enterprises</p> <p data-bbox="587 1321 1283 1379">D3 Invest in broadening local education and learning pathways linking industry with Universities, TAFE and other training providers</p> <p data-bbox="587 1400 1294 1487">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 reviewed internally and will go to council as a Draft in the second quarter for endorsement of public exhibition.
Town Centres which are safe, attractive and contain quality and memorable 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		Activities this quarter include completion of the flag design for town centres, funding agreements implemented for business development support program and facade improvement scoped, and request for proposal for town centre identity packages distributed.
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		Request for quotation developed for delivery of landscaping, amenity and cleaning improvements within all principle town centres.



Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
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		Council resolved in September 2019 to review the business case for the Regional Performing Arts and Conference Centre and to continue with the Gosford Regional Library and innovation hub as an individual project. The Gosford Cultural Precinct as a combined precinct is no longer being pursued and Council has withdrawn from negotiations with ET Australia.
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		Draft plan to be finalised following stakeholder engagement in November 2019.
	C2.05.2019-20	Review Town Centre development feasibility for key centres (Woy Woy, Erina, Long Jetty and Toukley)	Strategic Planning		Completed Long Jetty, currently progressing Woy Woy and Erina with Wyong and Toukley to follow.
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		Commenced a Precinct Plan for Erina Town Centre and Precinct Plan for East Gosford.
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		Commencement of Project Brief and Scoping in consultation with key groups.
A long term strategic urban plan for the Central Coast region to support housing, employment and economic growth in accordance with the	C3.01.2019-20	Prepare a Central Coast Employment Land Study	Strategic Planning		Stakeholder engagement completed, and draft report being prepared for internal review.

Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Central Coast Regional Plan 2036					
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		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 accommodation options with the percentage of nights occupied this quarter - 14 cabins at 48.59% occupancy and 219 tourist sites at 14.07% occupancy. This is in line with expectations, with the period from July to September being predominantly off peak. The Holiday Park also provides 9 sites for permanent holiday vans and seven sites for permanent residents.
	C4.02.2019-20	Provide a variety of cabin and campsite options and a fun holiday environment for visitors at the Canton Beach Holiday Park	Business Enterprise		The Canton Beach Holiday Park provides the following accommodation options with the percentage of nights occupied this quarter - 19 cabins at 55.65% occupancy and 191 tourist sites at 7.94% occupancy. This is in line with expectations, with the period from July to September being





Smart

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


Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
					246 sites for permanent holiday vans and 20 sites for permanent residents.
	C4.05.2019-20	Provide a variety of campsites options and a fun holiday environment for visitors at the Patonga Camping Ground	Business Enterprise		The Patonga Campground provides 81 tourist sites with the 43.31% of nights occupied this quarter. This is in line with expectations, with the period from July to September being predominantly off peak.
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		Tourism Opportunity Plan public exhibition was successfully received by the community and all submissions have been noted and considered in the report to Council in October.
	C4.07.2019-20	Undertake a feasibility study for RV (Recreation Vehicle) Tourism attraction on the Central Coast	Community Engagement		Project scope complete and preliminary research underway
	C4.08.2019-20	Develop and implement a Local Ambassador Program to build local support for the visitor economy	Community Engagement		Young Ambassador Program design underway.
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.
	C4.10.2019-20	Market test alternate ways to disperse visitor	Community Engagement		iPads and Kiosks were market tested in Libraries and

Smart

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Ensure visitor information needs are being met		information across region			Visitor Information Centres, resulting in custom kiosks being scoped and budgeted. Manufacture and implementation of custom Kiosks scheduled for the third quarter.
	C4.11.2019-20	Commence implementation of the Regional Signage Program for region entry, village and Town Centres	Community Engagement		Stakeholder consultation commenced. Wayfind Strategy request for quotation scope completed.
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		Study has not yet commenced.
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		Spatial mapping of five town centres has been completed. Briometrix are developing accessibility maps to identify and prioritise key capital works projects to improve accessibility in key town centres.
Increased awareness and utilisation of the Smart Work Hub, providing greater opportunities for	D1.01.2019-20	Support the development of Central Coast social entrepreneurs and enterprises through the delivery of a	Community Partnerships		2019 Launch Pad program successfully completed. Support provided to some participants with

Smart



Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
innovation and development of enterprise		range of programs, events, and information for the Gosford Smart Work Hub			their grant applications to Council's Social and Creative Enterprise grant program.
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		The draft Economic Development Strategy provides initial alignment of regional priorities for planning and growth. It is expected to be presented to Council for endorsement of public exhibition in the second quarter, with ensuing actions to be determined following this.

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.

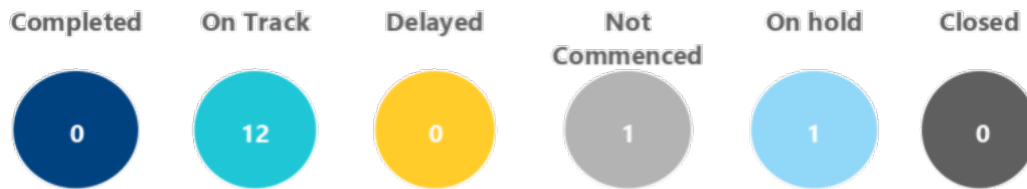
Ongoing education is key to our **green** approach, as is inviting the community to take a hands-on role in conservation, protection and remediation of our environment.

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 data-bbox="288 949 549 1005">Environmental resources for the future</p>	<p data-bbox="584 736 1278 831">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 data-bbox="584 846 1302 904">E2 Improve water quality for beaches, lakes, and waterways including minimising pollutants and preventing litter entering our waterways</p> <p data-bbox="584 920 1219 981">E3 Reduce littering, minimise waste to landfill and educate to strengthen positive environmental behaviours</p> <p data-bbox="584 996 1291 1090">E4 Incorporate renewable energy and energy efficiency in future design and planning, and ensure responsible use of water and other resources</p>
 <p data-bbox="288 1368 549 1424">Cherished and protected natural beauty</p>	<p data-bbox="584 1106 1273 1200">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 data-bbox="584 1216 1289 1310">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 data-bbox="584 1326 1310 1444">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 data-bbox="584 1460 1278 1554">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) to increase community awareness and promote behaviour change	Learning and Education	●	Nine educational programs actively being delivered this quarter to the community. These include Future Council program, multi touch book and Explore app launch, estuary, catchment and rock pool tours, and Brisbane Water, Resilience water education.
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	Waterways and Coastal Protection	●	Beach watch data collected and provided in accordance with guidelines.
Regular operation of wrack and 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	Waterways and Coastal Protection	●	2,100 cubic metres of wrack and algae collected this quarter.
Data is reported and published annually as part of the Tuggerah Lakes Ecological Report	E2.03.2019-20	Undertake an annual program of water quality and ecological health sampling in	Waterways and Coastal Protection	●	Monitoring on schedule.





Green

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Card and Health of the Waterways Reporting		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			
Programs focused 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	Learning and Education		12 Green Living workshops have held focusing on up-cycling and sustainable living concepts. Litter education has continued with focus on sustainable produce, bag and butt bin distributions, kerb side dumping and Don't be a Tosser campaign.
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 a diversion of 42% this quarter. Activities include resource recovery for e-waste, mattresses and glass.
	E3.03.2019-20	Development of and the implementation of components of the Central Coast Waste Strategy, focused on waste avoidance and resource recovery strategies	Waste Services and Business Development		Development of the Central Coast Waste Strategy is progressing with the initial public engagement and a 1st draft being completed during the quarter.

Green

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Reducing Council's energy cost, improve energy productivity and reduce Council's greenhouse gas emissions	E4.01.2019-20	Installation of solar power systems on Council assets	Energy Management		Project goes to Tender in October 2019. Installation expected to begin in the second Quarter.
Reducing energy cost, improve energy 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 a grant to install, then repay Council through rates / savings on energy and water	Energy Management		Investigations are expected to begin in November 2019, with completion estimated in February 2020.
<p>To identify high priority conservation value lands within Central Coast Council's LGA to:</p> <p>a) Preserve and enhance local and regional biodiversity</p> <p>b) Invest in generating biodiversity credits on Council land that:</p> <p>i. Serve as a valuable financial commodity for Council</p> <p>ii. Enable progression of priority Council projects under the Biodiversity Offset Scheme</p> <p>c) Expand and strengthen the COSS network</p>	F1.01.2019-20	Undertake habitat restoration through bush regeneration and other methods on >20 Council managed natural reserves	Natural and Environmental Assets		Bush regeneration contractors have now commenced working in Council's Natural and Environmental Asset Reserves.

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	Waterways and Coastal Protection		Capital works projects underway in accordance with allocated budgets. These projects include Avoca Beach foreshore improvements, investigation and design of Macmasters Beach seawall. Beach access upgrades include all access ramps and matting.
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	Innovation and Futures		This action is on hold, subject to confirmation of its strategic intent and need.
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		Draft Greener Places Strategy was on public exhibition this quarter. Amendments to the strategy and Council Report are being finalised for November 2019 Council Meeting.
	F4.01.2019-20	Coordinate the implementation of the Cities Power Partnership Program (six monthly reporting and updates to Council)	Innovation and Futures		This action is being delivered by the Strategic Planning Unit, with the first six-monthly progress report to be presented to Council at the Ordinary Meeting of 8 October.

Responsible

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

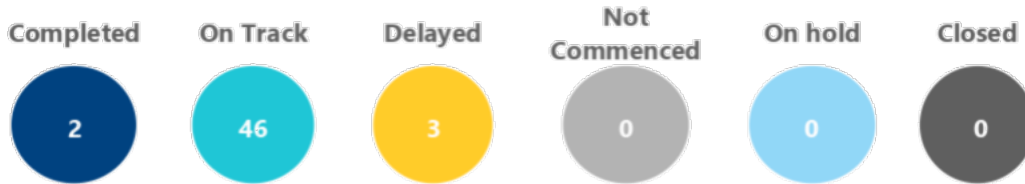
We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region.

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






Focus Area	
 <p data-bbox="301 936 536 994">Good governance and great partnerships</p>	<p data-bbox="580 734 1313 797">G1 Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice</p> <p data-bbox="580 813 1302 875">G2 Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect</p> <p data-bbox="580 891 1275 983">G3 Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions</p> <p data-bbox="580 999 1267 1061">G4 Serve the community by providing great customer experience, value for money and quality services</p>
 <p data-bbox="316 1290 520 1348">Delivering essential infrastructure</p>	<p data-bbox="580 1075 1310 1137">H1 Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region</p> <p data-bbox="580 1153 1246 1245">H2 Improve pedestrian movement safety, speed and vehicle congestion around schools, town centres, neighbourhoods, and community facilities</p> <p data-bbox="580 1261 1278 1323">H3 Create parking options and solutions that address the needs of residents, visitors and businesses</p> <p data-bbox="580 1339 1278 1431">H4 Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water</p>
 <p data-bbox="285 1693 550 1751">Balanced and sustainable development</p>	<p data-bbox="580 1444 1313 1536">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</p> <p data-bbox="580 1552 1302 1644">I2 Ensure all new developments are well planned with good access to public transport, green space and community facilities and support active transport</p> <p data-bbox="580 1659 1302 1751">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</p> <p data-bbox="580 1767 1286 1859">I4 Provide a range of housing options to meet the diverse and changing needs of the community and there is adequate affordable housing</p>

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 has commenced. The draft Annual Report 2018-19 has been developed and will go to the 11 November Council meeting. Planning for the Operational Plan 2020-21 has commenced with internal engagement underway.
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		No instances of substantive changes this quarter.
	G2.02.2019-20	Live broadcasting of Council meetings via Council's YouTube channel	Governance and Business Services		All Council Meetings have been broadcast live.
	G2.03.2019-20	All agenda documents are circulated to Councillors at least three days prior to each Council Meeting	Governance and Business Services		All agenda documents have been provided to all Councillors within the required deadlines.
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	Governance and Business Services		All Section 449 Returns for Councillors completed.






Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
		designated persons by 30 September			
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		Recruitment to assist with this has been delayed.
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 high priority customer journey maps detailing the customer and staff experience have been developed and currently in validation stage. These include Barking dogs, Public Trees, Mowing, Potholes, Rates and Water Billing. Following validation, customer review will be undertaken to ensure that the maps accurately reflects the customer view of the experience.







Responsible

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





Responsible

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






Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
amalgamated Councils		amalgamated Councils			underway to enable attainment of target in the second quarter.
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 (EMS)	Governance and Business Services		Initial EMS project completed in February 2019. Ongoing system development to meet requirements of AS/NZS ISO 14001:2016 continue.
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		Policies have been identified and Policy Register established. Governance is now working with relevant areas to assist in updating their policies.
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 feedback has been provided by the Audit, Risk and Improvement Committee. Further modifications and improvements are being made.
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	G4.14.2019-20	Undertake the agreed professional development program with the Mayor and	Governance and Business Services		Councillor Professional Development Policy and Procedure





Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
community's best interests		Councillors as required by the Local Government Act			adopted by Council in July 2019. Professional development opportunities are routinely promoted to Councillors.
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		90% of sub plans completed. Training and scenario testing scheduled for Jan 2020.
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		A number of actions identified from the Councillor Survey have been implemented. The access to Councillor Request information has been delayed with a system build expected to be finalised in October 2019.
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	Learning and Education		Road safety education programs delivered to the community this quarter have included CARES, Plan B, Bike week events, GLS and Seniors pedestrian safety workshops.
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 and GPS	Leasing and Asset Management		CCTV Strategy Request for Proposal advertised. Review of proposal now underway.





Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
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 within the target. However, no new leases and licences are progressing until the Community Facilities Review is finalised.
	G4.20.2019-20	Undertake a customer satisfaction survey to allow baseline data for future improvement action plans	Leasing and Asset Management		Customer Satisfaction survey to be completed in March 2020.
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.
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. 34 projects have been completed with an additional 74 commenced. Actual completion of projects is ahead of schedule due to contractor availability and good weather. As a consequence, expenditure is tracking ahead of schedule by 11%.
Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the	G4.23.2019-20	100% compliance with the contract conditions for domestic waste collection to ensure the community annually receives a reliable, safe, cost	Waste Services and Business Development		Council continues to manage its waste collection and processing contracts in accord with contract specifications and


Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Central Coast region		effective and environmentally responsible domestic waste collection			no non-compliances were recorded for the quarter. Council's annual customer experience survey results were released during the quarter highlighting waste services as having the highest level of customer satisfaction across Council services.
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 include the positive results of EPA compliance inspections, all s.88 returns completed on time and submission of the annual returns for each facility.
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		Value = 10.15 Performance target adjusted (16) to reflect new output measures stated in the IPART Final Determination Report.
	G4.26.2019-20	Average frequency of unplanned interruptions per 1000 properties <151.8	Water Technical Services and System Control		Value = 61.60 Performance target adjusted (115) to reflect new output measures stated in the IPART Final Determination Report.
Expansion and upgrade of the drainage network	H1.01.2019-20	Four (4) kilometres of drainage infrastructure to be	Roads Assets, Planning and Design		During this quarter Council constructed 0.8






Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
across the Central Coast to reduce flooding, improve stormwater management, and maintain accessibility around the Central Coast		constructed each year subject to historic funding levels			kilometres of drainage infrastructure. The drainage capital works program remains on track to meet the target by 30 June 2020.
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 this quarter Council renewed 7.6 kilometres of existing road pavement. The pavement renewal program remains on track to meet the target by 30 June 2020.
	H1.03.2019-20	Ninety (90) kilometres of road resurfacing to be renewed each year	Roads Assets, Planning and Design		During this quarter Council resurfaced 10 kilometres of existing road. Road resurfacing requires warmer weather with the majority of projects programmed for completion during the second and third quarters.
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 Gosford City Car Park for visitors to Gosford City Centre	H3.01.2019-20	Manage the ongoing operation of the Gosford City Car Park	Business Enterprise		The Gosford City Car Park is now equipped with internal and external signage, displaying real time public






Responsible

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



Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
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 of the Central Coast Car Parking Strategy is complete. Briefing with Council in early November, with the Strategy and implementation plan to go to Council at the end of the second quarter and public exhibition in the third quarter.
Establish the northern corridors as key growth areas	I1.01.2019-20	Prepare a draft strategy for the Northern Economic Corridor	Strategic Planning		Draft Strategy prepared and going to October Council meeting for endorsement of public exhibition.
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		Land use audit and holdings analysis (including constraints and opportunities mapping) received from consultant. Land use zones analysis, visual analysis and economic report still in progress.
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		Due to a Councillor briefing in November 2019 followed by a report to Council in December.
Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability.	I1.04.2019-20	Develop a Heritage Strategy by December 2020	Strategic Planning		Scope of work is being finalised and budgets have been identified. The project brief and request for quotations for an experienced heritage consultant is currently being prepared.

Responsible

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

Responsible

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Compliance with legislative requirements	13.03.2019-20	Prepare a draft Local Strategic Planning Statement (LSPS) by June 2020	Strategic Planning		Stage 1 of LSPS - Draft Urban Spatial Plan is on exhibition until 24 October 2019.
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 1 of residential land audit completed. Stage 2 and 3 residential land audit released for tender for finalisation by February / March 2020. Draft Housing Strategy brief (including capacity analysis, liveability, constraints and demand assessment expected to be finalised and issued for tender by November / December 2019.

Liveable

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

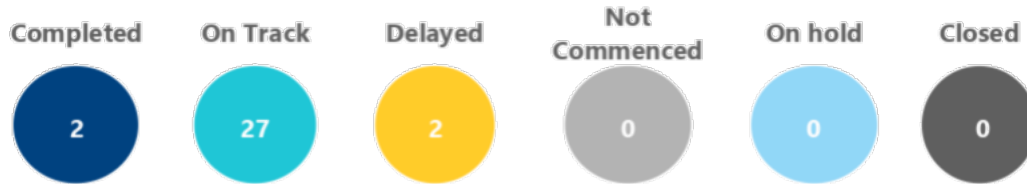
We are activating public spaces, increasing access to beaches and green spaces, and delivering a range of amenities – like walking and cycling routes, playgrounds and sports facilities – that promote healthy living and enjoyment of the natural world.

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

Focus Area	
 <p data-bbox="292 907 545 965">Reliable public transport and connections</p>	<p data-bbox="584 725 1310 784">J1 Create adequate, reliable and accessible train services and facilities to accommodate current and future passengers</p> <p data-bbox="584 801 1310 860">J2 Address commuter parking, drop-off zones, access and movement around transport hubs to support and increase use of public transport</p> <p data-bbox="584 878 1310 936">J3 Improve bus and ferry frequency and ensure networks link with train services to minimise journey times</p> <p data-bbox="584 954 1310 1012">J4 Design long-term, innovative and sustainable transport management options for population growth and expansion</p>
 <p data-bbox="280 1247 555 1305">Out and about in the fresh air</p>	<p data-bbox="584 1034 1310 1093">K1 Create a regional network of interconnected shared pathways and cycle ways to maximise access to key destinations and facilities</p> <p data-bbox="584 1111 1310 1200">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 data-bbox="584 1218 1310 1276">K3 Provide signage, public facilities, amenities and playgrounds to encourage usage and enjoyment of public areas</p> <p data-bbox="584 1294 1310 1384">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 data-bbox="309 1585 528 1644">Healthy lifestyle for a growing community</p>	<p data-bbox="584 1404 1310 1462">L1 Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated</p> <p data-bbox="584 1480 1310 1538">L2 Invest in health care solutions including infrastructure, services and preventative programs to keep people well for longer</p> <p data-bbox="584 1556 1310 1615">L3 Cultivate a love of learning and knowledge by providing facilities to support lifelong learning</p> <p data-bbox="584 1632 1310 1691">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	●	Investigations and designs complete for a car park at Tuggerah Station. Federal Government is taking over the Tuggerah Carpark as part of an election commitment.
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 designs have commenced for a number of carpark locations in the Gosford CBD. A Council briefing on locations and the designs will be in early November. The final report will go to Council for adoption in December with public exhibition to commence by March 2020.
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 has continued to identify realistic trial routes.








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		1.4 kilometres of shared path and footpath has been constructed. The pathway capital works program remains on track to meet target by 30 June 2020.
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 change room refurbishment has been completed and the facility was opened to the public in September.
Provide new, clean and accessible public facilities for the community	K3.02.2019-20	Construction of new of accessible public toilets at Forresters Beach and MacMasters Beach	Facilities and Asset Management		Construction is underway of the Forresters Beach toilets. Completion is expected by end of October 2019. Macmasters Beach toilets will be completed via a design and construct tender. This will lead to some delays in delivery for the financial year and for the state government grant. Construction is anticipated to commence early 2020 and be completed July 2020.
Increase availability of accessible amenities	K3.03.2019-20	Construction of new of accessible public toilets at East Gosford Town Centre	Facilities and Asset Management		Construction of the new public toilet facility is planned to commence in March / April 2020.

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) and relevant playground information is available on Council's website	Open Space and Recreation		Accessibility considered and selected item included in all new, renewed and upgraded playspaces.
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 the annual capital works program	Waterways and Coastal Protection		Procurement of matting to enhance all inclusive access to selected beaches across the Central Coast has commenced. Avoca Beach southern foreshore improvement project continues to progress with completion expected in the second quarter. This will include provision of a wheelchair access to the beach.
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 closed during winter period and due to open on Tuesday 1 October 2019.
	L1.02.2019-20	Delivery of a high quality leisure facility and program at Toukley Aquatic Centre that attracts 125,000 visitors per year	Leisure and Lifestyle		A total of 33,004 attendances during this quarter at Toukley Aquatic Centre in learn to swim and squad programs.







Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
	L1.03.2019-20	Delivery of a high quality leisure facility and program at Peninsula Leisure Centre that that attracts 435,000 visitors per year	Leisure and Lifestyle		A total of 114,823 attendances during this quarter at Peninsula Leisure Centre in fitness, gym, swimming and sports programs.
	L1.04.2019-20	Delivery of a high quality leisure facility and program at Gosford Olympic Pool that that attracts 200,000 visitors per year	Leisure and Lifestyle		A total of 39,410 attendances during this quarter at Gosford Olympic Pool in learn to swim, recreation swim and squad swim programs.
	L1.05.2019-20	Delivery of a high quality leisure facility and program at Niagara Park Stadium that that attracts 125,000 visitors per year	Leisure and Lifestyle		A total of 34,560 attendances during this quarter at Niagara Park Stadium in recreation and sport programs.
	L1.06.2019-20	Delivery of a high quality leisure facility and program at Lake Haven Recreation Centre that attracts 125,000 visitors per year	Leisure and Lifestyle		A total of 34,072 attendances during this quarter at Lake Haven Recreation Centre in fitness, gym, recreation and sport programs.
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 this quarter. No substantial weather delays encountered.
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 commenced and will be completed prior to commencement of Summer sporting season.
Provision of Speech Therapy within the Education and Care	L2.01.2019-20	Work in partnership with NSW Health to	Learning and Education		Assessments and referrals are occurring across

Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
Centres identified in the NSW Health Service Agreement		provide speech pathology services to identified children in the Education and Care Centres			all services, with families being supported through to other support agencies where required. Educator sessions have occurred, and the Speech Therapist has attended parent evenings for school transition.
Programs focused 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 knowledge of participants in topics such as responsible pet ownership, parking, personal and family safety, household safety, compliance areas	Learning and Education		Community Safety education programs delivered this quarter include Responsible Pet Ownership; Desexing Saves Lives and Microchip days; Community Safety Programs: On Patrol with Ranger Tim and Spot and positive Mental Health program: Lost Bird found.
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 Education and Care services	Learning and Education		A request for quotation will be issued seeking a review of current and future needs of education and care services.
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		Year to date turnover of physical and electronic 5.51.
Loans for print and resources are maintained	L3.04.2019-20	Annual library loans maintain or exceed 2018-19 result	Libraries		There has been a total of 423,380 loans year to date. Annual target is 1,582,085.
Provide facilities that meet the needs of the community	L3.05.2019-20	Annual visitations at library branches exceeds 1,050,000	Libraries		There has been 257,976 visits to library branches year to date.

Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
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		Project scoping commenced, input from across Council business units requested.
	L4.02.2019-20	DIAP LC.006: Promote Council's community funding programs to assist local organisations to access funding to increase opportunities for inclusion and infrastructure enhancements	Community Partnerships		Council's community grants programs promoted through all relevant channels.
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	Economic Development and Project Delivery		Development application approval underway.
Provide community facilities at Warnervale	L4.04.2019-20	Identify a potential site for a Recreation / Aquatic Centre and a Community Centre at Warnervale	Economic Development and Project Delivery		Exploring potential sites and feasibility.
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 Community Facilities Leasing and Licencing Policy under review.
To increase utilisation of community facilities by	L4.06.2019-20	95% of assets are inspected post booking and bond refunds are	Leasing and Asset Management		100% of assets have been inspected post the booking. Bond

Liveable

Delivery Program	Reference	Operational Plan Action / Target / Project	Responsible Unit	Status	Comment
providing quality assets at affordable rates		processed by bookings staff within one (1) week post event date			refunds processed by staff within one week post event date.
	L4.07.2019-20	To develop and implement a marketing plan to increase utilisation, bookings and awareness of community facilities	Leasing and Asset Management		Communication and Marketing Plan developed and approved for implementation in the second quarter.
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		Accessibility improvements works planned at Kincumber Neighbourhood Centre, Chain Valley Bay Hall, Peninsula Community Centre and Kariong Neighbourhood Centre in 2019-20.

Financial Overview

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

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

1.1 Operating Result

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

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

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

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

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

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

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

Unfavourable

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

Favourable

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

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

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

1.2 Capital Works

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

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

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

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

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

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

Quarterly Budget Review

2.1 Responsible Accounting Officer's Statement

Report by Responsible Accounting Officer

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

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

Craig Norman
Responsible Accounting Officer
11 November 2019

2.2 Operating Result

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

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

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

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

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

Income Analysis

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

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

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

Income variations compared to YTD budgets are explained below:

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

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

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

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

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

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

Expenditure Analysis

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

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

Operating expenditure variations compared to YTD budgets are explained below:

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

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

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

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

- Depreciation - year to date depreciation expense is on track. Review and analysis of this expenditure category will continue throughout 2019-20 to align asset useful lives with the revised full year forecast for depreciation expense.
- Other Expenses – the \$1.1M favourable operating expenditure variance relates to electricity and gas charges, insurance costs and software expenses.
Budget increases totalling \$0.2M are proposed in this review and are for an increase of \$1.3M for Holiday Park profit share payments as a result of the newly commenced contract with NRMA Holiday Parks, mostly offset by \$1.1M in reduction as result of reallocating budgets to Materials and Contracts.
- Net Losses from the Disposal of Assets - there is no budget currently required for net losses from the disposal of assets. This will be monitored as assets are disposed of throughout 2019-20.

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

2.3 Capital Expenditure

2019-20 Financial Year

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

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

Significant changes to the capital works program include:

Reductions

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

Increases

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

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

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

2020-21 Financial Year

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

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

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

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

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

Stronger Communities Fund

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2.4 Cash and Investments

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

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

Balances as at 30 September 2019 are shown below.

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

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

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

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

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

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

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

Cash Flow Statement

Central Coast Council

Statement of Cash Flows

for the Quarter ended 30 September 2019

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

2.5 Contracts and Other Expenses

Major Contracts

The following contracts were entered during Q1:

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

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

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

2.6 Consultancy and Legal Expenses

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

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

Operating Expense	YTD Actual \$'000	Budgeted Yes/No
Consultants	1,834	Yes
Legal Fees	116	Yes

Financial Schedules and Proposed Adjustments

3.1 Income and Expense Budget Review Statement

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

Consolidated Income Statement	Q1 YTD Actuals	Q1 YTD Budget	Q1 YTD Variance	Q1 YTD Variance	2019-20 Original Budget	Q1 Council Resolved Budget Changes	Q1 Q1 Proposed Adjustments	Q1 Mapping Change s during Q1	2019-20 Proposed Full Year Annual Budget
	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Income									
Rates and Annual Charges	281,544	281,717	(173)	(0.1%)	318,787	-	2,208	5,312	326,305
User Charges and Fees	31,250	34,157	(2,906)	(8.5%)	144,701	-	(1,936)	-	142,765
Interest & Investment Revenue	2,924	3,804	(880)	(18.9%)	14,418	-	(2,000)	-	12,418
Other Revenue	3,044	3,433	(389)	(11.3%)	13,738	-	(181)	-	13,557
Operating Grants and Contributions	8,229	8,411	(182)	(2.8%)	44,857	-	703	(5,312)	40,048
Gain on Disposal	0	-	-	0.0%	1,493	-	-	-	1,493
Total Income Attributable to Operations	304,992	309,322	(4,330)	(1.4%)	537,791	-	(1,208)	-	536,583
Operating Expenses									
Employee Costs	49,750	51,794	2,035	3.9%	207,831	-	(716)	-	206,915
Borrowing Costs	3,875	3,776	(98)	(2.6%)	16,838	-	-	-	16,838
Materials & Contracts	22,470	23,908	1,438	8.0%	98,037	-	2,808	(348)	100,295
Depreciation and Amortisation	35,017	35,017	(0)	(0.0%)	138,953	-	-	-	138,953
Other Expenses	24,889	25,787	1,078	4.2%	94,924	-	27	348	95,299
Loss on Disposal	-	-	-	0.0%	-	-	-	-	0
Total Expenses Attributable to Operations	135,809	140,260	4,451	3.2%	556,381	-	1,917	-	558,298
Operating Result before Capital Amounts	169,182	169,062	121	0.1%	(18,590)	-	(3,125)	-	(21,715)
Capital Grants and Contributions	4,807	12,111	(7,304)	(62.0%)	52,419	1,888	(6,414)	-	47,693
Grants and Contributions Capital Received	4,807	12,111	(7,304)	(62.0%)	52,419	1,888	(6,414)	-	47,693
Net Operating Result	173,789	181,173	(7,384)	(4.1%)	33,829	1,888	(9,539)	-	25,978

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

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

3.2 Proposed Operating Statement Budget Amendments

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

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

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

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

3.3 Capital Expenditure Report

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

Council Business Unit	Original Budget	Approved Changes for Continuing Projects	Approved Changes by Council resolutions	Annual Budget	Proposed changes for Q1	Proposed Full Year Budget	Actuals YTD - Sep 2019	Budget YTD - Sept 2019	YTD Actuals / Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
Chief Financial Officer	12,733	(36)	-	12,697	84	12,781	977	656	149.0%
Financial Performance	36	(36)	-	-	-	-	-	-	0.0%
Plant and Fleet	12,697	-	-	12,697	84	12,781	977	656	149.0%
Chief Information Officer	26,507	-	-	26,507	-	26,507	5,535	8,250	67.1%
Chief Technology Officer	3,935	-	-	3,935	-	3,935	965	1,681	57.4%
Core Systems Consolidation	19,060	-	-	19,060	-	19,060	4,053	5,788	70.0%
Digital Information Services	2,153	-	-	2,153	-	2,153	511	651	78.4%
Technology and Customer Service	1,360	-	-	1,360	-	1,360	7	129	5.1%
Connected Communities	30,997	1,205	-	32,202	(474)	31,728	2,118	2,743	77.2%
Community Engagement	3,743	-	-	3,743	(400)	3,343	6	-	0.0%
Community Partnerships	4,624	-	-	4,624	532	5,156	51	16	330.2%
Facilities and Asset Management	18,115	1,195	-	19,310	(715)	18,595	1,691	2,250	75.1%
Libraries, Learning and Education	1,566	10	-	1,576	25	1,601	263	403	65.3%
Leasing and Asset Management	-	-	-	-	194	194	25	-	0.0%
Leisure and Lifestyle	2,950	-	-	2,950	(110)	2,840	82	75	109.0%
Environment and Planning	31,094	3,376	11,722	46,193	(2,348)	43,845	5,330	5,162	103.3%
Environment and Certification	120	-	-	120	-	120	2	-	0.0%
Natural and Environmental Assets	3,058	305	-	3,363	647	4,010	499	706	70.6%
Open Space and Recreation	25,167	1,764	11,722	38,653	(2,944)	35,708	2,956	2,938	100.6%
Waterways and Coastal Protection	2,750	1,308	-	4,058	(51)	4,007	1,874	1,518	123.4%
Governance	5,798	13	-	5,811	53	5,864	582	1,315	44.2%
Business Enterprise	5,548	13	-	5,561	(100)	5,461	582	1,308	44.5%
Governance	-	-	-	-	80	80	-	-	0.0%
Procurement and Projects	250	-	-	250	73	323	-	7	0.0%
Innovation and Futures	9,440	400	8,204	18,043	-	18,043	567	4,591	12.4%
Economic Development and Project Delivery	8,451	400	8,204	17,054	-	17,054	564	4,581	12.3%
Innovation and Futures Management	989	-	-	989	-	989	4	10	35.3%
Roads Transport Drainage and Waste	79,299	1,060	-	80,359	2,764	83,123	14,205	11,091	128.1%
Roads Asset Planning and Design	74,972	1,060	-	76,032	3,064	79,097	14,081	10,656	132.1%
Waste Services and Business Development	4,327	-	-	4,327	(300)	4,027	124	435	28.5%
Water and Sewer	39,754	-	-	39,754	-	39,754	8,414	9,438	89.2%
Water and Sewer	39,754	-	-	39,754	-	39,754	8,414	9,438	89.2%
TOTAL ALL	235,621	6,018	19,926	261,566	79	261,645	37,729	43,247	87.2%

3.4 Proposed Capital Budget Amendments

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

Projects continuing to 2020-21 have been shaded aqua.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Central Coast Council Summary of Investments as at 31-October-2019							
Financial Institution	Type of Investment	Short Term Rating	Long Term Rating	Maturity Date	Portfolio Balance \$	As a % of the total Portfolio	Interest Rate %
CASH AT CALL:							
Westpac Banking Corporation	Corporate Investment Account	A1	AA	Daily	2,048,322	0.51%	1.10%
Bankwest	At Call Deposit	A1	AA	Daily	20,327,867	5.01%	1.25%
Commonwealth Bank of Australia	Business On-line Saver	A1	AA	Daily	10,100,000	2.49%	0.90%
Total Cash At Call					32,476,189	8.01%	
TERM DEPOSITS, FLOATING RATE NOTES & BONDS:							
Australia New Zealand Banking Group	Term Deposit	A1	AA	12-Nov-2019	10,000,000	2.47%	2.78%
Westpac Banking Corporation	Term Deposit	A1	AA	25-Nov-2019	10,000,000	2.47%	2.73%
ING	Term Deposit	A2	A	13-Dec-2019	5,000,000	1.23%	2.83%
National Australia Bank	Term Deposit	A1	AA	16-Dec-2019	10,000,000	2.47%	2.70%
National Australia Bank	Term Deposit	A1	AA	15-Jan-2020	10,000,000	2.47%	2.78%
Bankwest	Term Deposit	A1	AA	02-Jan-2020	10,000,000	2.47%	2.60%
Central Coast Credit Union	Term Deposit	Unrated	Unrated	15-Feb-2020	1,000,000	0.25%	2.75%
ING	Term Deposit	A2	A	26-Feb-2020	5,000,000	1.23%	2.89%
Australia New Zealand Banking Group	Term Deposit	A1	AA	02-Mar-2020	10,000,000	2.47%	2.50%
Westpac Banking Corporation	Floating Rate Note	A1	AA	05-Mar-2020	10,000,000	2.47%	BBSW + 0.77%
ING	Term Deposit	A2	A	12-Mar-2020	10,000,000	2.47%	2.55%
Westpac Banking Corporation	Term Deposit	A1	AA	17-Mar-2020	10,000,000	2.47%	3.10%
Australia New Zealand Banking Group	Term Deposit	A1	AA	18-Mar-2020	10,000,000	2.47%	2.55%
Members Equity Bank	Floating Rate Note	A2	BBB	06-Apr-2020	10,000,000	2.47%	BBSW + 1.25%
National Australia Bank	Term Deposit	A1	AA	14-Apr-2020	10,000,000	2.47%	2.58%
SIRA	Term Deposit	A1	AA	02-May-2020	8,098,000	2.00%	2.40%
Westpac Banking Corporation	Term Deposit	A1	AA	07-May-2020	10,000,000	2.47%	2.65%
ING	Term Deposit	A2	A	21-May-2020	10,000,000	2.47%	2.70%
Rural Bank	Term Deposit	A2	BBB	03-Jun-2020	10,000,000	2.47%	1.94%
Macquarie Bank	Term Deposit	A1	A	17-Jun-2020	10,000,000	2.47%	1.85%
Macquarie Bank	Term Deposit	A1	A	13-Jul-2020	10,000,000	2.47%	1.85%
Bendigo and Adelaide Bank	Floating Rate Note	A2	BBB	18-Aug-2020	4,000,000	0.99%	BBSW + 1.10%
Rabo Bank	Term Deposit	A1	AA	07-Sep-2020	5,000,000	1.23%	3.50%
Suncorp-Metway Limited	Floating Rate Note	A1	A	20-Oct-2020	4,500,000	1.11%	BBSW + 1.25%
Suncorp-Metway Limited	Floating Rate Note	A1	A	20-Oct-2020	500,000	0.12%	BBSW + 1.25%
National Australia Bank	Term Deposit	A1	AA	10-Dec-2020	5,000,000	1.23%	2.80%
Westpac Banking Corporation	Term Deposit	A1	AA	10-Dec-2020	10,000,000	2.47%	2.90%
Westpac Banking Corporation	Term Deposit	A1	AA	21-Jun-2021	10,000,000	2.47%	3.06%
Rabo Bank	Term Deposit	A1	AA	05-Jul-2021	10,000,000	2.47%	2.92%
Westpac Banking Corporation	Floating Rate Note	A1	AA	26-Nov-2021	5,000,000	1.23%	BBSW + 0.93%
Newcastle Permanent Building Society	Floating Rate Note	A2	BBB	24-Jan-2022	10,000,000	2.47%	BBSW + 1.65%
Rabo Bank	Term Deposit	A1	AA	12-Dec-2022	10,000,000	2.47%	3.18%
Westpac Banking Corporation	Floating Rate Note	A1	AA	27-Nov-2023	5,000,000	1.23%	BBSW + 0.93%
NSW Treasury Corporation	Bonds	A1	AAA	15-Nov-2028	15,000,000	3.70%	3.00%
Bank of Queensland	Term Deposit	A2	BBB	26-Aug-2021	10,000,000	2.47%	1.75%
Macquarie Bank	Term Deposit	A1	A	07-Aug-2020	10,000,000	2.47%	1.55%
National Australia Bank	Term Deposit	A1	AA	15-Sep-2020	10,000,000	2.47%	1.55%
Suncorp-Metway Limited	Term Deposit	A1	A	17-Jun-2020	5,000,000	1.23%	1.65%
National Australia Bank	Term Deposit	A1	AA	06-Oct-2020	10,000,000	2.47%	1.48%
National Australia Bank	Term Deposit	A1	AA	28-Sep-2020	10,000,000	2.47%	1.50%
National Australia Bank	Term Deposit	A1	AA	12-Oct-2020	10,000,000	2.47%	1.48%
AMP limited	Term Deposit	A1	A	18-Mar-2020	5,000,000	1.23%	1.75%
Bank of Queensland	Term Deposit	A2	BBB	26-Sep-2024	10,000,000	2.47%	2.00%
Bendigo and Adelaide Bank	Term Deposit	A2	BBB	21-Sep-2020	10,000,000	2.47%	1.62%

Central Coast Council Summary of Investments as at 31-October-2019							
Financial Institution	Type of Investment	Short Term Rating	Long Term Rating	Maturity Date	Portfolio Balance \$	As a % of the total Portfolio	Interest Rate %
Total Term Deposit & Bonds:					373,098,000	91.99%	
TOTAL PORTFOLIO					405,574,189	100.00%	
Current					305,574,189	75.34%	
Non-Current					100,000,000	24.66%	
TOTAL PORTFOLIO					405,574,189	100.00%	

Green Investments

SUMMARY OF RESTRICTIONS as at 30 September 2019

FUND	SOURCE	Principal Amount \$'000
GENERAL FUND	Cemeteries Surplus	814
	Contributions to works	7,012
	Developer Contributions	98,669
	Developer Contributions (Bonus Provisions)	5,002
	Developer Contributions (Prepaid)	0
	Developer Contributions (VPA)	2,608
	Holiday Park Surplus	10,269
	Other Crown Land	1,559
	RMS Advances	853
	Self Insurance	5,976
	Stormwater Levy	797
	Unexpended grants	10,439
	Waste Management (Tip Rehabilitation)	28,356
	TOTAL GENERAL FUND RESTRICTIONS	172,354
	Water FUND	Developer Contributions
Contributions to works		47
Developer Contributions (Prepaid)		0
Developer Contributions (VPA)		1,028
Self Insurance		798
Unexpended grants		2,355
TOTAL WATER FUND RESTRICTIONS	42,919	
SEWER FUND	Contributions to works	
	Developer Contributions	21,601
	Developer Contributions (VPA)	483
	Self Insurance	2,131
TOTAL SEWER FUND RESTRICTIONS	24,215	
DRAINAGE FUND	Contributions to works	100
	Developer Contributions	33,958
	Unexpended grants	91
TOTAL DRAINAGE FUND RESTRICTIONS	34,148	
DOMESTIC WASTE FUND	Domestic Waste Management	71,133
	Unexpended grants	1,081
TOTAL WASTE FUND RESTRICTIONS	72,214	
TOTAL EXTERNALLY RESTRICTED FUNDS		345,849
GENERAL FUND		82,253
Water FUND		873
SEWER FUND		955
DRAINAGE FUND		66
DOMESTIC WASTE FUND		0
INTERNALLY RESTRICTED FUNDS		84,147

New South Wales Treasury Corporation
NSW Sustainability Bond Programme

Creating a sustainable future

Annual Report 2019



ABOUT THIS REPORT

This is the inaugural annual report of the NSW Sustainability Bond Programme and we will continue to report on an annual basis over the life of the programme. The report provides an overview of bonds that were issued under the programme over the past year, our governance and certification, and where the funds we raised were earmarked to, including dollar amounts and details of each project.

An electronic copy of this report is available at www.tcorp.nsw.gov.au.

FEEDBACK

We welcome your feedback on our report to help improve future editions – please contact Naomi Wilkie, Senior Economist at the Office of Social Impact Investment on +61 2 9228 4321 and the Head of Marketing at TCorp on +61 2 9325 9325.

STAY UP TO DATE

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Cover photograph: Bike riders at sunrise,
Central Coast, New South Wales, Australia.

Photographer: Steve Christo

Year in review

Largest green bond issued in Australia

- Issued the inaugural 10-year A\$1.8bn Green Bond in November 2018
- Transaction is the largest single green bond issue to date in the Australian dollar market

Partnered with NSW Government family

- Close collaboration between TCorp, NSW Treasury, the NSW Office of Social Impact Investment and the NSW Department of Planning, Industry and Environment to further the aims of the NSW Sustainability Bond Programme
- The close partnerships extended to invaluable contributions from Sydney Metro, Transport for NSW and Sydney Water
- Partnerships that helped to deliver the NSW Sustainability Bond Programme and launch the Green Bond

Contributed to NSW communities and people

- Earmarked three assets to be refinanced by the Green Bond: the Sydney Metro Northwest; the Newcastle Light Rail; and the Lower South Creek Treatment Programme

Diversified our investor base

- 57 investors in total
- 15 new investors for TCorp, improving the diversification of the investor base and helping to mitigate future funding risk

Fully certified, aligned to state government climate policies and goals

- Implemented the NSW Sustainability Bond Framework to underpin the credentials of further issuances
- Aligned to the International Capital Market Association's Green Bond Principles, Social Bond Principles and Sustainability Bond Guidelines
- Incorporated an independent assurance of the programme
- Two products have been certified by the Climate Bonds Initiative – the November 2018 Green Bond in October 2018, and the Green Term Deposit in August 2019
- Consistent with the NSW Climate Change Policy Framework, State Infrastructure Strategy, Future Transport Strategy and NSW Premier's priorities

The November 2018 Green Bond won three industry awards

- Best Sustainable Finance Deal, FinanceAsia Achievement Award 2018
- Australian Sustainability Deal of the Year, KangaNews Awards 2018
- Australian Dollar Rates Bond Deal of the Year, KangaNews Awards 2018

Message from the Chair, NSW Sustainability Committee

The NSW Sustainability Bond Programme is the culmination of close collaboration between agencies across the NSW Government family, bringing together people with foresight, passion and commitment to deliver tangible benefits for the community.

While our first issuance from this programme—a green bond—was heavily oversubscribed, that alone was not the key measure of its success. This highly-targeted bond came along at the right juncture, with the NSW Government looking to fund sustainable projects of significance.

At the same time, investors have become genuinely interested in allocating capital to opportunities that provided a better environmental outcome. TCorp gauged market support for this first green bond issued in November 2018 and it was enthusiastically received. We believe it has put green bond issuance in Australia on a new footing with respect to scale; writing A\$1.8 bn made investors here and offshore stand up and take notice and as of the publishing date of this report, it is the largest single green bond in Australian dollars in this market.

MEETING REQUIRED OUTCOMES

A goal for TCorp is to diversify our investor base. While a benchmark bond issuance usually attracts around 35 investors, there were 57 investors in the Green Bond, 15 of which were new to TCorp.

Through our partnerships and close collaboration with NSW Treasury, the NSW Office of Social Impact Investment and the NSW Department of Planning, Industry and Environment, robust governance structures have been established to support this programme.

As a 'use of proceeds' bond, we must demonstrate how the funds raised are allocated to meet the required outcome. In the case of this first Green Bond, certified under the Climate Bonds Initiative, we are reporting back on the environmental and climate aspects of each asset. At the same time, we are also excited to see the emerging social benefits.

For example, the Sydney Metro Northwest project which commenced operations in May this year, has resulted in reduced commuting times. In addition, accessibility was addressed for commuters with mobility issues. For Sydney Water, the funded water and wastewater services not only provide improved sanitation, but form a major part of the organisation's remit to build resilient infrastructure in the face of climate change, using water resources more efficiently and sustainably.

So, how can we ensure we continue to deliver a high quality sustainability bond programme for NSW? While green bonds are quite developed around the world, there is a significant opportunity in putting forward social bonds, or indeed sustainability bonds (a combination of green and social). These bonds are still emerging in terms of investor appetite and understanding.

GOVERNANCE AND ASSURANCE

TCorp and its partners had longevity in mind when putting the overarching framework and governance structure in place for our programme. We have the confidence and capacity to take this programme forward over many years to come and ensure projects funded meet recognised and expected standards.

We are also proud to have created a programme consistent with best market practice, including seeking independent assurance by EY, alignment with the International Capital Market Association's (ICMA) Green Bond Principles, Social Bond Principles and Sustainability Bond Guidelines, and Climate Bonds Initiative certification.

A TRUE PARTNERSHIP

To close, I wanted to reiterate the unique and valuable partnership with the NSW Government family that underpins the programme. Through this, we have been able to achieve a level of understanding of entities, identify assets and projects, discover what can be measured in terms of outcomes, and what we may be able to do with future issuances.

These are insights we would not have been able to develop without the expert knowledge and enthusiasm from our four key agency partners and our colleagues at Sydney Metro, Transport for NSW and Sydney Water. I thank them most sincerely.

TCorp and its partners had longevity in mind when putting the overarching framework and governance structure in place for our programme

OUTLOOK

While our Green Bond has been an unqualified success, and the winner of three industry awards, it is only the beginning. We have embarked on a journey that will continue to deliver projects that meet the best possible outcomes for the NSW community. In the second half of 2019, we intend to issue a sustainability and social bond which will complement the existing general purpose bonds that we already issue.

It's important for us that we maintain a focus on due diligence around the assets, ensuring they are vetted by an assurance provider and where appropriate, undertake a certification process. We believe that quality is what will continue to attract investors in Australia and around the world.



Katherine Palmer
Chair, NSW Sustainability Committee



NSW Sustainability Bond Programme

NSW was the first Australian state to establish a sustainability bond programme enabling the issue of green, social and/or sustainability bonds. The classification is determined by the primary objectives of the underlying projects and highlights the unique collaboration within the NSW Government family.

The NSW Sustainability Bond Programme provides investors with the opportunity to be part of a more sustainable future by helping to finance projects that support positive and transparent economic, social and environmental outcomes for the community. Further, it supports Australia's ongoing commitment to meeting the United Nations Sustainable Development Goals (UN SDGs).

In November 2018, TCorp issued its inaugural 10-year, A\$1.8bn Green Bond under the NSW Sustainability Bond Programme.

As at the publication date of this report, this transaction is the largest single green bond issue in the Australian dollar market. It has also received a number of industry awards. The bond was issued under the NSW Sustainability Bond Framework, with pre-issuance and post-issuance assurance provided by EY, and certified as being compliant with the Climate Bonds Standard by the Climate Bonds Initiative.

Green, social and sustainability bonds are defined by the International Capital Markets Association below:¹

- Green bonds are any type of bond instrument where the proceeds will be exclusively applied to finance or refinance, in part or in full, new and/or existing eligible Green Projects and which are aligned with the four core components of the Green Bond Principles (GBP).
- Social bonds are any type of bond instrument where the proceeds will be exclusively applied to finance or refinance, in part or in full, new and/or existing eligible Social Projects and which are aligned with the four core components of the Social Bond Principles (SBP).
- Sustainability bonds are bonds where the proceeds will be exclusively applied to finance or refinance, a combination of both Green and Social Projects. Sustainability bonds are aligned with the four core components of both the GBP and SBP.



THE VISION

With considerable investor appetite to align capital with positive environmental and social outcomes, TCorp has an exciting vision for the programme. There are already plans for further bond issuances and we are committed to reporting on the programme's progress and results annually. Our overarching aims for the programme include:

- Leading the way in sustainability bonds and demonstrating pathways to mobilise capital in support of projects with a positive environmental and/or social outcome.
- Seeking ways for finance to contribute towards meeting UN SDG outcomes.
- Supporting the development of the wider sustainable finance sector.
- Drawing upon and contributing to global best practice in the discipline of impact and outcomes measurement, reporting, and transparent disclosure of sustainability outcomes.
- Highlighting and influencing the embedding of sustainability practices through the lifecycle of government assets and programmes.
- Inspiring innovative, cross-government solutions to the state's most pressing environmental and social problems.

Sydney Water pointed to many macro outcomes from the Green Bond:

"Sydney Water's participation in the NSW Government's Sustainability Bond Programme showcases the multi-faceted benefits in providing essential water and wastewater services to the people of greater Sydney. Not only do these services provide public health benefits in sanitation, but they also provide broader environmental and sustainability gains. Showing how Sydney Water is building resilience to climate change and innovating to provide efficient and sustainable resource use will help us to work towards transitioning to a low carbon and circular economy."

Christine Turner, Principal Policy Advisor, Corporate Strategy at Sydney Water.



STRONG GOVERNANCE ESTABLISHED

Evaluation, certification and assurance are all key elements of the NSW Sustainability Bond Programme to ensure transparency and alignment with desired outcomes.

A sound governance architecture underpins the programme, and includes the NSW Sustainability Committee which is primarily guided by the NSW Sustainability Bond Framework. Oversight of the projects that are included in the asset pool and allocation of the bond proceeds is undertaken by the NSW Sustainability Committee, which is chaired and coordinated by TCorp and includes representatives from NSW Treasury, NSW Office of Social Impact Investment and the NSW Department of Planning, Industry and Environment.

The NSW Sustainability Committee is also able to draw on expertise from members of the NSW Government family to assist with the performance of its function. Validation of the robust governance frameworks and associated controls is undertaken by a third party verifier. Prior to the issue of the Green Bond, EY provided an independent assurance report confirming material alignment of the NSW Sustainability Bond Framework and nominated projects with the ICMA Sustainability Bond Guidelines and Climate Bonds Standard (including sectoral criteria).

Currently, green bonds represent only a fraction of the overall fixed income universe; our programme, which includes the recently piloted green term deposits and a sustainability and social bond to be issued in the second half of 2019, is designed to complement TCorp's overall general purpose bonds programme, which aims to raise A\$13.3bn in the 2019 financial year.

HOW THE PROCEEDS OF OUR SUSTAINABILITY BONDS CAN BE USED

The [NSW Sustainability Bond Framework](#) was jointly developed by the NSW Sustainability Committee to show how TCorp may issue 'use of proceeds' bonds in green, social and/or sustainability formats under the programme.

This framework is supported by the internal procedures, processes and controls of the respective agencies represented in the committee and details the overarching goal of demonstrating how bonds will be earmarked to finance or refinance projects and assets that:

- Deliver positive environmental and/or social outcomes.
- Align with and contribute towards meeting UN SDGs.
- Support the NSW Government's environmental and/or social objectives.

THE RISE OF GREEN BONDS – IN AUSTRALIA AND GLOBALLY

The report [Australia Green Finance State of the Market](#) by the Climate Bonds Initiative revealed that green bond issuance in Australia has increased dramatically over the past two years. Over A\$3.9bn in green bonds were written in the first half of 2019 alone, this is close to the A\$6.0bn issued in 2018, and higher than the A\$3.3bn issued in 2017. This reflects global trends, where in just under a decade, green bond issuance has grown from zero to over US\$170bn annually and over US\$500bn cumulatively, identified in [Green Bonds: The State Of The Market 2018](#) (SOTM).

The Climate Bonds Initiative research also noted that TCorp's entry into the green bond market in the fourth quarter of 2018 was a record A\$1.8bn deal, followed by Queensland Treasury Corporation with A\$1.25bn, NAB (A\$1.2bn, converted from €750mn) and Macquarie Group (A\$883mn, converted from £500mn). All told there were 35 issuances from 15 Australian entities in four currencies.

Australia was ranked third for green bond issuance in the Asia-Pacific region, behind China (US\$91.5bn) and Japan (US\$12.4bn). The top five countries were rounded out by South Korea in fourth spot (US\$6.7bn) and Indonesia (US\$4.0bn). In global green bond rankings, Australia was in 10th position at 30 June 2019.

Certification is a priority in the Australian market. The SOTM report identified that 83 per cent of all green bonds issued in Australia were certified under the Climate Bonds Standard, while EY was the leading independent verifier of Certified Climate Bonds, having assessed 15 deals (42 per cent by issued volume), including the TCorp Green Bond.

A positive impact on NSW people and communities

The programme aligns closely with NSW Government priorities to deliver projects for the benefit of the wider community in a sustainable manner, demonstrating the power and impact of collaboration within the NSW Government family.

Funding raised through the TCorp Green Bond is allocated only to projects that meet a desired environmental outcome as per its certification. In a roadshow to attract a more diverse set of investors to the programme, investor feedback indicated that delivering on environmental and climate outcomes was essential, in line with the remit of the bond; and just as important were enhanced social outcomes.

To that end, all the agencies partnering in the programme—led by the NSW Sustainability Committee—worked together to ensure the correct governance structure was in place before the first bond was presented to the market and to establish a framework that would allow for issuance of further green, social and/or sustainability bonds in future.

Proceeds raised from these bonds are allocated to finance or refinance projects and assets that have been assessed by the NSW Sustainability Committee as suitable for inclusion in the asset pool (which is non-recourse), and offer tangible environmental and/or social benefits to the people of NSW. This supports the NSW Government's stated objectives and also contributes towards helping the state meet the UN SDGs.

POLICY SPOTLIGHT: NSW AND CLIMATE CHANGE

“The people of NSW expect decisive and responsible action on climate change... No responsible leader can accept the contribution made by science but then ignore the risk posed by climate change. This is why the New South Wales Government supports the Paris target of limiting global warming to well below two degrees Celsius. It is also why we set the State a target of net zero emissions by 2050. The more immediate question is what we do now.”²

Matt Kean MP,
NSW Minister for Energy and Environment.



Bella Vista Station, photograph courtesy of Sydney Metro.

In 2016, the NSW Government set out its intentions on climate change in the NSW Climate Change Policy Framework. The framework outlines long-term objectives to maximise the economic, social, and environmental wellbeing of the state in the context of a changing climate:³

- To achieve net-zero emissions by 2050
- For NSW to become more resilient to a changing climate.

Aligning with these objectives, NSW is supporting clean energy and helping households and businesses reduce their energy bills by saving energy and preparing for the impacts of climate change.

NSW is making progress toward the 2050 target. The latest Australian greenhouse gas (GHG) inventory data shows 2017 GHG emissions in NSW were 18.2 per cent lower than 2005 levels.⁴ With GHG emissions in 2017 at 131.5 million tCO₂-e,⁵ there needs to be committed action to achieve the 2050 target. Both private and public capital will need to be put to work to transform NSW into a net-zero emissions economy. The NSW Sustainability Bond Programme enables private capital to contribute to achieving these goals.

NSW initiatives include:

NSW Climate Change Fund

The NSW Climate Change Fund (CCF) was established in 2007. The latest round of the CCF is investing A\$1.4bn between 2017 and 2022 to realise energy savings, cut power bills, support clean energy and help our communities be more resilient to climate change.⁶ Most of these programmes are now underway, with many already delivering benefits. For example, the appliance replacement offer has delivered more than 50,000 energy efficient TVs and fridges to concession card holders since August 2016. The total estimated GHG savings from CCF programmes between 2007/08 and 2017/18 is more than 28 million tCO₂-e.⁷

NSW Energy Savings Scheme

Established in 2009, the Energy Savings Scheme provides financial incentives for energy efficiency upgrades, such as installing efficient lighting or air conditioning. The Energy Savings Scheme has so far supported projects that will deliver more than 24,000 GWh of energy savings and has locked in an estimated A\$5.6bn in bill savings to 2025.⁸

NSW SUSTAINABILITY BOND PROGRAMME

Future Transport Strategy 2056

The Future Transport Strategy 2056 was launched in 2016. This ongoing, 40-year strategy works to harness technology to improve customer and transport network outcomes, including transitioning to a low emissions environment that helps deliver the net-zero target by 2050. Transport makes up around 21 per cent of total emissions in NSW – the second largest contributing sector after energy.⁹ Expanding the accessibility and attractiveness of public transport can encourage commuters to take public transport instead of private vehicle journeys. As a result, road congestion and emissions will be reduced. On average, private passenger vehicle trips produce 10 times more GHG emissions than rail and light rail in NSW.¹⁰

TCORP GREEN BOND ISSUANCE

In November 2018, we issued the largest single green bond in the Australian dollar market, valued at A\$1.8bn as detailed in Table 1.

Table 1: Description of Green Bond

Bond type:	Green
Coupon:	3.0%
Size:	A\$1.8bn
Currency:	Australian dollar
Maturity:	15 November 2028
Pricing date:	9 November 2018
ISIN:	AU3SG0001878
Lead managers:	National Australia Bank Limited (Arranger) Australia and New Zealand Banking Group Limited Merrill Lynch (Australia) Futures Limited
Assurance provider:	EY Limited
Certification:	Climate Bonds Standard Certified
Climate Bonds Standard project categories:	Low carbon transport and water infrastructure

Key characteristics of the bond issuance include:

- Guaranteed by the NSW Government.
- NSW is rated Aaa (stable) by Moody's and AAA (stable) by Standard & Poor's.
- EY has provided a pre-issuance [Independent Reasonable Assurance Report](#) for the framework and this Green Bond, confirming compliance with the criteria set by the Climate Bond Standard v2.1 and alignment with the 2018 ICMA Green Bond Principles, Social Bond Principles and Sustainability Bond Guidelines. EY has also provided a post-issuance [Independent Reasonable Assurance Report](#) in relation to this annual report and it is attached in Appendix 2.
- Met the requirements for [certification](#) by the Climate Bonds Standard Board and for Programmatic Certification under the Climate Bonds Standard.
- A [term sheet](#) with full details of this Green Bond is available for investors.
- As at 30 June 2019, TCorp's debt obligation to the pool of eligible green assets totalling A\$4.6bn, exceeds the size of this Green Bond.

Green Bond results

The Green Bond was oversubscribed by A\$767mn as detailed in Table 2.

Table 2: Results of Green Bond issuance

Total amount allocated	A\$1.8bn
Total amount of bids received at final price	A\$2.567bn
Total amount on issue	A\$2.567bn
Yield allocated	3.235%
Exchange for physical (EFP) vs 10 year futures	43 basis points

TCorp was delighted that we were able to diversify our investor base. We gained 15 new investors from Australia and around the world as illustrated in Charts 1 and 2.

Chart 1: Investor type

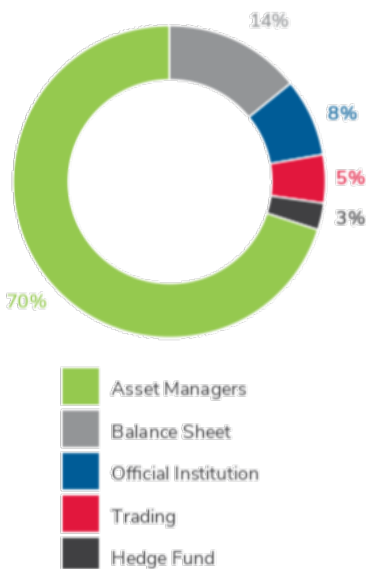


Chart 2: Geographic breakdown

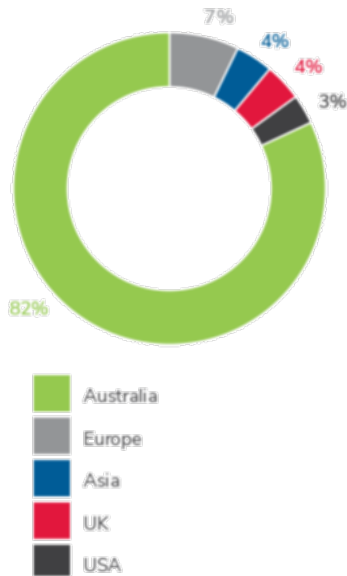
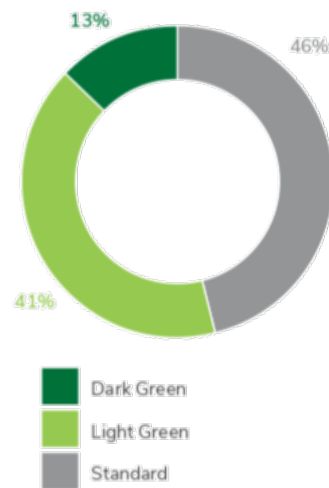


Chart 3: Mandate type



TCORP GREEN TERM DEPOSIT

TCorp’s position as a programmatic issuer has enabled us to successfully pilot the issue of green term deposits to the NSW local government sector. The net proceeds from these deposits are earmarked against the same pool of eligible green assets as the Green Bond, with Climate Bonds Standard Certification received in August 2019.

A maximum cap will be applied to this product to ensure the asset pool exceeds the total size of all sustainability bonds and green term deposits on issue at any given point in time.

NSW SUSTAINABILITY BOND PROGRAMME

HOW THE PROCEEDS OF THE GREEN BOND WERE USED

The net proceeds raised through the issuance of the bond were earmarked to refinance low carbon transport and water infrastructure.

Low carbon transport

Sydney Metro Northwest



A\$1.6bn of the TCorp Green Bond has been allocated towards the Sydney Metro Northwest.

This project, worth an estimated A\$7.3bn, is the first stage of Sydney Metro – the largest urban rail infrastructure investment in Australian history. Stretching from Rouse Hill to Chatswood, it is the first fully automated metro rail system in Australia, delivering 36 kilometres of new metro rail, eight new railway stations, five upgraded stations, 4,000 commuter car spaces, and a reliable public transport service to a region with the highest car ownership levels per household in Australia. Passenger services commenced on 26 May 2019.

The design, build and operations of the Sydney Metro Northwest system addresses the likely impacts of climate change risk over the life of the railway line, and builds in appropriate resilience and future flexibility. This has been key to Sydney Metro's success in developing and implementing best practice standards on this infrastructure project, as evidenced by a 'Leading' whole-of-project Infrastructure Sustainability (IS) As-Built rating awarded by the Infrastructure Sustainability Council of Australia (ISCA).¹¹ Sydney Metro Northwest is the first major infrastructure project in Australia to achieve this.

The whole-of-project rating is underpinned by three 'Leading' ISCA IS As-Built ratings achieved by three major construction contracts, these are:

- Tunnels and stations civils – this contract achieved the highest As-Built 'Leading' rating score of 92.5 for an As-Built infrastructure project under the ISCA scheme.¹²
- Surface, viaduct and civils.
- Operations, trains and systems.

DELIVERING SUSTAINABLE INFRASTRUCTURE

"Sustainability forms an integral part of Sydney Metro's vision – to transform Sydney with a world class metro. Sydney Metro benchmarks against international best practice, and we are leading the way in Australia – shaping sustainability in the transport sector not only within government but wider industry.

Given the size and scale of our programme of works, we recognise our ability to influence industry, and set new benchmarks and standards in environmental and socio-economic spheres."¹³

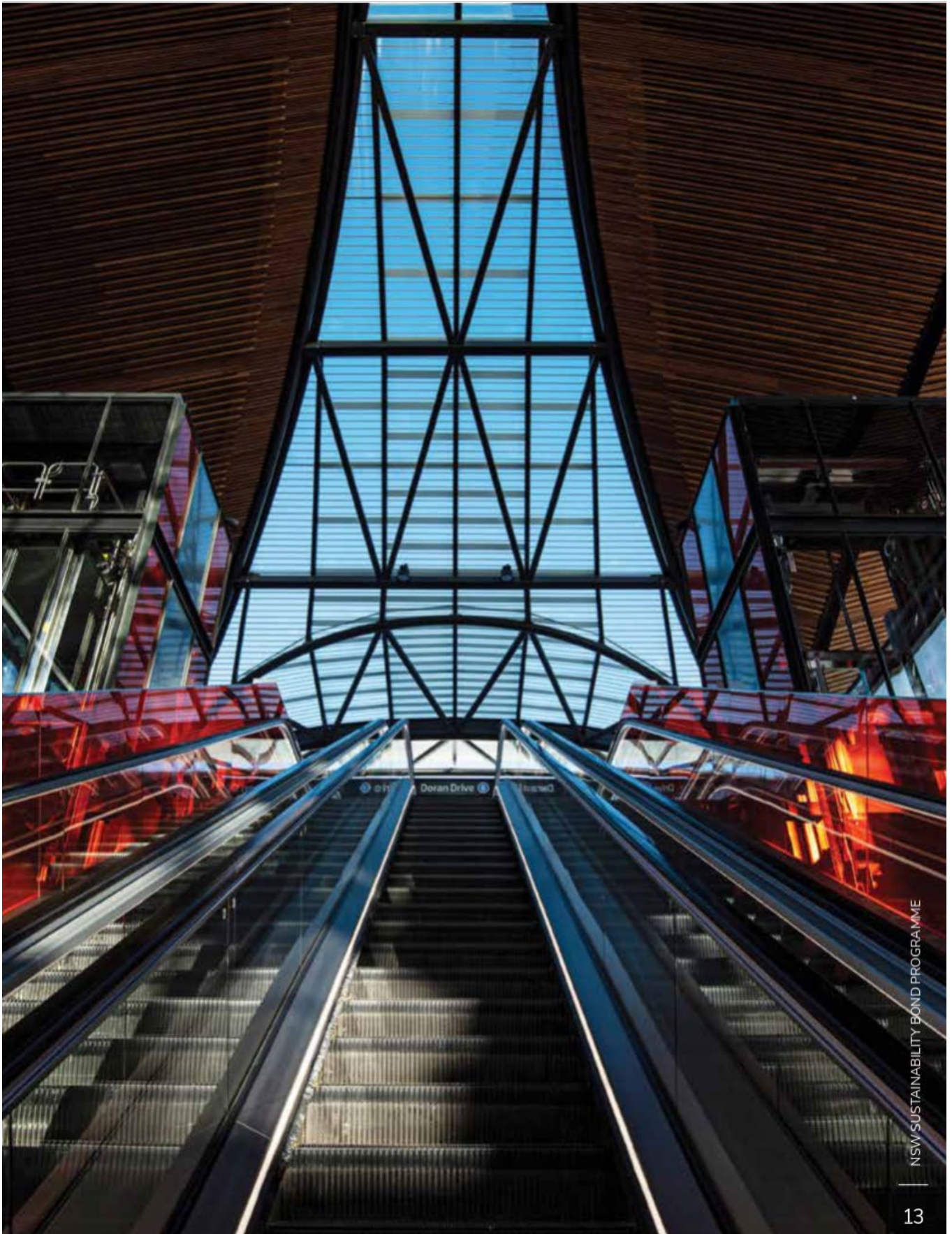
Jon Lamonte, Chief Executive, Sydney Metro.

Some key Australian first achievements include:¹⁴

- 100% offset of operational energy through a new build renewable energy project in rural NSW. Being a leader in minimising emissions and mitigating climate risk, while creating jobs and growth for regional areas.
- Fully automated rolling stock meaning the operations of the train (accelerating, stopping, etc.) is optimised to ensure minimal energy is used for traction.
- The establishment of the NSW Infrastructure Skills Centre, the first integrated infrastructure skills and employment centre in Australia and the Sydney Metro Industry Curriculum was introduced to address skills gaps.

For more information, see the [Sydney Metro Sustainability Report 2018](#).

The new Hills Showground Station, photograph courtesy of Sydney Metro.



NSW SUSTAINABILITY BOND PROGRAMME



NEW SOUTH WALES TREASURY CORPORATION

Newcastle Light Rail



A\$100mn of the TCorp Green Bond has been allocated towards the Newcastle Light Rail.

This project is a key part of the A\$650mn programme to revitalise Newcastle's city centre and comprises a 2.7 kilometre system running from Newcastle Interchange through the central business district to Newcastle Beach.

Passenger services commenced on 17 February 2019, providing a frequent and reliable travel option throughout the city centre, connecting key activity precincts, reinvigorating Hunter and Scott Streets, and opening up great urban renewal opportunities.

The Newcastle Light Rail is the first of Transport for NSW's three light rail projects to be awarded an IS rating, receiving a Design rating of 'Excellent'.¹⁵

This recognises the project as a catalyst for sustainable urban renewal and development across the Newcastle city centre, improving community connectivity and the activation of precincts.

Newcastle Light Rail key environmental and socio-economic benefits include:

- An energy efficient and sustainable form of transport.
- Increased capacity on public transport, with frequent and reliable services.
- Improved access to the city centre stimulating urban renewal.
- Reduced road congestion, travel time and road maintenance.
- Australia's first inter-modal system.

WIRELESS LIGHT RAIL SYSTEM

"Removing the overhead wires will preserve the aesthetics of Newcastle's heritage architecture and its unique character as light rail breathes new life into the city centre."

Andrew Constance,
NSW Minister for Transport and Roads.¹⁶

The Newcastle Light Rail is Australia's first wireless light rail system. It uses a catenary-free operation where each light rail vehicle has an onboard energy storage system. A super capacitor and batteries on the roof of the vehicle enables it to travel wire-free.¹⁷

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) acknowledges wireless light rail as a significant innovation:

"Getting rid of overhead power lines would mean the sky's the limit for light rail. It opens the way for more design flexibility and taller trams that can carry vastly more people, all while greatly reducing construction and maintenance costs. Regenerative braking could also be used to harness the kinetic energy of slowing a tram and turn it into a sustainable power source to get it moving again."¹⁸

Lower South Creek Treatment Program, photograph courtesy of Sydney Water.



Water infrastructure

Lower South Creek Treatment Programme: Quakers Hill and St Marys water recycling plants process and reliability renewal



A\$90mn of the TCorp Green Bond was allocated towards the Quakers Hill and St Marys water recycling plants (WRPs).

These plants service, treat, and discharge effluent within the South Creek catchment area of Western Sydney. The A\$354mn project forms part of the Lower South Creek Treatment Programme, providing new and upgraded wastewater infrastructure that will cater for growth in the area. It also incorporates new and innovative technology to improve wastewater treatment processes.

The works include replacing the existing Quakers Hill WRP with a new 38 ML/day plant, a modified 12-kilometre sludge transfer pipeline from the Quakers Hill WRP to the St Marys WRP, and a large treatment upgrade at St Marys WRP that will treat 48 ML/day

of effluent. Overall, the project will provide long-term benefits to the environment by consolidating wastewater treatment in an appropriate land use area, reduce waste production, improve water quality and enable renewable energy generation.

The Lower South Creek Treatment Programme achieved an 'Excellent' Design rating under the ISCA rating scheme, attributable to its innovative wastewater treatment technology and environmental benefits, including¹⁹:

- An estimated reduction of approximately 870,000 tonnes (42 per cent) of GHG total emissions during construction and across its lifecycle.
- On-site thermal energy recovery and electricity generation enables the project to self-supply up to 69 per cent of its electricity demand.
- Consolidation of biosolids processing at St Marys WRP via a pumped transfer system from Quakers Hill will reduce biosolids truck movements and enable increased energy generation, resulting in a smaller carbon footprint.

The two sites also contain environmental values, including native flora, fauna and Aboriginal heritage, and are managed under Property Environmental Management Plans. Wastewater flows are also transferred from these facilities to the St Marys Advanced WRP which produces recycled water for environmental flows that improve ecosystem health and value in the Hawkesbury Nepean River catchment.

Currently, neither WRPs at St Marys or Quakers Hill have the capability of generating green energy but this will soon change. These upgrades mean Sydney Water can adopt new technologies that optimise resource recovery and make the water treatment process more sustainable, effective and cost efficient. These resource recovery opportunities also contribute to a circular economy.

The new cogeneration facility to be installed at St Marys WRP will use organic matter in the sludge (biosolids) to produce an increased amount of biogas, a source of renewable energy. The increased volume of biogas will help reduce St Marys' energy costs by producing more renewable electricity onsite. Adopting new technologies that make the water treatment process more sustainable will reduce Sydney Water's carbon footprint while preparing us for a low carbon future.

What are the environmental benefits of producing biosolids?

Biosolids are used in agriculture, forestry and rehabilitation. One hundred per cent of biosolids are beneficially reused with at least 70 per cent used in agriculture.

- Minimising the discharge of solids to our oceans and rivers.
- Recycling a valuable resource that helps minimise disposal to landfill.
- Reducing the amount of chemical fertilisers used on farms.
- Producing gas that can be used to generate electricity to power treatment plants.

LOWER SOUTH CREEK TREATMENT PROGRAMME

In Sydney's west, the Western Parkland City is projected to grow to over 1.5 million people by 2056²⁰. Around 80 per cent of the Western Parkland City is in South Creek's large catchment area.

Transformation of the existing landscape to meet future growth in the catchment will place pressure on the health of waterways and create challenges for managing stormwater, wastewater and floods.

The NSW Government's [Greater Sydney Region Plan \(2018\)](#) sets the vision for a liveable, growing and resilient Greater Sydney. This vision is further articulated in the [Western City District Plan \(2018\)](#), which identifies the South Creek corridor as the spine of the Westland Parkland City and the central element in its urban design and water management. The green South Creek corridor will provide parks and habitat, as well as ecological services such as nutrient capture and urban cooling capacity.

Upgrades to Sydney Water's existing Lower South Creek treatment plants are demonstrating how these principles can be achieved. Sydney Water is increasing wastewater treatment capacity and improving water recycling processes using innovative technologies including at Quakers Hill and St Marys water recycling plants.

Sydney Water is working towards a circular economy by harnessing our waste to create energy to run the plants. We are also introducing a thermal hydrolysis plant at St Marys to improve production of biosolids. Biosolids are organic products extracted from wastewater, that are used as a nutrient rich soil conditioner. Anaerobic digestion of wastewater and energy recovery will enable the project to supply most of its own electricity in future.

Improvements to the Lower South Creek treatment plants are also helping to achieve the Western City District Plan's priority of reducing carbon emissions and managing energy, water, and waste efficiently.

Reporting: 2018 Green Bond assets

The tables below outline the green assets earmarked against the inaugural Green Bond.

Projects detailed in Table 3 are either under construction or have recently started operations. Accordingly, the sustainability outcomes in Table 5 are intended to capture global principles on green and sustainability bonds. These reporting metrics contain estimates and will be

refined to include actual results once the projects become fully operational. Refer to the NSW Sustainability Bond Framework for an assessment of how these reporting metrics align with global principles.

Information on project costs have been provided by the relevant NSW government entities and NSW Treasury.

Table 3: Use of proceeds statement

Project name	Delivery partner	ICMA GBP category	Estimated project cost (A\$ mn)	Share of project financed by TCorp debt (%)	TCorp debt expended on projects as at 30 June 2019 (A\$ mn)	Bond proceeds allocation (A\$ mn)
Sydney Metro Northwest	Sydney Metro	Clean transportation	7,345 ²¹	58	4,157	1,610
Newcastle Light Rail	Transport for NSW	Clean transportation	389 ²²	90	338	100
Lower South Creek Treatment Programme: Quakers Hill and St Marys Water Recycling Plants Process and Reliability Renewal	Sydney Water	Sustainable water and wastewater management	354	100	154	90
Total			8,088		4,649	1,800

Table 4: TCorp debt unutilised as at 30 September 2019

Description	A\$ mn
TCorp debt expended on projects as at 30 June 2019	4,649
TCorp Green Bonds allocated as at 30 September 2019	1,800
TCorp Green Term Deposits allocated as at 30 September 2019	11 ²³
Net position – TCorp debt unutilised	2,838



Table 5: Sustainability outcomes

Project name	Metrics
Sydney Metro Northwest	<p>Infrastructure²⁴</p> <ul style="list-style-type: none"> - 36km of new train line constructed - 4km of bicycle path constructed - 240 bicycle parking spaces created - 1 MW solar array installed on top of Sydney Metro trains facility <p>Construction</p> <ul style="list-style-type: none"> - 20% offset of carbon emissions from construction electricity²⁵ - 96% of construction and demolition waste recycled²⁶ - ~1 million native and drought resistant plants used in landscaping²⁷ - 1,300 new sustainable jobs created²⁸ <p>Operations</p> <ul style="list-style-type: none"> - 100% offset of operational electricity needs by solar power (~134 GWh p.a.²⁹), avoiding GHG emissions by ~102,000 tCO₂-e³⁰ - ~6,900 tCO₂-e p.a. reduction in GHG emissions due to decrease in private vehicle journeys (at the year 2021)³¹
Newcastle Light Rail	<p>Infrastructure³²</p> <ul style="list-style-type: none"> - 2.7km of new rail line built - Capacity to transport 1,200 people per hour <p>Construction³³</p> <ul style="list-style-type: none"> - Reduction of 141 tCO₂-e (or 4% of emissions)³⁴ - 22,778 tonnes (or 35%) of waste diverted from landfill - 565 trees planted as carbon offsets <p>Operations</p> <ul style="list-style-type: none"> - 23% decrease in GHG emissions from operations (~1,100 tCO₂-e p.a.)³⁵
Lower South Creek Treatment Programme: Quakers Hill and St Marys Water Recycling Plants Process and Reliability Renewal	<p>Infrastructure³⁶</p> <ul style="list-style-type: none"> - Replacement of the existing Quakers Hill WRP with a new 38 ML/day plant - 12 kilometre modified sludge transfer pipeline from the Quakers Hill WRP to the St Marys WRP - Upgrade at St Marys WRP increasing capacity to 48 ML/day <p>Operations</p> <ul style="list-style-type: none"> - 100% of biosolids beneficially reused³⁷ - 57.9 ha area covered by sustainable land management systems in place³⁸

Awarded and acknowledged

During the 2018-19 financial year, TCorp's inaugural Green Bond won three industry awards for financial markets innovation and expertise.

FINANCEASIA ACHIEVEMENT AWARD 2018

The TCorp Green Bond was awarded Best Sustainable Finance Deal due to three key factors:

- The large deal size and long duration, which added depth and breadth to the green bond market
- TCorp's strong brand with the investment community in Australia and offshore meant the bond was oversubscribed and closed with more than A\$2.5bn in demand
- The proceeds of the transaction were allocated to low-carbon transport and water infrastructure projects.

KANGANEWS AWARDS 2018

Our Green Bond also received two Australian market deal awards, based on votes from market participants:

- Australian Sustainability Deal of the Year
- Australian Dollar Rates Bond Deal of the Year.

KangaNews conducts thorough and intensive polling of participants in the Australian and New Zealand debt markets and believes its awards are a true reflection of excellence in the Australasian debt markets.



About TCorp

We work in partnership within TCorp and across the NSW Government family to achieve significant financial impact over the long term to create a stronger NSW.

TCorp provides best-in-class investment management, financial management, solutions and advice to the NSW public sector. With \$107bn of funds under management, TCorp is a top five Australian asset manager and is the central borrowing authority of the state of NSW, with a balance sheet of \$75bn.

We have the same legal capacity, powers and authorities as a company under the Corporations Act 2001 (Cth), which allows us to raise and manage money to help the NSW Government and ultimately the people of NSW. Our powers to borrow, invest and undertake financial management transactions are regulated under the Government Sector Finance Act 2018 (NSW).

OUR MISSION

To provide best-in-class financial management, solutions and advice to the NSW Government family.

OUR PURPOSE

Created by the Treasury Corporation Act 1983 (NSW) (Act), TCorp is the financial services provider for the NSW public sector. Our remit under the Act is "to provide financial services for the benefit of the Government, public authorities and other public bodies".

We have a long and proud history of partnering with our clients to assist them in meeting their objectives through:

- providing finance for the government and NSW public authorities
- managing or advising on management of government and public authority assets and liabilities
- accepting funds for investment from the government and public authorities
- investing funds
- managing our own assets and liabilities.

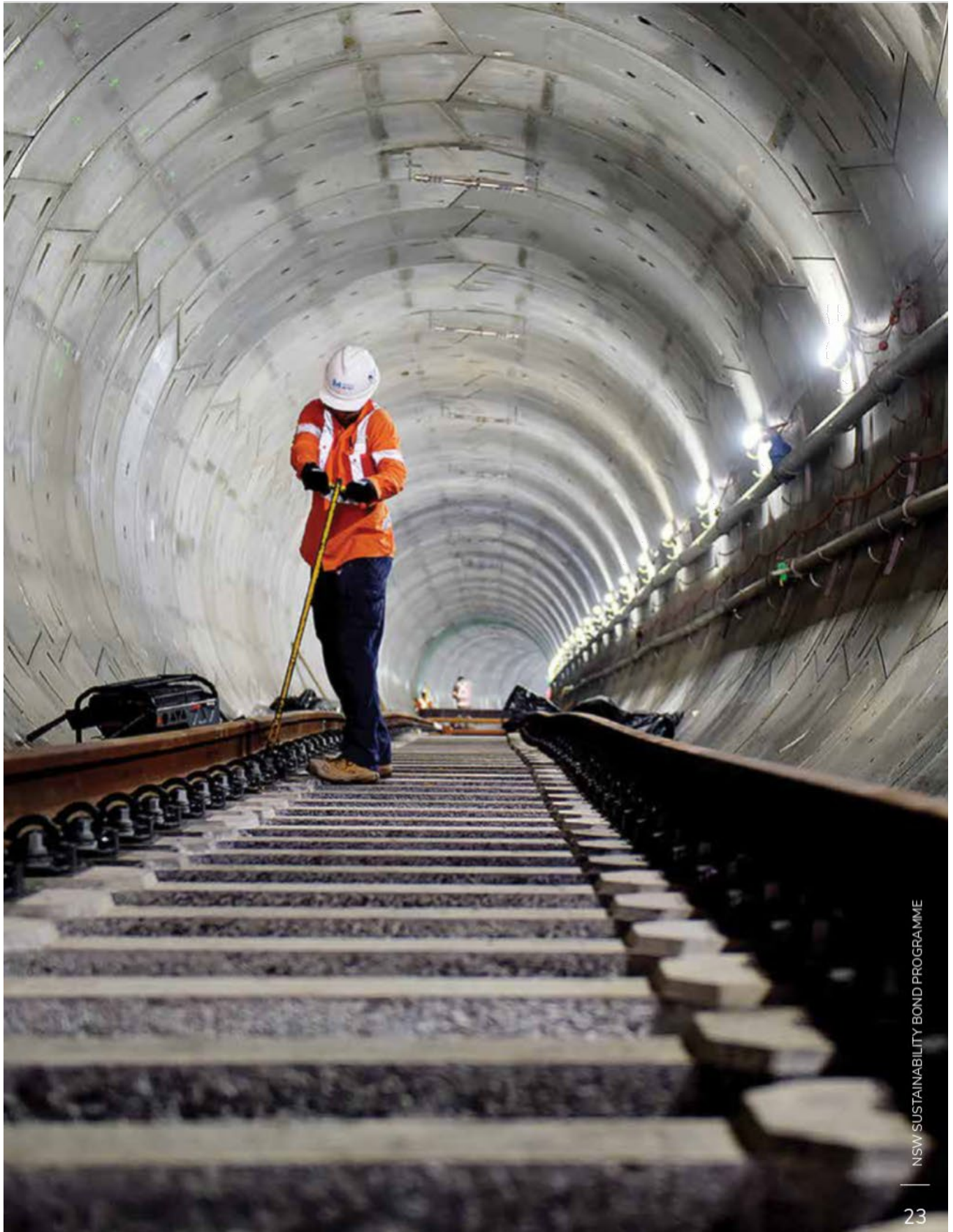
THE FINANCIAL MARKETS BUSINESS

Established 1983, we are the central borrowing authority for NSW and are responsible for raising debt in the form of bonds on behalf of the state government. TCorp issued one of the first bonds as a semi-government issuer in Australia and today, we issue bonds to generate funds for public sector agencies and manage debt of over \$62bn on behalf of our clients. We also have a strong credit rating, with major ratings agencies reaffirming the AAA credit rating for NSW following the release of the state budget.

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Underground track laying on Sydney's new Metro North West Line, photograph courtesy of Sydney Metro.



NSW SUSTAINABILITY BOND PROGRAMME

APPENDIX 1 – INDEPENDENT REASONABLE ASSURANCE REPORT



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Independent Reasonable Assurance Report to the Executive and Management of Treasury Corporation of NSW ('TCorp')

Assurance Conclusion

Based on our reasonable assurance procedures, as described in this statement as of 25 October 2019, in our opinion TCorp's bond post-issuance process in relation to its 2018 Sustainability Bond, inclusive of its Sustainability Bond Framework and nominated projects and assets, meets the project identification, project minimum criteria, management of proceeds, and reporting requirements of the ICMA Sustainability Bond Guidelines and the CBI Climate Bond Standard (inclusive of sectoral criteria) in all material respects. Further, based on our procedures, in our opinion TCorp's Impact Report meets the requirements of the ICMA Sustainability Bond Guidelines, and TCorp's self-declared criteria stated in TCorp's Sustainability Bond Framework, in all material respects.

Scope

Ernst & Young ('EY') has performed a reasonable assurance engagement in relation to TCorp's Sustainability Bond Framework, TCorp's 2018 Sustainability Bond post-issuance and TCorp's 2019 Sustainability Bond Impact Report in order to provide an opinion as to whether, as of 25 October 2019, the Subject Matter detailed below, meets in all material respects the Criteria presented below.

Subject Matter and Criteria

Subject Matter	Criteria
<p>TCorp's Sustainability Bond post-issuance process, as described in TCorp's Sustainability Bond Framework that sets out:</p> <ul style="list-style-type: none"> ▶ Policies and procedures related to the use of proceeds and management of proceeds raised from the Bond. ▶ Processes for project evaluation and selection for inclusion in the Bond. ▶ Procedures for reporting on the use of proceeds and environmental performance of the Bond. 	<ul style="list-style-type: none"> ▶ The Climate Bond Standard ('CBS') v2.1 ▶ The Climate Bond Standard Sector Eligibility Criteria for Low Carbon Transport ▶ The Climate Bond Standard Sector Eligibility Sector for Water Infrastructure ▶ The International Capital Market Association's ('ICMA') Sustainability Bond Guidelines ('SBG'), comprising the Green Bond Principles ('GBP'), and the Social Bond Principles ('SBP') ▶ TCorp's own internal policies and procedures, as documented in TCorp's Sustainable Bond Framework

Subject Matter	Criteria
<ul style="list-style-type: none"> ▶ The structure of, and disclosures within TCorp's 2019 Sustainability Bond Impact Report ▶ The asset values disclosed within TCorp's 2019 Sustainability Bond Impact Report ▶ The impact data disclosed within TCorp's 2019 Sustainability Bond Impact Report (to the extent that they were disclosed correctly) 	<ul style="list-style-type: none"> ▶ The International Capital Market Association's ('ICMA') Sustainability Bond Guidelines ('SBG'), comprising the Green Bond Principles ('GBP'), and the Social Bond Principles ('SBP') ▶ TCorp's own internal policies and procedures, as documented in TCorp's Sustainable Bond Framework

Management Responsibility

The management of TCorp ('Management') is responsible for the collection, preparation and presentation of the subject matter in accordance with the Criteria, and for maintaining adequate records and internal controls that are designed to support the Green Bond issuance process.

Assurance Practitioner's Responsibility

Our responsibility is to express a reasonable assurance conclusion as to whether the subject matter is presented in accordance with the Criteria, in all material aspects. Our assurance engagement has been planned and performed in accordance with the Australian Standard on Assurance Engagements 3000 (revised) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ASAE 3000').



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Level of Assurance

A reasonable assurance engagement consists of making enquiries and applying analytical, controls testing, and other evidence-gathering procedures sufficient for us to obtain a meaningful level of assurance as the basis for providing a positive form of conclusion. The procedures performed depend on the assurance practitioner's judgement including the risk of material misstatement of the specific activity data, whether due to fraud or error. While we considered the effectiveness of Management's internal controls when determining the nature and extent of our procedures, these procedures were not designed to provide assurance on internal controls. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Our Approach

The assurance procedures we undertook included, but were not limited to:

- ▶ Assessing policies and procedures established by TCorp related to the issuance of the 2018 Sustainability Bond
- ▶ Confirming eligibility of nominated projects for inclusion in TCorp's 2018 Sustainability Bond against the Use of Proceeds Criteria within the CBS, SBP and GBP
- ▶ Interviewing selected business unit and group level personnel to understand key issues related to TCorp's policies and procedures
- ▶ Reviewing selected performance information for nominated projects, and documentation supporting assertions made in the subject matter

- ▶ Reviewing the impact report and checking that its structure and disclosures met the requirements of the framework, that asset values were disclosed accurately, and that individual impact data had been appropriately transcribed from the associated links in the 'source of information'.
- ▶ Checking the accuracy of calculations performed
- ▶ Confirming internal systems and processes were functioning as indicated and obtaining supporting evidence
- ▶ Confirming the maximum potential value of debt to understand the basis and integrity for the value of the bond
- ▶ Obtaining and reviewing evidence to support key assumptions and other data
- ▶ Seeking management representation on key assertions

Limitations

There are inherent limitations in performing Assurance; for example, assurance engagements are based on selective testing of the information being examined and it is possible that fraud, error or non-compliance may occur and not be detected. There are additional inherent risks associated with assurance over non-financial information including reporting against standards which require information to be assured against source data compiled using definitions and estimation methods that are developed by the reporting entity. Finally, adherence to ASAE 3000 and the Climate Bond Standard is subjective and could be interpreted differently by different stakeholder groups.

Our assurance was limited to TCorp's 2018 Sustainability Bond post-issuance, and did not include statutory financial statements. Our assurance is limited to policies and procedures in place as at 25 October 2019, after issuance of TCorp's 2018 Sustainability Bond.

APPENDIX 1 – INDEPENDENT REASONABLE ASSURANCE REPORT (CONTINUED)



3

Use of Report

Our responsibility in performing our assurance activities is to the Executive and Management of TCorp only, and in accordance with the terms of reference for this engagement, as agreed with TCorp. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on the 2018 Sustainability Bond post-issuance is entirely at its own risk. No statement is made as to whether the Criteria are appropriate for any third party purpose.

Our Independence and Assurance Team

In accordance with APES 110, we can confirm we have met the requirements of the Code of Ethics for Professional Accountants, including on independence. Our team has the required competencies and experience for this assurance engagement.



Ernst & Young

Adam Carrel
Partner
Sydney, Australia
25 October 2019

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The **NSW BUDGET** 2019-2020



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TREASURER'S MESSAGE

In March this year, the people of New South Wales put their faith in the Liberals & Nationals to maintain the momentum of eight years of progress and keep building a better state.

We're getting straight to work putting our positive plan into action and it is an honour to now present the 2019-20 Budget that delivers on our commitments and gets on with the job, making record investments in the services and infrastructure that make a real difference to people's lives.

Over the last 12 months, the global and national economies have slowed and here in New South Wales local challenges have arisen too. Our farmers are enduring the worst drought in living memory, the housing market has cooled and households are feeling the pinch.

Our prudent financial management since coming to office means we are well placed to rise to these challenges. Our budget is firmly in the black, with solid surpluses forecast for the next four years, net debt still negative and the lowest of all the states.

We are redoubling our efforts to improve government efficiency, eliminate waste and save taxpayers money, moving resources from the back office of government to the frontline of service delivery and our careful spending and responsible financial management mean we can invest where it matters most for the people of our state.

With almost the entire state now affected by drought, our farming communities are being put to the ultimate test. This budget brings more critical relief in their time of need, with more funding to better secure our precious water supplies.

We're easing cost of living pressures for families and individuals with new initiatives like our \$50 weekly Opal fare cap and no-interest loans for solar panels and batteries for up to 300,000 homes. And to further reduce the cost of getting kids into sport, we're doubling the Active Kids voucher program, with two \$100 vouchers now available to families for each child every year.

To bolster New South Wales' reputation as the education state and give our kids the best chance at success, we're employing an unprecedented 4,600 new teachers, and building 190 new and upgraded schools, while setting an ambitious goal of making New South Wales the best state for education by 2022. And to make life easier for parents, we're funding free dental checkups in select regions and providing before and after school care in every public school in the state.

We're ensuring better care in world-class hospitals, with 29 new hospitals on the way and 8,300 new nurses, doctors and other health professionals too — the biggest boost to frontline health workers in New South Wales history. New funding for Kids Helpline will provide vital help in times of crisis and historic support for spinal injury research and treatment will bring new hope to the seriously injured.

For those members of our community most in need, we're doing more to break the cycle of disadvantage, funding better infrastructure in indigenous communities, a new Disability and Ageing Commissioner and supporting Foodbank to provide breakfast at 500 more schools for kids who would otherwise go without.

As our vision for a New South Wales of thriving cities and regions takes shape, another record infrastructure pipeline of \$93 billion will keep delivering the public transport, roads and cultural facilities that make our communities great places to be, no matter where you live. From new metro lines to Parramatta and the Western Sydney Airport, regional rail and road upgrades and motorways and highways in every corner of the state, we're connecting New South Wales like never before.

Great services and infrastructure are the foundations for thriving communities and this budget does more to create better opportunities for the working men and women of New South Wales. New employment precincts will be hubs of learning, innovation and entrepreneurship in industries like technology, health and nuclear medicine and 100,000 free TAFE and VET courses will give aspiring workers — young and old — the skills they need to secure fulfilling jobs.

As the global economic landscape transforms and with new challenges and opportunities approach fast on the horizon, we are taking action now, with a new wave of reforms to set New South Wales up for an even brighter future.

We will continue to grow the Generations Fund to keep debt sustainable for future generations and the next phase of Outcomes Budgeting will ensure government spending is getting real results for the people of our state.

A new Economic Blueprint for New South Wales will chart the most comprehensive plan ever devised for the New South Wales economy and we will take the national lead on reform of Commonwealth funding arrangements, to find ways to better secure great services and infrastructure and encourage growth and investment in our economy.

This is a budget of delivery to kick start a term of delivery — a budget that keeps our promises, creates new opportunities for everyone in New South Wales and paves a new path for the Premier State to stride confidently into the future.



Dominic Perrottet
NSW Treasurer



O'CONNELL STREET PUBLIC SCHOOL, PARRAMATTA
Photo credit: School Infrastructure NSW



EDUCATION CLUSTER

DEPARTMENT OF EDUCATION

AN ADDITIONAL 4,600 TEACHERS FOR NEW SOUTH WALES

- 4,600 extra teachers will be recruited across government schools in New South Wales over four years to meet population growth and provide more targeted support to the students that need it most. This investment will deliver the highest number of teachers in government schools in the State's history.

CAPITAL WORKS FUNDING FOR NON-GOVERNMENT SCHOOLS

- \$500 million over four years to support non-government schools to build, extend, or upgrade their facilities to provide more student places in growing communities.

ELIMINATING MAINTENANCE BACKLOG IN SCHOOLS

- \$449 million to clear the existing school maintenance backlog in all public schools by July 2020, bringing the total investment to more than \$1.3 billion over five years.

SUPPORTING STUDENT WELFARE AND MENTAL HEALTH

- \$88.4 million over four years to employ 100 additional school counsellors or psychologists and an additional 350 student support officers, as well as dedicated services for rural and remote students. The commitment also includes a partnership with mental health organisations who will bring their expertise to schools to ensure public high school students across the state have access to mental health and wellbeing support.

SUSTAINABLE SCHOOLS PROGRAM

- \$10 million over four years for the Sustainable Schools Program to help schools and students develop innovative and hands-on solutions outside the classroom to reduce, re-use and recycle in order to make their school environments more sustainable.

\$449
MILLION

*to clear the
existing school
maintenance
backlog by
July 2020*

4,600
ADDITIONAL

*teachers for the
NSW public
education system*

RECORD INVESTMENT IN NEW SOUTH WALES SCHOOL INFRASTRUCTURE

Build eight new schools and significantly upgrade a further 32 schools, bringing the Government's total investment in school infrastructure to **\$6.7 billion** over the next four years.

NEW SCHOOLS

- A high school in Bungendore
- A primary school in Epping
- A high school in Jerrabomberra
- Planning for a high school in Marsden Park
- Relocation of Budawang School
- A primary school - Mulgoa Rise (Glenmore Park)
- Planning for a new primary school in South Nowra/Worrigeer
- A primary school in Tallawong

UPGRADED SCHOOLS

- Bangalow Public School
- Bexhill Public School
- Bletchington Public School
- Brooke Avenue Public School
- Planning for Castle Hill Public School
- Cranebrook High School
- Planning for Cronulla High School
- Eastwood Public School
- Engadine High School
- Epping West Public School
- Glenmore Park High School

- Glenwood High School
- Hastings Secondary College, Port Macquarie Campus
- Planning for Hunter River High School
- Planning for Irrawang High School
- Jamison High School
- Jannali East Public School
- Jindabyne Central School (Stage 2)
- John Palmer Public School
- Planning for Matthew Pearce Public School
- Millthorpe Public School
- Milperra Public School
- Mona Vale Public School
- Mosman High School
- Muswellbrook South Public School
- Nepean Creative and Performing Arts High School
- Planning for North Sydney Demonstration School
- Planning for Orange Grove Public School
- Queanbeyan West Public School
- Stanwell Park Public School
- Teven-Tintenbar Public School
- Yass High School



PENRITH PUBLIC SCHOOL
Photo credit: School Infrastructure NSW

EDUCATION CLUSTER CONT.

DEPARTMENT OF EDUCATION

INCREASED FUNDING FOR PRESCHOOL CAPITAL WORKS

- An additional **\$20 million** over four years for new and existing community preschools, to build, renovate or extend their facilities to cater for increasing enrolments across the state.

HEALTHY HAROLD PROGRAM

- **\$2 million** over four years to support Life Education NSW to continue to deliver the Healthy Harold program and promote healthy lifestyles in schools.

SUPPORT FOR COMMUNITY LANGUAGE SCHOOLS

- **\$200,000** to support the NSW Federation of Community Language Schools to assist students to learn a second language.

IMPROVING AMENITY IN NEW SOUTH WALES PUBLIC SCHOOLS

- Upgrade the amenity of 11 schools at a cost of **\$7.4 million** including installation of solar panels, covered outdoor learning areas and upgrades to sports facilities. Schools to receive upgrades include:
 - Callala Public School
 - Geurie Public School
 - Hurstville Grove Infants School
 - Huskisson Public School
 - Kingswood Park Public School
 - Kingswood South Public School
 - Lapstone Public School
 - Manly West Public School
 - Mudgee Public School
 - Rose Bay Secondary College
 - York Public School.

OTHER MINOR WORKS UPGRADES

- Provide **\$11,000** to Wisemans Ferry Public School for a large playground shade cover and \$30,000 to Ebenezer Public School for a front fence.

OLYMPICS UNLEASHED

- Provide **\$1 million** over two years to the Australian Olympic Committee to support the rollout of Olympics Unleashed, a program for Year 9 public school students.

TAFE NSW

70,000 FREE TRAINEESHIPS

- From 1 January 2020, 70,000 fee-free traineeships will be provided to young job seekers.

HELPING MATURE AGED WORKERS GET BACK INTO THE WORKFORCE

- Free TAFE qualifications and career counselling for up to 30,000 mature aged workers who are seeking to re-train or re-enter the workforce.

WESTERN SYDNEY CONSTRUCTION HUB

- \$79.6 million** over four years to deliver a new TAFE super campus for Western Sydney, specialising in construction trades.

TAFE NSW CONNECTED LEARNING CENTRES

- \$61.7 million** over four years to construct eight new TAFE Connected Learning Centres in rural and regional locations, including at Byron Bay, Nelson Bay, Bateman's Bay, Jindabyne, Nambucca Heads, Hay, Cobar and West Wyalong.

PROMOTE YOUNG PEOPLE IN TRADE

- \$34 million** in capital expenditure over two years to establish a pilot program for two senior secondary vocational schools in Western Sydney and the North Coast to support young people to build skills and get into a trade.
- Expansion of Productivity Bootcamps to two new sites in Western Sydney and the South Coast. This program provides fully-subsidised skills training to help young people secure a career in the construction industry.

HELPING WOMEN TO START THEIR OWN BUSINESS

- \$5.9 million** over four years to offer online courses for women to build their financial literacy and business start-up skills, together with mentoring, networking and coaching opportunities from January 2020.

NEW TAFE SHARED SERVICE CENTRE

- Build a TAFE shared service centre in Griffith, which will be operational in 2021. The new centre will create 60 new jobs for the region in highly-skilled areas such as ICT and finance.



40

new and upgraded schools



100,000

fee-free TAFE and VET courses



\$120 MILLION

Investment over four years to expand before and after school care

PROVIDING ADDITIONAL RESOURCES FOR BEFORE AND AFTER SCHOOL CARE

- Investment of **\$120 million** over four years to expand before and after school care, making it available to all parents with children who attend public primary schools by 2021. This includes:
 - \$50 million** in additional minor capital works funding to help schools buy new equipment and expand their facilities
 - \$40 million** to provide rental subsidies of up to \$15,000 per year for child care providers located at public primary schools if they can demonstrate savings have been passed on to families
 - \$20 million** for creation of an implementation fund focused on schools where a standalone service may not be viable, including smaller schools and rural and remote communities
 - \$8 million** creation of a specialist team to help coordinate services and resources to make it easier to setup and maintain a child care service
 - \$2 million** development of a new website and mobile app to allow parents and carers to search for student places online.



NORTHERN BEACHES HOSPITAL
Photo credit: Ministry of Health



HEALTH CLUSTER

8,300 ADDITIONAL FRONTLINE HEALTH STAFF

- Recruit a total of 8,300 frontline health staff, over four years, with 45 percent located in regional New South Wales, including an additional:
 - 5,000 nurses and midwives including mental health and palliative care nurses, School Nurse Coordinators and six additional Breast Care Nurses for the McGrath Foundation
 - 1,060 medical staff including doctors, psychiatrists and specialists to enhance response times for patients waiting in emergency departments, for elective surgery and to access psychiatric care
 - 880 allied health staff including pharmacists, social workers, physiotherapists, occupational therapists and psychologists
 - 1,360 hospital support staff.

PLANNING FOR THREE NEW HEALTH PROJECTS

- Progress planning for the \$263 million Grafton Base Hospital Redevelopment, in addition to the \$17.5 million already invested in the current upgrade of the hospital.
- Progress planning for the Forster-Tuncurry facilities, as well as planning for the Wagga Wagga Hospital car park to commence in 2019-20.

BOOSTING PALLIATIVE CARE SERVICES

- **\$45 million** over four years for palliative care including 100 palliative care nurses, Aboriginal health workers, digital health solutions and the refurbishment of existing palliative care wards and facilities. These palliative services complement the \$100 million package for palliative care announced in the 2017-18 Budget.

8,300

*additional
frontline
health staff*

\$45

MILLION

*for palliative care
including 100
palliative care
nurses*



RECORD HEALTH BUILDING BOOM TO CONTINUE IN NEW SOUTH WALES

A further 29 hospital and health facility projects to commence prior to March 2023, including:

- Bankstown-Lidcombe Hospital (ETC \$1.3 billion)
- John Hunter Health and Innovation Precinct (ETC \$780 million)
- Royal Prince Alfred Hospital (ETC \$750 million)
- The Children's Hospital at Westmead Stage 2 (ETC \$619 million)
- Sydney Children's Hospital at Randwick and Comprehensive Children's Cancer Centre (ETC \$608 million)
- Ryde Hospital (ETC \$479 million)
- Shoalhaven Hospital (ETC \$434 million)
- St George Hospital (ETC \$385 million)
- Griffith Base Hospital (ETC \$250 million)
- Eurobodalla Hospital (ETC \$150 million)
- Manning Base Hospital Stage 2 (ETC \$100 million)
- Sutherland Hospital (ETC \$81.5 million)
- Ballina District Hospital (ETC \$80.4 million)
- Moree Hospital (ETC \$80 million)
- Cowra Hospital (ETC \$70.2 million)
- Hornsby Ku-ring-gai Hospital (an additional \$65 million, ETC \$386m)
- Bowral Hospital Stage 2 (ETC \$55 million)
- Gunnedah Hospital (ETC \$53 million)
- Liverpool Hospital Car Park (ETC \$50 million)
- Albury Hospital (ETC \$45 million)
- Concord Hospital Car Park (ETC \$32.4 million)
- Goulburn Base Hospital (an additional \$30 million, ETC \$150 million)
- Dubbo Hospital Car Park (ETC \$30 million)
- Shellharbour Hospital Car Park (ETC \$23.3 million)
- Glen Innes Hospital (ETC \$20 million)
- Iluka Ambulance Station (ETC \$10 million)
- Mona Vale Hospital (an additional \$10 million)
- Deniliquin Hospital (ETC \$3.2 million)
- Leeton Hospital (ETC \$2.5 million)



LIVERPOOL HOSPITAL
Photo credit: Ministry of Health

HEALTH CLUSTER CONT.

FAST TRACKING ADDITIONAL PAEDIATRIC SURGERY AND CATARACT SURGERY

- **\$76 million** over four years to boost elective surgery, focusing on children and cataract patients with the delivery of an additional 8,000 paediatric operations and 10,000 cataract surgeries.

FREE DENTAL CHECKS FOR PRIMARY SCHOOL KIDS

- **\$70 million** over four years to provide 35 new free mobile dental clinics for primary school children in Western Sydney, the Mid North Coast and the **Central Coast**. This service will allow access to dental checks and basic dental care for up to 136,000 primary school children each year.

MORE CARE FOR KIDS WITH ALLERGIES

- **\$4.6 million** over four years to expand services to reduce waiting times for children's allergy testing and management.

MORE SUPPORT FOR LIFELINE AND KIDS HELPLINE

- **\$23.5 million** to expand the capacity of Lifeline and Kids Helpline over four years, including funding to introduce the Lifeline Crisis SMS service into New South Wales.

GOULBURN RESIDENTIAL REHABILITATION SERVICE

- **\$6.2 million** over four years from 2020-21 towards a minimum ten-bed mixed gender drug and alcohol residential rehabilitation service in Goulburn with 'step up' and 'step-down' day program support.

EATING DISORDER TREATMENT HUB

- An additional **\$9.6 million** over the next four years to allow more people to access medical and mental health support for treating an eating disorder.

STATE-WIDE INTELLECTUAL DISABILITY AND MENTAL HEALTH TERTIARY HUBS

- An additional **\$4.4 million** to deliver State-wide Intellectual Disability and Mental Health Tertiary Hubs for people with an intellectual disability who need mental health treatment. The Hubs will operate within the Sydney Local Health District and the Sydney Children's Hospitals Network and be available to people across metropolitan, rural and regional New South Wales.

SPECIALISED MENTAL HEALTH BEDS

- Begin planning to deliver specialised mental health beds for mothers and their babies and children and young people in public hospitals, as part of the State-wide Mental Health Infrastructure Program. This includes a new mother and baby unit at Westmead and Royal Prince Alfred Hospitals and a new child and adolescent mental health unit at Nepean Hospital.

STROKE TELEHEALTH SERVICE IN REGIONAL HOSPITALS

- Rollout the **\$21.7 million** Centralised Stroke Telehealth Service across New South Wales regional and rural hospitals over three years (with \$12.3 million funding from New South Wales Government and \$9.4 million from the Commonwealth Government).

NEW INCIDENT MANAGEMENT SYSTEM FOR NEW SOUTH WALES HEALTH

- Rollout a new incident management system across New South Wales Health over the next two years to improve access to reliable information about incidents of violent behavior in and around New South Wales hospitals.

EXPLORE DEVELOPMENT OF A HEALTH CENTRE FOR LGBTIQ+ PEOPLE

- Grant funding of up to **\$500,000** for the AIDS Council of NSW to develop a feasibility study for a Health Centre that provides health care, support and referral services to LGBTIQ+ people in New South Wales.

UPGRADE FOR CROOKWELL DISTRICT HOSPITAL

- **\$2.5 million** towards upgrades at the Crookwell District Hospital.

NEW PALLIATIVE CARE SERVICES IN BATHURST

- Seek expressions of interest to provide additional palliative care services in Bathurst.

LIVERPOOL HEALTH AND ACADEMIC PRECINCT

- Establish the Liverpool Health and Academic Precinct, based around the **\$740 million** redevelopment of Liverpool Hospital. The precinct will be a partnership between the South Western Sydney Local Health District, University of New South Wales, University of Wollongong, Western Sydney University, and the Ingham Institute for Applied Medical Science.

NEW AMBULANCE INFRASTRUCTURE AT MONA VALE HOSPITAL

- Invest in a new ambulance station at Mona Vale Hospital as part of the Government's \$184 million Sydney Ambulance Metropolitan Infrastructure Strategy program.



\$76

MILLION

to fast track additional paediatric surgery and cataract surgery



\$23.5

MILLION

to expand Lifeline and Kids Helpline



\$42

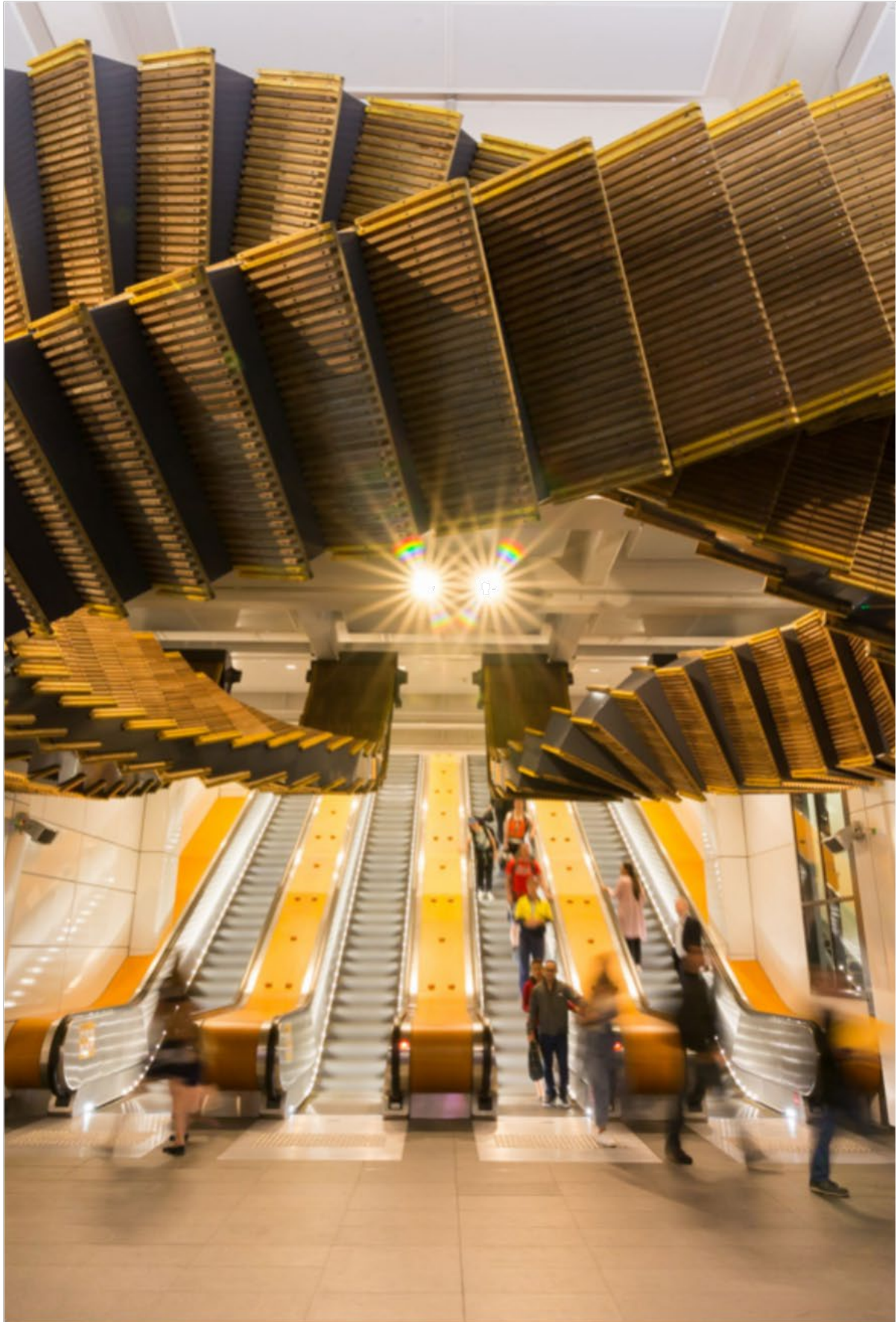
MILLION

to improve affordability and access to IVF services

IMPROVED ACCESS TO IVF SERVICES

\$42 million over four years to improve affordability and access to IVF services across New South Wales, including:

- a rebate of up to \$500 through Service NSW for out-of-pocket medical expenses related to pre-IVF fertility testing
- expanding the availability of New South Wales Government-supported IVF clinics to provide lower cost IVF treatments for around 6,000 women
- establishment of the first state-wide fertility preservation service for cancer patients at The Royal Hospital for Women, in partnership with the University of NSW.



**INTERLOOP SCULPTURE, REPURPOSED ORIGINAL 1930'S ESCALATOR TREADS
BY ARTIST CHRIS FOX, WYNYARD RAILWAY STATION, SYDNEY**
Photo credit: Department of Transport



TRANSPORT CLUSTER

TRANSPORT

MORE BUS SERVICES TO MEET GROWING DEMAND

- 14,000 extra weekly bus services across Sydney, Illawarra, **Central Coast** and the Lower Hunter.
- \$67.9 million** over four years to improve bus services across 15 regional towns.

PLANNING FOR TWEED LIGHT RAIL

- Provide **\$1 million** to commence strategic planning for a future light rail between Tweed Heads and Coolangatta.

FASTER RAIL

- \$295 million** over four years initial investment in the fast rail network, including improved alignment north of Mittagong, duplication between Berry and Gerringong, planning of a new alignment between Sydney and Woy Woy and planning work to improve the route to the Central West.

URBAN ROAD UPGRADE AND CONGESTION PROGRAM

New urban road projects across Sydney, the Central Coast and the Lower Hunter, including:

- \$450 million** commitment to reduce traffic congestion at 12 pinch points across Sydney:
 - Pennant Hills Road / Carlingford Road, Carlingford
 - Forest Road and Stoney Creek Road, Beverly Hills
 - Forest Road at Boundary Road and Bonds Road, Peakhurst
 - Henry Lawson Drive at Rabaul Road and Haig Avenue, Georges Hall
 - Linden Street, between River Road and The Grand Parade, Sutherland
 - Princes Highway at Bates Drive, Kareela
 - Pennant Hills Road, between the M2 Motorway and Woodstock Avenue, Carlingford (Southbound)
 - The Horsley Drive / Polding Street, Fairfield

**\$450
MILLION**

total commitment to reduce congestion across major arterial roads and regional links



**\$500
MILLION**

to kick off the Fixing Local Roads program

REGIONAL & LOCAL ROADS

- \$500 million** over five years for the **Fixing Local Roads program** to assist regional councils with repairing, maintaining and sealing council roads
- Establish a process to transfer up to 15,000 kilometres of council-owned regional roads back to the state.
- Regional and local road commitments include:
 - \$17.6 million** towards sealing and re-sealing roads in the Snowy Monaro region
 - \$17 million** to Kempsey Shire Council and Port Macquarie-Hastings Council for upgrades to Maria River Road between Port Macquarie and Crescent Head
 - \$12.5 million** to seal Pooncarie Road in Menindee from the Regional Growth Fund (with joint funding of \$12.5 million from the Commonwealth Government)
 - \$10 million** to Kempsey Shire Council for upgrades to Armidale Road, Kempsey
 - \$10 million** to Richmond Valley Council to upgrade Woodburn-Coraki Road, Coraki
 - \$10 million** for Captains Flat Road near Queanbeyan
 - \$10 million** to seal, reseal, stabilise pavement, install new guardrail and drainage on Towamba and Burragate Roads
 - \$10 million** to upgrade Werris Creek Road near Duri
 - Over **\$8 million** towards sealing Rangari Road between Manilla and Boggabri
 - \$5.6 million** to Griffith City Council to seal Boorga and Dickie Roads
 - \$4.4 million** to upgrade Federation Way in Albury from the Fixing Country Roads program
 - \$3 million** to Port Macquarie-Hastings Council for upgrades to Waitui Road
 - \$0.3 million** to Queanbeyan-Palerang Regional Council to improve Araulen Road at Braidwood
 - Funding to Port Stephens Council for Raymond Terrace Road upgrade works



CHERRYBROOK METRO STATION
Photo credit: Sydney Metro

TRANSPORT CLUSTER CONT.

TRANSPORT

- Cumberland Highway at The Horsley Drive, Smithfield
- The Horsley Drive at Nelson Street, Fairfield
- traffic lights at the intersection of Baker Street and Pennant Hills Road
- Victoria Road widening at the West Ryde rail bridge between West Parade and Anzac Avenue.
- **\$695 million** commitment for technology upgrades on the road network, including:
 - upgrade traffic light systems at 500 intersections across New South Wales
 - **Smart Motorways rollout between Sydney and Gosford, and planning for major freeways**
 - development of smart parking and clearway signage
 - new drones to better respond to traffic incidents and virtual in-car messaging to better alert drivers.
- **Urban Road upgrades including:**
 - **\$387 million** to upgrade the **Central Coast Highway between Bateau Bay and Wamberal**
 - **\$260 million** to upgrade Mulgoa Road from Jeanette Street to Glenmore Parkway, and Jamison Road to Blaikie Road

- **\$220 million** to upgrade Mamre Road between the M4 Motorway and Erskine Park Road
- a further **\$205 million** to duplicate Nelson Bay Road between Williamtown and Bobs Farm, in addition to \$70 million previously allocated for improvements to Nelson Bay Road
- **\$188 million** to deliver the Fingal Bay Link Road
- **\$20 million** for a westbound on ramp to the M4 Motorway from Roper Road
- **\$16 million** for design and development of Spring Farm Link Road Stage 2
- **\$2 million** for planning to upgrade the Toongabbie Rail Bridge.

ELECTRIC BUSES TRIAL

- **\$10 million** over two years to trial 10 electric buses at Randwick Bus Depot, as part of the Government's Electric and Hybrid Vehicle Plan.

FIXING COUNTRY BRIDGES

- **\$500 million** over five years for the Fixing Country Bridges program, to repair and replace poor quality timber bridges in rural and regional communities.

UPGRADING 68 MORE TRAIN STATIONS

- Upgrade a further 68 train stations under the Transport Access Program and Sydney Metro City and Southwest, to make train stations more accessible, including new lifts, ramps and footbridges.

REDUCE THE WEEKLY OPAL TRAVEL CAP

- **\$69.6 million** over four years to reduce the Opal Weekly Travel cap by approximately 20 per cent to \$50 a week for adults and \$25 per week for child/youth and concession travel from 1 July 2019 for all train, bus, ferry and light rail customers. This will benefit approximately 55,000 commuters with savings of up to \$686 a year.

ACCELERATING SYDNEY METRO WEST

- **\$6.4 billion** commitment over four years, for planning and the acceleration of construction of Sydney Metro West, to provide a faster, easier and more reliable journey between Greater Parramatta and the Sydney CBD in around 20 minutes.

NEW REGIONAL ROAD PROJECTS ACROSS NEW SOUTH WALES

Princes Highway

- **\$960 million** for new upgrades to the Princes Highway between Nowra and the Victorian Border, as the first part of duplicating the highway across the next 20 years:
 - duplicate sections between Jervis Bay Road and Sussex Inlet Road
 - build the Moruya Bypass
 - start detailed planning work for the Milton and Ulladulla Bypass and upgrades between Burrill Lake and Batemans Bay.

Great Western Highway

- **\$2.5 billion** for the first stages of the duplication of the Great Western Highway between Katoomba and Lithgow:
 - construction to commence on:
 - Medlow Bath Upgrade
 - Mount Victoria Bypass
 - upgrade between Jenolan Caves Road and South Bowenfels.
 - design and planning to begin on:
 - Katoomba to Medlow Bath
 - Medlow Bath to Blackheath
 - Blackheath Bypass Tunnel
 - Blackheath to Mount Victoria.

Additional regional road upgrades

- Upgrades on the following highways:
 - **\$266 million** to deliver the New England Highway bypass of Muswellbrook

- **\$200 million** to reduce Newell Highway flooding between West Wyalong and Forbes **\$20 million** each for upgrades to the Kings Highway and Monaro Highway
- **\$18 million** for overtaking lanes on the Mitchell Highway between Dubbo and Narromine
- **\$11.2 million** for upgrades to the Bruxner Highway, including at Alstonville and Lismore
- **\$4.5 million** to address flooding at the Washpool causeway on the Gwydir Highway, 15 kilometres east of Moree
- **\$3 million** for planning the New England Highway (Goonoo Goonoo Road) duplication at Tamworth between Calala Lane and Jack Smyth Drive.

Major road upgrades including:

- **\$60 million** for duplication of Ocean Drive at Port Macquarie
- **\$50 million** to upgrade Waterfall Way
- **\$27 million** for design and land acquisition for the Dunns Creek Road corridor
- **\$20 million** to seal Bobeyan Road
- **\$15 million** for the Taree Northern Gateway
- **\$3 million** for the upgrade of Main Street, Hay.



\$6.4

BILLION

over four years for planning and the acceleration of construction of Sydney Metro West



\$69.6

MILLION

over four years to reduce the Opal Weekly Travel Cap



\$300

MILLION

to provide additional car spaces through the Commuter Car Parking Program

NEW COMMUTER CAR PARKING

- **\$300 million** over four years to provide additional car spaces through the Commuter Car Parking Program at the following train stations:
 - Edmondson Park
 - Emu Plains
 - Engadine
 - Jannali
 - Leppington
 - Revesby
 - Riverwood
 - Schofields
 - **Tuggerah**
 - Warwick Farm
 - West Ryde.
- As well as additional car parking for bus commuters at Winston Hills.
- A new commuter car park will also be delivered at Hornsby.



B LINE BUS
Photo credit: Transport NSW

TRANSPORT CLUSTER CONT.

TRANSPORT

OPAL PARK AND RIDE EXPANSION

- 10 train station commuter car parks to be converted to Opal Park and Ride car parks, to keep spaces available for public transport users, at:

- Campbelltown
- Gosford
- Holsworthy
- Hornsby
- Jannali
- Kiama
- Penrith
- Revesby
- Sutherland
- Warwick Farm.

MORE EXPRESS TRAINS FOR WESTERN SYDNEY

- Deliver an additional eight train express services on the T1 Western Line across the morning and evening peak periods on weekdays, adding over 35,000 extra seats each week.

CONNECTING RURAL AND REGIONAL COMMUNITIES

- Trial 13 new public transport routes (bus and train) to connect 44 isolated communities across regional New South Wales to a major centre or city.

REGIONAL SENIORS TRANSPORT CARD

- A Regional Seniors Transport Card providing \$250 per year in 2020 and 2021 towards fuel or taxi travel from regional providers or pre-booked NSW TrainLink tickets for aged pensioners and Commonwealth Seniors Health card holder living in regional New South Wales.

TRANSPORT DISABILITY SUBSIDIES

- \$173 million over four years for transport disability subsidies to extend the Taxi Transport Subsidy Scheme and the Wheelchair Accessible Taxi Driver Incentive Scheme.

MORE CYCLING AND PEDESTRIAN INFRASTRUCTURE

- \$256 million over four years towards new walking and cycling infrastructure projects across the state to make walking and cycling a more convenient, safer and enjoyable option that benefits everyone.

MORE TRAINS, MORE SERVICES

- Continue delivery of the More Trains, More Services program, including providing increased rail services on the Illawarra, Airport and South Coast Lines. Including:
 - fast-tracking the delivery of another 17 new air-conditioned Waratah Series 2 trains from 2020, in response to growing demand across the Sydney Trains network
 - new train carriages and extra seats on the South Coast line to address increased customer demand during the week and on the weekends

- additional services on the T4 Illawarra Line after 10pm, seven days a week, to reduce wait times on platforms late at night.

ACCESSIBILITY IMPROVEMENTS FOR FERRY WHARVES

- Improve accessibility at Taronga Zoo, South Mosman, North Sydney and Manly ferry wharves.

HELPING KIDS GET TO SCHOOL SAFELY

- **\$18.5 million** over four years to provide an additional 300 School Crossing Supervisors across New South Wales primary schools to help children get to and from school safely each day.

PLANNING FOR THE COFFS HARBOUR BYPASS

- Conduct further community consultation on the design of the Coffs Harbour bypass.

NEW REGIONAL RAIL FLEET

- **\$2.8 billion** commitment towards the design, build and maintenance of the new regional rail fleet, along with the new purpose built maintenance facility in Dubbo, to create better, safer, more comfortable and reliable services for customers travelling long distances.

REVIEW SURPLUS LAND ACQUIRED UNDER WESTCONNEX

- Review the sale of approximately 4,000 square metres of surplus land at Homebush, acquired as part of the WestConnex motorway project.

FARE FREEZE FOR GOLD OPAL CARDS

- Freeze fares for a further four years for Gold Opal Card holders at a maximum of \$2.50 per day.

HEATHCOTE ROAD UPGRADE

- Widen a two-kilometre section of Heathcote Road at Holsworthy to improve traffic flow and road safety.

EXPRESS TRAIN SERVICES BETWEEN GRANVILLE AND THE CITY

- Provide new return express train services between Granville and the City.

RAPID TRANSPORT OPTIONS FOR WOLLONDILLY AND THE SOUTHERN HIGHLANDS

- Investigate new rapid public transport options to connect communities in Wollondilly and the Southern Highlands with Sydney's electrified rail network. New routes to be explored will include Bargo, Picton and Wilton to Campbelltown, as well as Moss Vale, Bowral and Mittagong to Campbelltown.

PLAN AN EXTENSION OF THE SYDNEY METRO CITY AND SOUTHWEST LINE

- Begin planning an extension of Sydney Metro City and Southwest between Bankstown and Liverpool.

ADDITIONAL FERRY SERVICES AND VESSELS

- Create 400 additional weekly ferry services across the network over the next two years.

NORTH SOUTH METRO RAIL LINK TO THE NEW WESTERN SYDNEY AIRPORT

- Invest over **\$2 billion** over four years towards the New South Wales and Federal Government funded North South Metro Rail Link connecting to Western Sydney Airport, with construction expected to start in 2021 and be completed in 2026 in time for the opening of the airport.

UPGRADE PROSPECT HIGHWAY AND MEMORIAL AVENUE

- **\$300 million** commitment to commence upgrading the Prospect Highway and Memorial Avenue to reduce congestion and to help meet future demands on this corridor.

EASING CONGESTION AND CONNECTING COMMUNITIES

- **\$32.2 million** from the Housing Acceleration Fund for planning and design of eight road projects across Sydney and regional New South Wales.

NORTHERN BEACHES BUSES

- Deliver a new direct bus service linking Pittwater and Frenchs Forest via the Wakehurst Parkway and start work on developing a turn up and go express bus service linking Dee Why and Chatswood.



\$18.5
MILLION

over four years to provide an additional 300 School Crossing Supervisors



\$2
BILLION

over four years for the North South Metro Rail Link connecting Western Sydney Airport



\$300
MILLION

total commitment to commence upgrading the Prospect Highway and Memorial Avenue



NSW POLICE OFFICER
Photo credit: NSW Police



STRONGER COMMUNITIES CLUSTER

FAMILY AND COMMUNITY SERVICES AND JUSTICE

MULTICULTURAL AGED CARE FACILITIES

- **\$32.5 million** over four years for multicultural community organisations to support the construction and refurbishment of aged care facilities and senior support centres.

SUPPORT FOR MULTICULTURAL COMMUNITY FESTIVALS AND PROJECTS

- **\$12.5 million** over four years for multicultural community organisations and associations to support multicultural festivals, events and community projects in New South Wales.

SENIOR SAVERS CARD

- Introduce the new Senior Savers Card to all New South Wales residents over the age of 60, providing more people with access to discounts on products and services provided through the Seniors Card program.

HALVE HOMELESSNESS BY 2025

- Commit to halve street homelessness across the state by 2025, as part of the global agreement signed by the Government and service providers.

NEW QUEANBEYAN COURTHOUSE

- Provide **\$18 million** in new investment to upgrade the Queanbeyan Courthouse.

GRANTS TO BUSINESSES TO INSTALL CCTV CAMERAS

- **\$5 million** from 2019-20 to provide community grants for small businesses and community organisations in Western and South-Western Sydney to install CCTV security.

ENHANCING PUBLIC SECTOR INTEGRITY

- **\$2.7 million** in 2019-20 to establish the new Public Sector Prosecution Unit, comprising a team of senior lawyers to prosecute public officials for corruption. The Unit will sit within the Office of the Director of Public Prosecutions.

DRUG SUPPLY PROHIBITION ORDERS

- Commence a two-year pilot of Drug Supply Prohibition Orders, which give police more search powers for drug-related crimes.

HELPING VETERANS AND EMERGENCY WORKERS

- Extra support for The Buttery, Northern Rivers to help local veterans and emergency workers to tackle post-traumatic stress disorder (PTSD) and associated substance misuse, by delivering an innovative program called COPE that will treat both conditions concurrently.

SURFERS RESCUE 24-7 COURSE

- **\$1 million** over four years to expand the Surfers Rescue 24-7 course.

VOLUNTEER RESCUE SUPPORT

- **\$18.8 million** over four years to support the Volunteer Rescue Association, including 30 new rescue vehicles and upgraded communications and equipment across 58 locations.

FUNDING TO MARINE RESCUE NSW

- **\$37.6 million** over four years to support Marine Rescue NSW to expand its radio network and provide 38 new rescue vessels to improve safety on the State's waterways.

WATER SAFETY FOR COMMUNITIES

- Provide **\$90,000** from the Water Safety Fund Community Grants Program to the Royal Life Saving Society for swim programs supporting refugees and migrants.

FUNDING TO SURF LIFE SAVING NSW

- **\$16 million** over five years to Surf Life Saving NSW to purchase new rescue vehicles, improve community engagement and install 10 new Emergency Response Beacons.

\$32.5
MILLION

to support the construction and refurbishment of aged care facilities

\$18.8
MILLION

over four years to support the Volunteer Rescue Association



FORENSIC MEDICINE & CORONERS COURT COMPLEX, LIDCOMBE
Photo credit: Department of Justice

STRONGER COMMUNITIES CLUSTER CONT.

NSW POLICE FORCE

DELIVER 1,500 NEW POLICE

- Invest in 1,500 new police to increase the State's crime fighting capability and keep the community safe.

NEW AND UPGRADED POLICE STATIONS

- \$65 million from 2020-21 to 2022-23 to build new police stations in Bega (\$13 million), Goulburn (\$25 million), the Jindabyne area (\$13 million) and major upgrades to police stations at Bourke (\$7 million) and Bathurst (\$7 million).

DUBBO REGIONAL EDUCATION AND TRAINING CENTRE

- \$35 million from 2020-21 to 2022-23 to build a major new state-of-the-art police education and training facility at Dubbo.

NEW BUS FOR SHOALHAVEN PCYC

- \$40,000 for a new bus at the Shoalhaven Police Citizens Youth Clubs (PCYC).



**\$65
MILLION**

*for new and
upgraded police
stations*

OFFICE OF SPORT

DOUBLE ACTIVE KIDS REBATE

- \$291.1 million over four years to expand the Active Kids program from one to two \$100 vouchers per child each year to encourage children's participation in organised sport and physical activity outside school hours.

BROOKVALE OVAL UPGRADE

- \$20 million towards the upgrade of Brookvale Oval as part of the Centres of Excellence package. The upgrade will include a 3,000 seat grandstand and a new centre of excellence with gyms, medical facilities, changing rooms, a hydrotherapy centre and community facilities.

UPGRADE MARGARET DONOGHUE OVAL

- \$590,000 to build new female change rooms and toilets, and a match day team room for the Queanbeyan Tigerettes at Margaret Donoghue Oval. The funding is in addition to the \$450,000 delivered for upgrades to the venue's lights in 2018.



**\$291.1
MILLION**

*to double the
Active Kids
Rebate*



ANZAC MEMORIAL, SYDNEY
Photo credit: Peter Bennetts



PLANNING, INDUSTRY AND ENVIRONMENT CLUSTER

PLANNING, INDUSTRY AND ENVIRONMENT

REGIONAL DIGITAL CONNECTIVITY PROGRAM

- **\$400 million** in capital funding from the \$4.2 billion Snowy Hydro Legacy Fund for the Regional Digital Connectivity Program to provide mobile black spot towers and data centres to improve internet connectivity and reliability in the State's regions.

IMPROVING INFRASTRUCTURE AND SERVICES IN ABORIGINAL COMMUNITIES

- **\$55 million** over four years under the Roads to Home Program to deliver local road infrastructure upgrades and subdivision in collaboration with Local Aboriginal Land Councils in ten Aboriginal communities across New South Wales, to improve access and increase economic opportunities. Communities include:
 - Bellwood Reserve, Nambucca Shire
 - Bowraville Reserve, Nambucca Shire
 - Cabarita Reserve, Mid Coast
 - Gingie, Walgett Shire
 - Gulargambone Top, Coonamble Shire
 - La Perouse Mission, Randwick

- Namoi Reserve, Walgett Shire
- Narwan Village, Armidale Dumaresq Shire
- Three Ways, Griffith
- Wallaga Lake Koori Village, Eurobodalla Shire.

ESTABLISH A REGIONAL YOUTH PORTFOLIO

- Establish a Minister for Regional Youth, who will give voice to young people in regional areas, including delivery of a Regional Youth Strategy, establishment of a Regional Youth Taskforce and an Office for Regional Youth.
- **\$100 million** allocated for round three of the Stronger Country Communities Fund for projects and programs in the regions, including \$50 million aimed at supporting young people.

WILD DOG EXCLUSION FENCE

- **\$37.5 million** over three years to extend the Wild Dog Exclusion Fence in western New South Wales to prevent wild dogs entering the state.

**\$400
MILLION**

from the Snowy Hydro Legacy Fund for the Regional Digital Connectivity program

**\$55
MILLION**

to deliver local road upgrades in Aboriginal communities



**\$150
MILLION**

for acquisition of green and open spaces

OPEN SPACES AND GREENER SYDNEY

- **\$150 million** over five years for the acquisition and embellishment of green and open spaces to improve the liveability of New South Wales communities as part of the Government's Strategic Open Spaces program.
- As part of this package, **\$50 million** will be used to turn existing Government-owned land into new and upgraded parks, including:
 - **\$10 million** for the Nepean River Parklands in Penrith
 - **\$10 million** for George Kendall Riverside Park at Ermington
 - **\$9 million** for walking tracks and bike trails in Frenchs Forest
 - **\$6 million** for a new running track or playground at Kempt Field in Hurstville
 - **\$5 million** for 60 hectares of new parklands and green space in Appin
 - **\$4 million** for new open space at Leppington
 - **\$4 million** to add nature trails to open space in Beaumont Hills
 - **\$2 million** for Carrawood Oval in Carramar.
- **\$100 million** to secure new parks to be developed across Sydney. This funding will be used to purchase open space in strategic locations to improve community access to green space, such as new open space in Newport for the residents of Pittwater.



TARONGA ZOO LEARNING HUB CLASSROOM

*Photo credit: Department of Planning,
Industry and Environment*

PLANNING, INDUSTRY AND ENVIRONMENT CLUSTER CONT.

PLANNING, INDUSTRY AND ENVIRONMENT

DOPPLER RADARS

- **\$24.4 million** to deliver three new Doppler radars in western New South Wales. The new radar stations will provide real time rainfall data and wind observations to 34 local government areas in Western New South Wales, covering almost 30 per cent of the state by 2022.

PARTNERING WITH LANDCARE COMMUNITIES IN NEW SOUTH WALES

- **\$22.4 million** over four years to expand the Local Landcare Coordinator Initiative, which will see a continuation of an ongoing partnership between Local Land Services and Landcare NSW, supporting ongoing sustainability and oversight of Landcare NSW.

NSW KOALA STRATEGY

- Continue to deliver the **\$45 million** New South Wales Koala Strategy, including setting aside more than 24,000 hectares of new koala reserves.

ESTABLISH AN INDEPENDENT AGRICULTURE COMMISSIONER

- **\$2 million** over four years to establish an independent Agriculture Commissioner, with legislated powers to protect the Right to Farm, allowing farmers to undertake lawful agricultural practices whilst reducing conflict with other land users.

SUPPORTING DAIRY FARMERS

- **\$3.5 million** over four years to establish a Dairy Business Advisory Unit to continue industry support services and identify immediate and necessary actions for the sector.

INVESTING IN THE FORESTRY INDUSTRY

- **\$40 million** to support the forestry industry, including \$34 million as part of round two of the New South Wales Forest Industries Innovation Fund loan scheme and \$3.5 million to support training and certification.

ESTABLISH THE SYDNEY QUANTUM ACADEMY

- **\$15.4 million** over five years to create the Sydney Quantum Academy, putting New South Wales at the forefront of the quantum computing industry, in partnership with the State's leading universities.

IMPROVING THE ACCESSIBILITY OF RECREATIONAL FISHING

- Improve the accessibility of recreational fishing in Batemans Bay and Batemans Marine Park by fast-tracking consultation on a range of issues and creating a new large recreational fishing platform.

EMPOWERING HOMES PROGRAM

- A new program to support the rollout of solar panels and battery systems for up to 300,000 households across New South Wales, improving energy reliability and reducing the cost of living.

RENEWABLE ENERGY BOOST

- **\$30 million** over four years to co-fund new on-demand clean energy projects with the private sector through the Emerging Energy Program, including \$10 million to pilot initiatives to recycle and re-use materials in solar panels and battery systems.

ROLL-OUT OF SOLAR PANELS ON GOVERNMENT BUILDINGS

- Accelerate the roll-out of solar panels on government buildings, such as schools and hospitals, with a target to reach 55,000 megawatt hours per year by 2024.

FINANCIAL RELIEF ON POWER BILLS FOR INDEPENDENT RETIREES

- Introduce an annual \$200 energy rebate from 1 July 2019 for eligible independent retirees to meet cost of living pressures.

ESTABLISH A MINISTER FOR PUBLIC SPACES

- Establish a Minister for Public Spaces who will have responsibility for enhancing and expanding the State's parks, gardens and open spaces, ensuring that there is sufficient open space across New South Wales and that public spaces are welcoming and attractive.

PRESERVING LAND AT WEST RYDE

- Preserve land at West Ryde that is not required for Sydney Water operations for community use.

PURCHASE BLUES POINT RESERVE

- Purchase One Henry Lawson Ave, McMahons Point, to bring the whole Blues Point Reserve into public ownership.

PROTECTING CROWN LAND FOR THE PUBLIC INTEREST

- Further strengthen legislation to ensure Crown Land reserved for recreational purposes cannot be sold, leased or change purpose without approval by the Minister, ensuring changes are in the public interest.

UPGRADING SYDNEY MOTORSPORT PARK

- **\$33.4 million** to implement the New South Wales Motor Sport Strategy, including a Motor Sport Centre for Excellence, installation of permanent lighting at Sydney Motorsport Park and upgrades to the Sydney International Dragway.

ADDITIONAL RECREATIONAL SPACES IN WESTERN SYDNEY PARKLANDS

- **\$157 million** over four years to undertake improvement works at Western Sydney Parklands, including works at Bungarribee Park, cycle and walking tracks, native tree planting, picnic and barbecue areas and additional car parking.

INFRASTRUCTURE WORKS AT MOUNT PENANG PARKLANDS

- **\$16 million** to deliver a comprehensive package of essential infrastructure works at Mount Penang Parklands, including road and footpath upgrades and water and sewer provision.

IMPROVING ACCESS TO NATIONAL PARKS

- **\$149.5 million** over four years to improve access to New South Wales national parks, through upgrading and extending walking trails, improving visitor infrastructure and facilities and introducing online and digital tools for virtual tours.



\$22.4
MILLION

to expand the Local Landcare Coordinator Initiative



\$149.5
MILLION

to improve access to NSW National Parks



WATTAMOLLA BEACH

Photo credit: Department of Planning,
Industry and Environment

PLANNING, INDUSTRY AND ENVIRONMENT CLUSTER CONT.

PLANNING, INDUSTRY AND ENVIRONMENT

NEW SHARED TRAIL FOR JINDABYNE

- **\$11.8 million** to construct a Jindabyne shared cycling and walking trail.

CREATING A NEW NATIONAL PARK NEAR TUGALONG STATION

- Establish a new national park centred around Tugalong Station to ensure that the vital koala wilderness area is preserved.

REVIEW THE PORT STEPHENS-GREAT LAKES MARINE PARK

- Conduct an immediate review of the Port Stephens-Great Lakes Marine Park.

BOOST DROUGHT SUPPORT FUNDING

- **\$350 million** added to the Farm Innovation Fund, which provides concessional interest rate loans to primary producers to support farming communities affected by the drought, bringing the Fund to \$1 billion and the total investment in drought support to over \$1.8 billion. The Farm Innovation Fund will also be accessible to commercial fishers and aquaculture businesses.

WATER SECURITY FOR NEW SOUTH WALES

- Develop plans for projects to improve water security in regional communities, including fast tracking regional water strategies, investigating a pipeline from Lostock Dam to Glennies Creek and **\$32 million** over three years to

investigate the raising of the Wyangala Dam (as part of a \$650 million commitment) with environmental and economic studies to commence this year.

- Investigate potential mass water infrastructure projects that will drought-proof Eastern Australia in the spirit of the Bradfield Scheme, contingent on matched funding from the Commonwealth and other states.

GREAT ARTESIAN BASIN INFRASTRUCTURE INVESTMENT (GABII) PROGRAM

- **\$13 million** over four years to rehabilitate high priority free flowing bores and drains in the Great Artesian Basin to enhance reliability of water supply to reduce the impact of drought.

IMPROVEMENTS TO BELLINGEN WASTEWATER TREATMENT PLANT

- **\$9.9 million** to the Bellingen Shire Council from the Growing Local Economies fund for the Bellingen Wastewater Treatment Plant to replace existing onsite sewage management systems with connections to the Council's sewerage network.

INVESTING IN WATER AND SEWER INFRASTRUCTURE PROJECTS

- **\$7.5 million** from the Housing Acceleration Fund to the Central Coast Council for vital water and sewer infrastructure projects in the Central Coast.
- **\$3.5 million** from the Safe and Secure Water Program to the Eurobodalla Shire Council for new water and sewage systems at Nelligen on the South Coast.

REFRESH VAUCLUSE DIAMOND BAY

- Deliver the Refresh Vaucluse Diamond Bay project to redirect untreated wastewater away from three ocean outfalls at Vaucluse and Diamond Bay and transfer it to the Bondi Wastewater Treatment Plant.

WATER QUALITY

INVESTIGATIONS AT TERRIGAL BEACH AND TUGGERAH LAKES

- **\$700,000** to investigate water quality at Terrigal Beach and Tuggerah Lakes.

PROTECTING SURFSIDE FROM COASTAL EROSION

- Commit **\$5.3 million** to fund engineering studies into options for managing coastal erosion on Batemans Bay including Wharf Road, Surfside and Long Beach, and build the best infrastructure solution arising from the engineering studies.

SPECIAL ACTIVATION PRECINCTS

- **\$20 million** from Snowy Hydro Legacy Fund to investigate Special Activation Precincts in Parkes, Wagga Wagga and Williamstown and establish a Regional Growth Development Corporation.

ADDITIONAL INVESTMENT FOR THE VALLA GROWTH AREA

- Invest **\$3 million** from the Growing Local Economies Fund toward the first stage of development of the new commercial and industrial precinct in the Valla Growth Area to be completed in 2020.



\$350
MILLION

*added to the
Farm Innovation
Fund*



\$8
MILLION

*to establish Country
Universities Centres
across regional NSW*

EXPANDING COUNTRY UNIVERSITIES CENTRES

- **\$8 million** over four years to establish at least another five Country Universities Centres across regional New South Wales. This investment will be used to:
 - open at least five new regional hubs, established in collaboration with local communities, taking the number of regional centres to 13 across the state
 - expand on existing and developing Centres in Cooma, Broken Hill, Goulburn, Moree/Narrabri, Grafton and Griffith/Leeton
 - provide students at Country University Centres access to specialised services and support currently unavailable via traditional distance education
 - build new university centres in regional locations where currently there are no tertiary facilities.



SERVICE NSW
Photo credit: Salty Dingo



CUSTOMER SERVICE CLUSTER

CUSTOMER SERVICE

NUCLEAR MEDICINE AND TECHNOLOGY HUB

- **\$12.5 million** over five years to establish a Nuclear Medicine and Technology Hub at Lucas Heights in partnership with the Australian Nuclear Science and Technology Organisation to develop cutting edge treatments.

RETIREMENT VILLAGE REFORMS

- Introduce time limits on when retirement villages can charge for general services and when they must sell or buy back a unit after the departure of a resident.

MAKING IT EASIER TO INTRODUCE RENEWABLE ENERGY

- Lower the voting threshold for renewable energy projects in strata buildings from 75 to 50 per cent, to more easily install solar panels, battery storage and electric vehicle charging points in strata buildings.

FINANCIAL RELIEF FOR REGULAR TOLL ROAD USERS

- Introduction of half-priced rego from 1 July 2019, for drivers who spend \$15 or more a week on tolls. Drivers who spend \$25 or more a week on tolls will continue to receive free rego.

PROVIDING FINANCIAL RELIEF TO HOUSEHOLD GAS USERS

- Expand the Energy Switch service to include household gas.

REFORM THE BUILDING AND CONSTRUCTION INDUSTRY

- Appoint a Building Commissioner to act as the consolidated building regulator in New South Wales with responsibilities to licence and audit practitioners.

\$12.5
MILLION

to establish a Nuclear Medicine and Technology Hub

1/2
PRICE

rego for drivers who spend \$15 or more a week on tolls



Expand footprint of Service NSW across the State

EXPANDING SERVICE NSW CENTRES

- Roll out 10 new Service NSW centres across Metropolitan Sydney. New locations include:
 - Merrylands
 - Randwick
 - Revesby
 - Northmead
 - Engadine
 - Glenmore Park
 - Prestons/Edmondson Park
 - Roselands
 - North Sydney
 - Schofields.
- Roll out four one-stop shop Service NSW buses servicing communities throughout the State.





SERVICE NSW MOBILE SERVICE CENTRE
Photo credit: Salty Dingo

CUSTOMER SERVICE CLUSTER CONT.

PARTNERING WITH CLUBS

Helping Clubs in NSW through continuing to support the ClubGRANTS scheme, including providing a grant to Yass Valley Council to upgrade the Coronation Park Playground and providing more support for clubs during drought, modernising the *Registered Clubs Act*, partnering with clubs for education and training and regional job creation, introducing new responsible gambling policies and supporting the establishment of new clubs.

IMPROVING QUAD BIKE SAFETY FOR NEW SOUTH WALES FARMERS

- **\$2.8 million** over two years to extend the quad Bike Safety Improvement Program, including rebates for farmers who prefer drones as alternatives to quad bikes.



\$2.8 MILLION

extend Quad Bike Safety Improvement program

SUPPORTING SMALL BUSINESS

Small business cost saving package

- \$300 million in workers compensation insurance premium discounts over three years for 280,000 employers via Insurance and Care NSW, delivering an average discount of 8 per cent, and maximum of 12.5 percent, for employers with the safest workplaces.
- Continue to provide payroll tax relief by progressively increasing payroll tax brackets to \$1 million in 2021-22, with up to 38,000 businesses saving up to \$8,175 off their tax bill
- Giving small businesses and tradies a head start in procurement by requiring NSW Government agencies to consider small business suppliers for everything they buy.
- Provide small business with access to the NSW Government's Energy Switch program.

Easy to do Business program

- Reduce red tape and enhance the Easy to do Business program through work undertaken by the NSW Productivity Commissioner, including:
 - a review of government fees and charges on small businesses.
 - enable businesses to opt-in to receive communications about policy or regulatory changes affecting their industry.
 - streamlining motor vehicle registrations for individuals and businesses that own multiple vehicles, by providing an option for all registrations to fall due on the same day.



WESTERN SYDNEY AEROTROPOLIS

Photo credit: Department of Planning, Industry and Environment



TREASURY CLUSTER

TREASURY

250,000 NEW JOBS IN THE NEXT FOUR YEARS

- Create 250,000 new jobs over the next four years from 2019.

WESTERN SYDNEY START-UP HUB FOR SMALL BUSINESSES

- **\$6.6 million** over four years to establish the Western Sydney Start-up Hub, providing subsidised and affordable work spaces and programs for businesses and startups in Western Sydney, with operations starting 1 July 2020.

PROCUREMENT SAVINGS

- Treasury to coordinate the delivery of whole-of-government administrative and procurement savings over the next four years from 1 July 2019.



\$6.6

MILLION

over four years to establish the Western Sydney Start-up Hub



250,000

new jobs over the next four years

EMPLOYMENT PRECINCTS

More employment precincts to drive jobs, boost education and create innovation

SYDNEY INNOVATION AND TECHNOLOGY PRECINCT

Sydney is consolidating its position as a global hub for technology, investing in the creation of an innovation and technology precinct at Central-Eveleigh. The new Sydney Innovation and Technology Precinct will become the digital destination for all of Australia with thousands of people working and learning, enhancing the State's capability and assuring the jobs of the future.

AGRIBUSINESS PRECINCT IN THE WESTERN SYDNEY AEROTROPOLIS

Establish an agribusiness precinct in the Western Sydney Aerotropolis which will contribute directly to 2,500 jobs and support up to 12,000 more. The precinct will include a series of high-tech farming and climate-controlled glasshouses that will produce fresh food and handle incoming produce from New South Wales farms for global export.

EDUCATION AND EMPLOYMENT PRECINCT

A new integrated Central Coast Education and Employment Precinct around Gosford CBD with increased education and job opportunities, creating 1,000 local jobs and up to 3,000 tertiary and vocational education opportunities.



ILLUMINARTE

Photo credit: Greater Sydney Commission



BEHIND THE SCENES ON LADIES IN BLACK WITH
ANGOURIE RICE AND BRUCE BERESFORD

Photo credit: Lisa Tomasetti



PREMIER & CABINET CLUSTER

PREMIER & CABINET

SUPPORTING VISION AUSTRALIA

- **\$2 million** over four years for Vision Australia through the State Library of New South Wales, to enable the provision of expanded services and a greater selection of audio and braille books to the 126,000 people who are blind or have low vision.

ENHANCING PUBLIC SECTOR INTEGRITY MEASURES

- Require all members of Parliament to publish diary and overseas travel information and any third-party lobbyist representing a foreign state or controlled entity to disclose those links on the Lobbyist Register.



**\$99.2
MILLION**

*developing
local community
initiatives*

WESTERN PARKLAND CITY LIVEABILITY PROGRAM

- **\$99.2 million** over four years (including \$49.6 million from the Australian Government) towards developing local community initiatives under the Western Parkland City Liveability Program, a joint initiative with the Australian Government and various local councils. Key projects include:
 - **\$15 million** to develop three sport and recreation facilities in the Camden area
 - **\$15 million** to rejuvenate the town centres of Windsor, Richmond and South Windsor
 - **\$15 million** to transform the Regatta Park precinct in Penrith
 - **\$15 million** to deliver the Campbelltown Billabong Parklands, a landmark and iconic swimming lagoon at Apex Park, Bradbury
 - **\$15 million** to support Blue Mountains community initiatives
 - **\$13 million** towards building a community and recreational hub in Phillips Park, Lurnea
 - **\$9.4 million** to upgrade the Fairfield showgrounds
 - **\$1.9 million** towards improvements to support additional growth, improve access and promote healthy living, in Wollondilly Shire.



LOCAL COMMUNITIES

Delivery of local community projects providing grants to local councils and non-government organisations across New South Wales to support community engagement, local sporting organisations, local tourism and local economies. Local projects include:

SUPPORTING COMMUNITIES

- **\$25 million** to establish the Byron Bay Sustainable Tourism Fund to manage the impact of tourism on the region and locals.
- **\$11.6 million** to continue funding the Ability Links NSW disability program in 2019-20.
- **\$8 million** towards stage one of the North Coast Beaches Multi Purpose Community Centre in Woolgoolga.
- **\$7.5 million** towards the first stage of a new Australian Opal Centre in Lightning Ridge.
- **\$5 million** to Cabonne Council for a new library, community hall and learning centre in Molong.
- **\$4 million** towards the Berry Rotary Club for the Berry kids playground.
- **\$3.4 million** to the Oxley Vale Lifelong Learning Centre to provide more appropriate spaces for activities undertaken by students, community groups and the elderly.
- **\$3.3 million** to commence construction of Grace's Place, a world-first residential recovery centre, to help children and young people through the trauma of losing a loved one due to homicide.
- **\$2 million** to Albury Local Council to support community engagement, local sporting organisations for young women, local tourism and local economies.
- **\$2 million** to provide improved security infrastructure for more than 30 Jewish places of worship, aged-care facilities and schools.
- **\$1.5 million** to upgrade Edward Bennett Park, Cherrybrook and make it an inclusive playspace.
- **\$1.5 million** grant to Lismore Council to support community activities.
- **\$207,000** to support churches in Granville, including St. Mary's Antiochian Orthodox Church in Mays Hill and St. Anthony's and

St. Paul's Coptic Orthodox Church in Guildford.

- **\$100,000** to replace the roof at St Joseph's Catholic Church and improve accessibility at St Mary & St Joseph's Coptic Orthodox Church in Oatley.
- **\$100,000** to the Animal Hospital in Lismore.
- **\$35,000** for equipment at the Koala Triage, Treatment and Pathology Clinic in Lismore.

INVESTING IN SPORT AND RECREATION

- **\$25 million** from the Growing Local Economies Fund for a purpose-built sporting precinct at Orange.
- **\$25 million** to Newcastle Basketball to build a new indoor sports stadium at Hillsborough.
- **\$15 million** to build a new sports hub in Cooma, including a synthetic athletic track and an indoor sports facility with three courts.
- **\$13.5 million** to the Bega Valley Shire Council to upgrade the Bega and Pambula Sporting Complexes and Merimbula Basketball Courts.
- **\$10 million** for the Coffs Harbour Recreational Boat Ramp.
- **\$10 million** to the Verge Street Fields (Kempsey Sporting Complex) Project.
- **\$10 million** to upgrade the Goulburn Aquatic and Leisure Centre.
- **\$9 million** to fully upgrade the Mark Taylor Oval in Waitara.
- **\$4.5 million** to the Southern Districts Football Association to upgrade Ernie Smith Reserve.
- **\$1.2 million** to Alstonville Football Club for the clubhouse and lighting redevelopment.
- **\$3.8 million** for a new Brunswick Heads Surf Club. **\$3.6 million** to upgrade Kingsford Smith Park, Ballina.
- **\$3.5 million** to expand the Hornsby Mountain Bike Trail.
- **\$3 million** to the Dubbo Rifle Club for a new purpose built shooting complex for approved target shooting disciplines.
- **\$3 million** to upgrade Tuncurry Golf Course.
- **\$3 million** to Bowraville Recreational club for the Bowraville Sport and Youth Hub.
- **\$3 million** to upgrade sporting fields at Parramatta Park.
- **\$3 million** to Penrith City Council to upgrade the synthetic running track, the oval, amenities and lighting at Parker Street Fields.
- **\$2.5 million** to Hornsby Shire Council for bushwalking trails.
- More than **\$2 million** to upgrade the sports grounds at Tahmoor and Picton.
- **\$2 million** for the redevelopment of Gladesville Oval and Reserve.
- **\$2 million** to upgrade the Oberon Football Ground and Fitness Park.
- **\$1.8 million** to Easts Rugby Club to upgrade facilities to improve equality for female athletes.
- **\$1.5 million** to upgrade the amenities block at Penrith Tennis Centre.
- **\$1.5 million** to Hornsby Shire Council for a synthetic pitch for the Northern Suburbs Football Association.
- **\$1.5 million** to Hornsby Shire Council to upgrade the Ron Payne Reserve at North Epping.
- **\$900,000** to Georges River Council for decontamination of the Oatley Bowling Club.
- **\$750,000** to Blue Mountains Council to upgrade amenities at Lapstone Oval.

- **\$750,000** to Canterbury Bankstown Council to upgrade sporting facilities for local sporting teams using Marco Reserve and provide a modern clubhouse.
- **\$750,000** to upgrade amenities and complete the second block at Leonay Oval.
- **\$500,000** to Penrith City Council to upgrade the Eileen Cammack Reserve.
- **\$400,000** towards a new clubhouse and other amenity upgrades at the Hammondville Oval, including storage facilities, change rooms for female participants and disability bathrooms.
- **\$200,000** to Mid Coast Council to upgrade Myall Lakes Tennis Centre.

LOCAL INFRASTRUCTURE

- **\$44 million** to build a new road connection between Garfield Road at Denmark Road and Westminster Street, near Riverstone.
- An additional **\$14.3 million** towards Stage 1 of the Moss Vale Bypass, bringing total investment to \$20 million.
- **\$5.5 million** to the NSW Rail Museum to re-open the Picton Loop Line, a 152 year old line between Buxton and Colo Vale.
- **\$2 million** towards the final stage of the Gannons Park water quality improvement and stormwater harvesting project.
- **\$600,000** to the Tweed Shire Council for maintenance of the Northern Rivers Rail Trail.
- **\$93,000** to Mullumbimby High School for a new Bus Shelter.

LOCAL COMMUNITIES CONT.

OTHER LOCAL PROJECTS

EARLY CHILDHOOD EDUCATION GRANTS PROGRAM

- **\$14,850** to Bundanoon District Preschool to build a new chicken pen and vegetable garden to enhance their weekly cooking program, and to build children's understanding of where their food comes from. As well as \$60,000 to the Port Stephens Mobile Preschool Activity Van to continue its services.

FIRE STATION IN LISMORE

- Provide planning funding for a new co-located Fire and Rescue NSW and Ambulance station in Lismore.

NEW KINGSCLIFF FIRE STATION

- Provide funding to purchase land and build a new fire station in Kingscliff.

NEW RESCUE RAFT FOR SES HOLROYD

- Provide **\$10,000** to the Holroyd SES unit to purchase a new rescue raft and other equipment.

UPGRADE OLDS PARK

- Provide **\$500,000** to Georges River Council to install new irrigation and resurface the field at Olds Park Field 2.

NEW MULTI-USE COMMUNITY SPORTS PAVILION AT GRANVILLE PARK

- Provide **\$2.7 million** to Cumberland Council from within the Greater Sydney Sports Facility Fund, for a new multi-use community sports pavilion at Granville Park, Merrylands.

UPGRADE THE PENNANT HILLS DEMONS AFL CLUB

- Provide **\$965,000** to build a new club house for the Pennant Hills Demons AFL Club at Ern Holmes Oval.

MARK LEECE FIELDS UPGRADE

- Provide **\$1.3 million** to Penrith City Council to upgrade Mark Leece Fields at St Clair.

PORTLAND TOUCH FOOTBALL ASSOCIATION UPGRADES

- Provide **\$500,000** to Portland Touch Football Association towards upgrades of its facilities.

UPGRADE KNAPSACK PARK

- Provide **\$750,000** to the Blue Mountains Council to upgrade Knapsack Park in Glenbrook.

NEW MULTI-SPORT PRECINCT

- **\$2.2 million** from the Greater Sydney Sports Facility Fund to the Wollondilly Shire Council towards the Wilton Recreational Reserve multi-sports precinct.

INSTALLING SAFETY LIGHTING FOR REGIONAL TOWNS

- **\$110,000** towards installing safety lighting in Jindabyne, Bombala, Berridale and Cooma.

NEW PORTLAND CEMENT WORKS MUSEUM

- Provide **\$500,000** to 'the Foundations' to build a new Portland Cement Works Museum.

UPGRADE BANGALOW LIONS CLUB

- **\$228,000** to upgrade the Bangalow Lions Club bar and BBQ kiosk.

UPGRADE COOMA CBD

- **\$1 million** to upgrade Sharp Street in the Cooma CBD.

REVITALISE LISMORE CBD

- **\$1.5 million** to the Lismore City Council to revitalise the Lismore CBD.

SCONE MAIN STREET UPGRADES

- **\$7 million** to the Upper Hunter Shire Council for the Scone Main Street upgrades.

ESTABLISH A CITRUS CENTRE OF EXCELLENCE

- **\$300,000** to the Griffith Centre for Irrigated Agriculture (GCIA) to establish a Citrus Centre of Excellence in Griffith.

UPGRADE YASS WATER TREATMENT PLANT

- Provide **\$1.2 million** to upgrade the Yass water treatment plant from the Safe and Secure Water Program, following business case finalisation.

INVESTIGATION OF COEDUCATIONAL FACILITY AT HORNSBY

- Commence a feasibility study to build a new coeducational facility to meet growing demands of residents in Hornsby.

BANKSIA MENTAL HEALTH UNIT REDEVELOPMENT

- Planning for the redevelopment of the Banksia Mental Health Unit in Tamworth under the State-wide Mental Health Infrastructure Program.

NEW QUEANBEYAN RESPITE CARE CENTRE

- **\$750,000** to build a respite care centre in Queanbeyan to support people suffering from terminal and chronic illness.

FUNDING FOR GARRAWARRA CENTRE RESIDENTIAL AGED CARE FACILITY

- **\$177,000** for a new bus and equipment at the Garrawarra Centre residential aged care facility.

KARITANE RESIDENTIAL SERVICE UPGRADE

- **\$130,000** to Karitane Residential Service for upgrades to support their work helping new parents and babies.

LONG JETTY HEALTHCARE CENTRE UPGRADE

- **\$110,000** to upgrade air conditioning units at the Long Jetty Healthcare Centre.

NEW EQUIPMENT FOR MOUNT DRUITT HOSPITAL

- **\$17,000** for two medical grade treadmills at Mount Druitt Hospital.

This document contains announcements made by the New South Wales Government during the 2019 election campaign. It includes election commitments costed by the Parliamentary Budget Office (PBO), as well as other announcements from programs. Some announcements which are funded by existing business as usual programs may not be included in this document. Projects delivered over a longer time frame may have planning money allocated or partial funding reserved.



GETTING
it DONE