



Central Coast Council

# DRAFT OPERATIONAL PLAN 2020-21







# ACKNOWLEDGEMENT

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



## **COVID-19**

This Draft Operational Plan has been developed prior to the realisation of COVID-19 (Coronavirus) impacts. Council recognises that if the economy moves into recession there will be impacts on the Central Coast economy, which will likely impact the revenue base and also place cost pressures on operations. Assessment of the potential impact is currently being determined. Further updates will be provided after public exhibition.





# OUR COMMUNITY VISION

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

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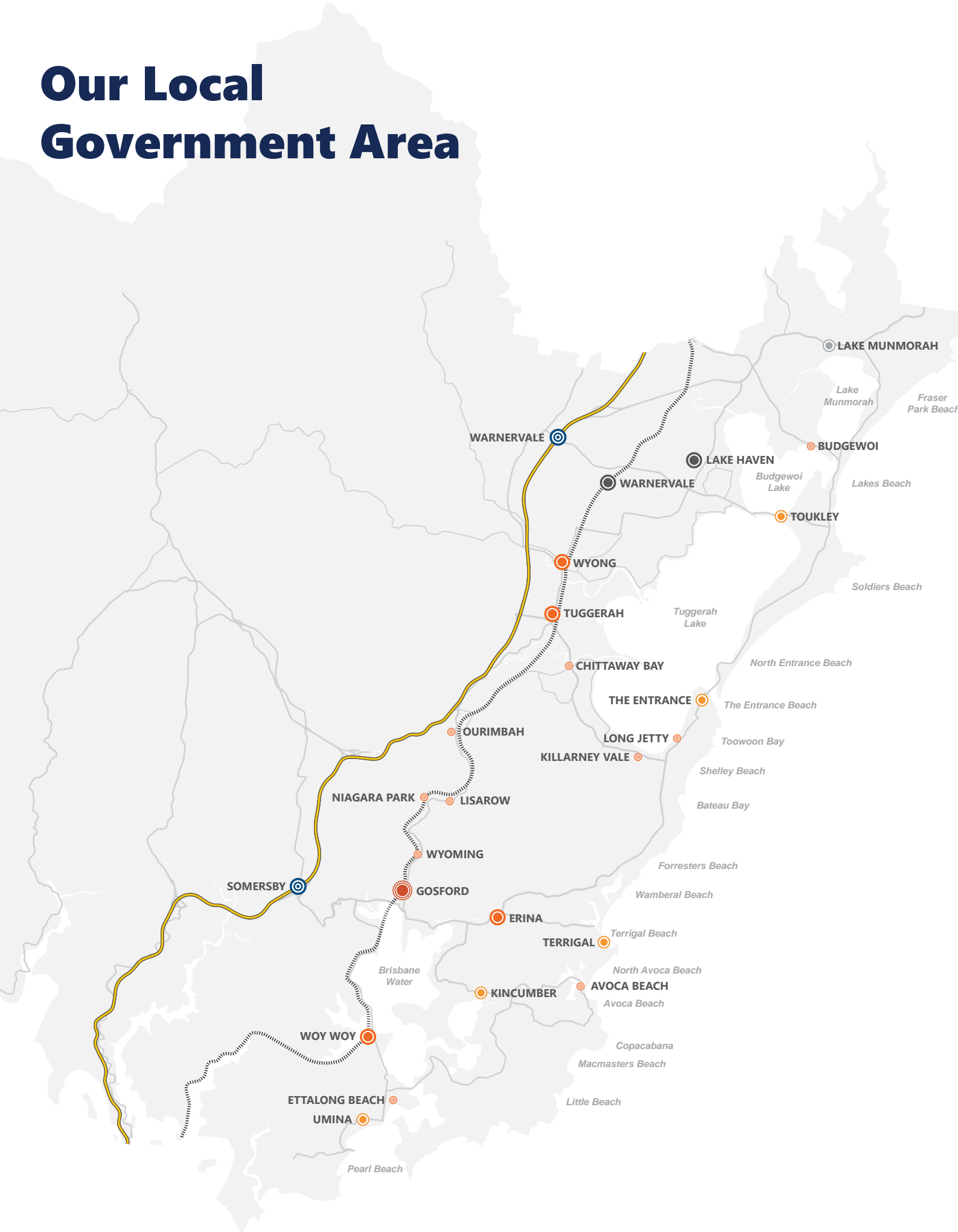
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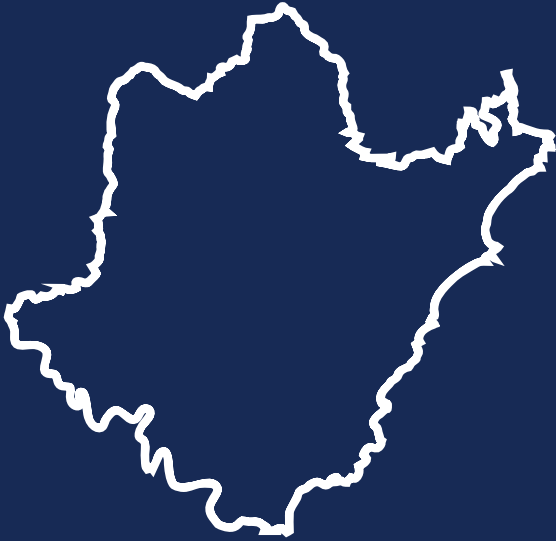
## Fees and Charges

- N/A** Provided under separate cover

# Our Local Government Area



# Central Coast Fast Facts



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



Population 342,047



Roads: 2,176km



Water and sewer mains:  
2,248km



Value of assets:  
\$10.2 Billion



State Forests and National Parks:  
10



Patrolled beaches:  
15



Average Temperature:  
23.2c



Average Rainfall:  
1,105mm





Shared pathways:

737km



Council libraries:

11



Sporting facilities:

76



Skate parks:

26



BMX tracks:

4



Gross Regional Product:

\$14.33b



Businesses:

23,617



Local Jobs:

121,245



Public Transport to work:

9%



Tourism overnight visitors

5.2m



Aboriginal and Torres Strait Islanders:

3.8%



Born overseas:

14.6%



Families:

41%



Persons with a disability:

6.4%



Senior Citizens:

20%

# The Mayor and Councillors

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

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

- Be an active and contributing member of the governing body
- Make considered and well informed decisions as a member of the governing body
- Participate in the development of the Integrated Planning and Reporting framework

- Represent the collective interests of residents, ratepayers and the local community
- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

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

## Budgewoi Ward



**Councillor Greg Best**  
Independent



**Councillor Jillian Hogan**  
Labor



**Councillor Doug Vincent**  
Labor

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## Gosford West Ward



**Councillor Chris Holstein**  
Independent



**Councillor Troy Marquart**  
Liberal



**Councillor Richard Mehrtens**  
Labor

## Gosford East Ward



**Councillor Rebecca Collins**  
Liberal



**Deputy Mayor Jane Smith**  
Independent



**Councillor Jeff Sundstrom**  
Labor



## The Entrance Ward



**Mayor Lisa Matthews**  
Labor



**Councillor Bruce McLachlan**  
Independent



**Councillor Jilly Pilon**  
Liberal



## Wyong Ward



**Councillor Chris Burke**  
Liberal



**Councillor Louise Greenaway**  
Independent



**Councillor Kyle MacGregor**  
Labor



# Our Organisation

## Our Values



SERVE



IMPROVE



COLLABORATE



BE YOUR BEST



BE POSITIVE

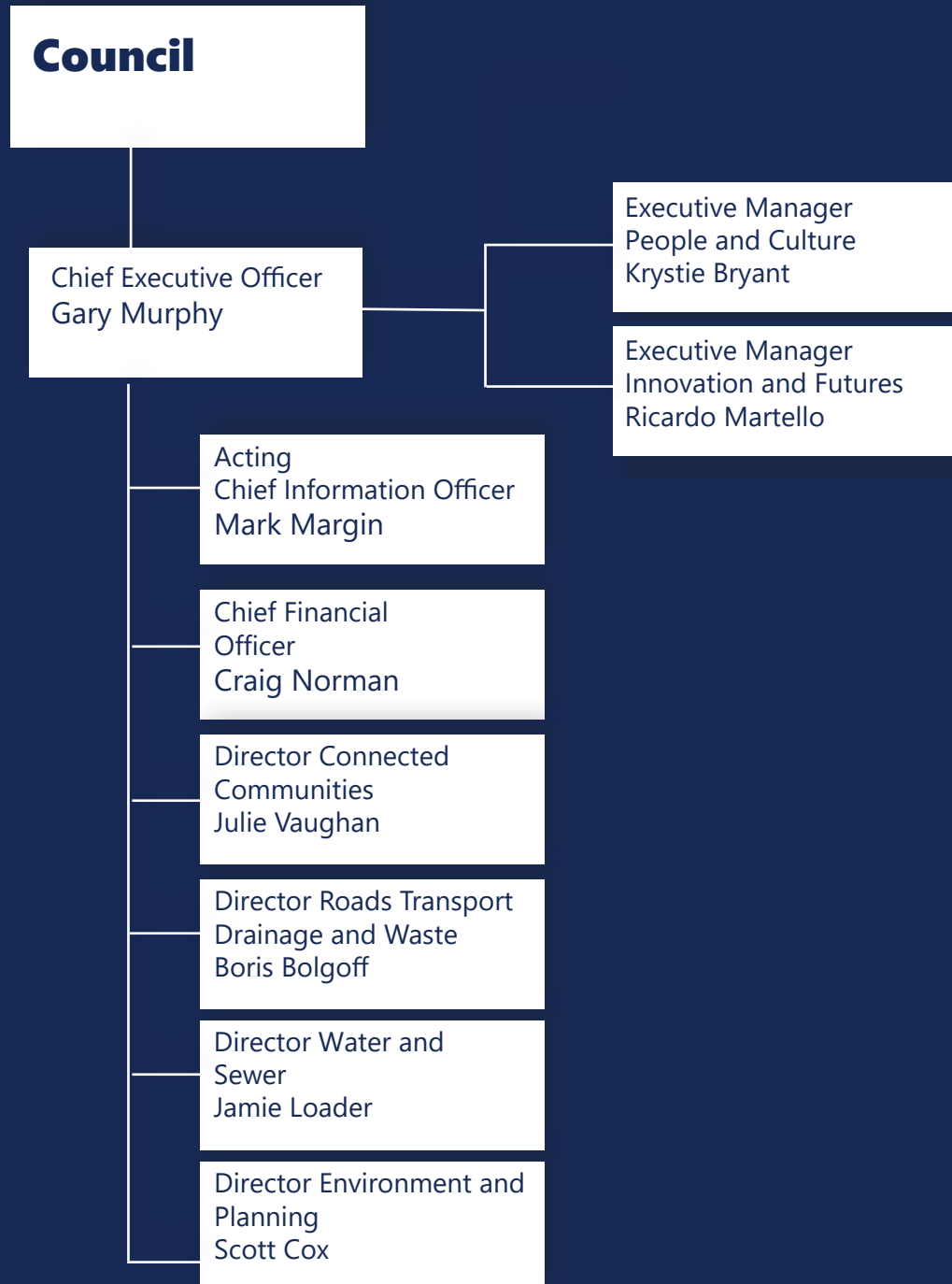


BE SAFE

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



# Organisational Structure









# Operational Plan



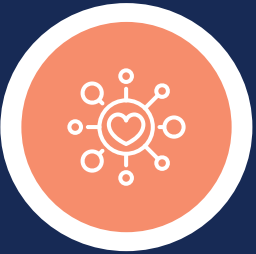
# Community Strategic Plan Framework

## Belonging



### OUR COMMUNITY SPIRIT IS OUR STRENGTH

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



### CREATIVITY, CONNECTION AND LOCAL IDENTITY

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

## Smart



### A GROWING AND COMPETITIVE REGION

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



### A PLACE OF OPPORTUNITY FOR PEOPLE

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



# Green



## ENVIRONMENTAL RESOURCES FOR THE FUTURE

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



## CHERISHED AND PROTECTED NATURAL BEAUTY

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

# Responsible



## GOOD GOVERNANCE AND GREAT PARTNERSHIPS

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



## DELIVERING ESSENTIAL INFRASTRUCTURE

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



## BALANCED AND SUSTAINABLE DEVELOPMENT

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

# Community Strategic Plan Framework

## Liveable



### **OUR COMMUNITY SPIRIT IS OUR STRENGTH RELIABLE PUBLIC TRANSPORT AND CONNECTIONS**

**J1** Create adequate, reliable and accessible train services and facilities to accommodate current and future passengers

**J2** Address commuter parking, drop-off zones, access and movement around transport hubs to support and increase use of public transport

**J3** Improve bus and ferry frequency and ensure networks link with train services to minimise journey times

**J4** Design long-term, innovative and sustainable transport management options for population growth and expansion



### **OUT AND ABOUT IN THE FRESH AIR**

**K1** Create a regional network of interconnected shared pathways and cycle ways to maximise access to key destinations and facilities

**K2** Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility to meet the needs of all community members

**K3** Provide signage, public facilities, amenities and playgrounds to encourage usage and enjoyment of public areas

**K4** Repair and maintain wharves, jetties, boat ramps and ocean baths to increase ease of access and enjoyment of natural waterways and foreshores



### **HEALTHY LIFESTYLES FOR A GROWING COMMUNITY**

**L1** Promote healthy living and ensure sport, leisure, recreation and aquatic facilities and open spaces are well maintained and activated

**L2** Invest in health care solutions including infrastructure, services and preventative programs to keep people well for longer

**L3** Cultivate a love of learning and knowledge by providing facilities to support lifelong learning

**L4** Provide equitable, affordable, flexible and co-located community facilities based on community needs



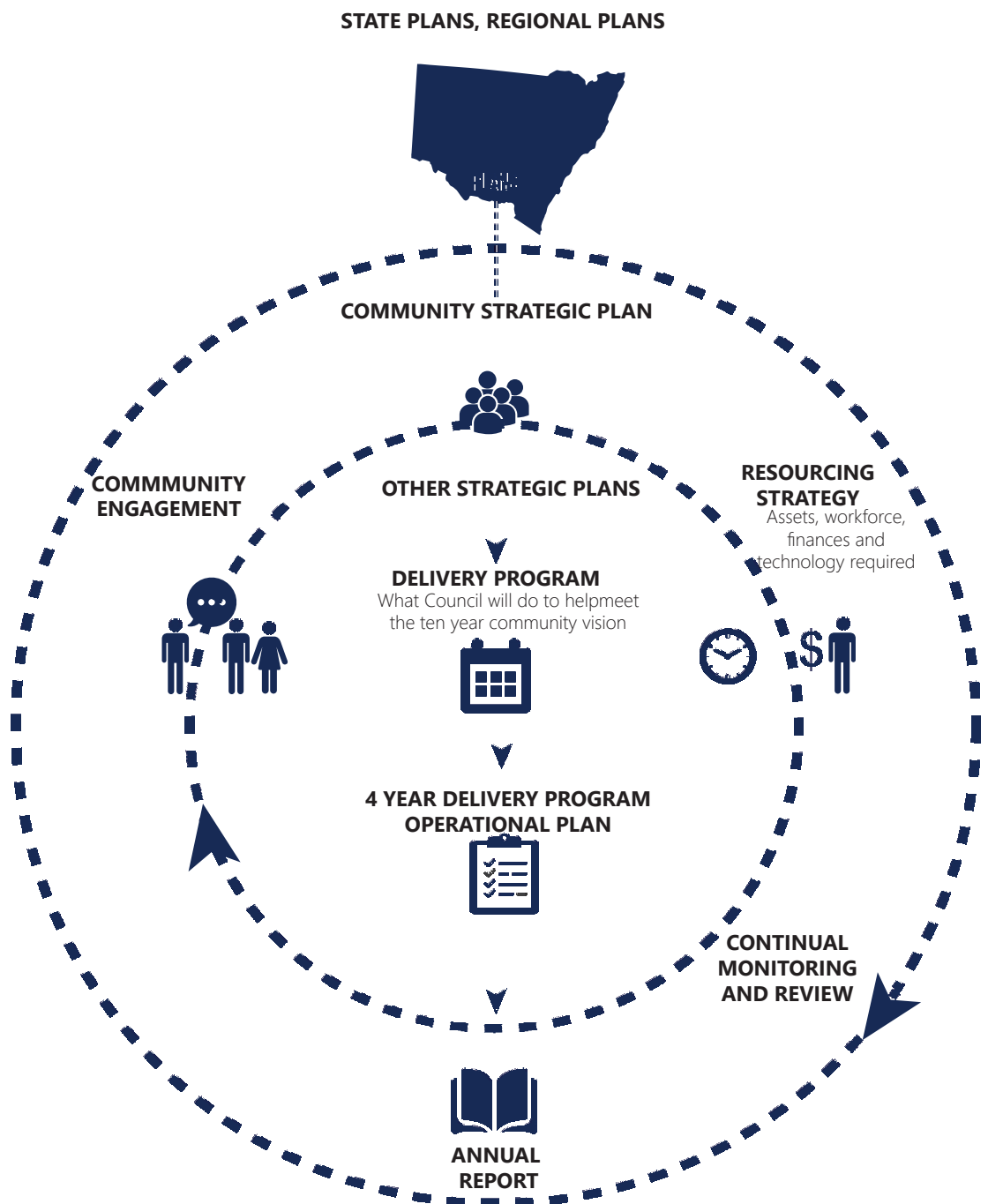
**FOCUS AREA:** By 2030, we will have a smart, integrated multi-modal public transport system across the Central Coast comprising on-demand buses, trackless trams, ferries and faster rail.

# About this Plan

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

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

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





# How to read this Plan

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

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

The diagram below demonstrates these linkages.



## Community Vision

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

## Our Focus to achieve the vision for the future

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

Belonging  
Smart  
Green  
Responsible  
Liveable

## Delivery Program

Details the outcome to be achieved in delivering the CSP

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

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

## Who is Responsible

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



# Belonging



OUR COMMUNITY  
SPIRIT IS  
OUR STRENGTH



CREATIVITY  
CONNECTION AND  
LOCAL IDENTITY



## Our community spirit is our strength

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



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



## Creativity, connection and local identity

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Assist external event organisers to deliver events built on a sustainable financial model that provide either economic or social return for the Central Coast.</b>	B.01.2020-21	Support 20 Central Coast Community Events	20 events	Community Partnerships
<b>Increase tourism and economic development opportunities</b>	B.02.2020-21	Deliver 20 Central Coast Council Major Events to 250,000 participants	20 events to 250,000 participants	Community Partnerships
<b>Providing an outstanding quality and cultural experience at Gosford Regional Art Gallery through programs and exhibitions</b>	B.03.2020-21	Number of visitors attending the Gosford Regional Art Gallery	178,000 visitors	Leisure and Lifestyle
<b>Laycock Street Community Theatre hold a large range of cultural productions meeting the varied demographics and interests of the community</b>	B.04.2020-21	Number of performances and events at Laycock Street Community Theatre that have been provided for the community	255 performances	Leisure and Lifestyle
<b>Increase tourism and economic development opportunities</b>	B.05.2020-21	Develop an events strategy for Central Coast Stadium (pending approval of the Stadium Strategy)	30/06/21	Business Enterprise
<b>Provide a premier venue for sports and entertainment on the Central Coast community</b>	B.06.2020-21	Average attendance at events at the Central Coast Stadium	5,500 visitors	Business Enterprise
<b>Provide a premier venue for sports and entertainment on the Central Coast community</b>	B.07.2020-21	Number of events held at the Central Coast Stadium	30 events	Business Enterprise



# Smart



A GROWING  
AND COMPETITIVE  
REGION



A PLACE OF  
OPPORTUNITY  
FOR PEOPLE

## A growing and competitive region

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Promote and grow tourism through the implementation of the Central Coast Destination Management Plan</b>	C.01.2020-21	Tourism Opportunity Plan: Complete year 2 execution of "1000 Little Things We Could Do" campaign	30/06/21	Community Engagement
	C.02.2020-21	Destination Brand Strategy: Continue year 2 execution of Destination Marketing campaign and Industry services	30/06/21	Community Engagement
<b>Increase tourism and economic development opportunities</b>	C.03.2020-21	DIAP LC.026: In partnership with relevant organisations / entities (e.g. Central Coast Tourism) explore accessible tourism opportunities through infrastructure improvements, marketing and promotion to develop the Central Coast as a highly attractive tourist destination for people with disabilities, friends and families	30/06/21	Community Partnerships
<b>Planning controls that enable the development of active and liveable Town Centres</b>	C.04.2020-21	Prepare Wyong Town Centre Structure Plan	31/12/20	Strategic Planning
<b>Provide a clear approach to the planning and development of key growth regions</b>	C.05.2020-21	Finalise Lake Munmorah Structure Plan	30/06/21	Strategic Planning
	C.06.2020-21	Prepare a draft Structure Plan for the Greater Warnervale Area	30/12/20	Strategic Planning
	C.07.2020-21	Prepare the Woy Woy Structure Plan	30/06/21	Strategic Planning
<b>Integrated approach to the funding of infrastructure to meet the needs of the Central Coast population</b>	C.08.2020-21	Prepare a new 7.11 Contribution Plans for the Central Coast region	30/06/21	Strategic Planning
<b>Implementation of the Somersby to Erina Corridor Strategy</b>	C.09.2020-21	Prepare East Gosford Structure Plan	30/06/21	Strategic Planning
<b>Support revitalisation of the southern growth corridor</b>	C.10.2020-21	Prepare Erina Structure Plan	30/06/21	Strategic Planning
	C.11.2020-21	Commence development of a West Gosford Structure Plan	30/06/21	Strategic Planning
<b>Grow tourism and profitability of the Holiday Parks</b>	C.12.2020-21	Develop a Holiday Parks business strategy and masterplans	30/06/21	Business Enterprise
<b>To attract visitors to holiday on the Central Coast</b>	C.13.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Budgewoi Holiday Park	19,500 nights	Business Enterprise
	C.14.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Canton Beach Holiday Park	15,000 nights	Business Enterprise

## A growing and competitive region

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
	C.15.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Norah Head Holiday Park	19,500 nights	Business Enterprise
	C.16.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Toowoona Bay Holiday Park	31,500 nights	Business Enterprise
	C.17.2020-21	Number of nights stayed by tourists stayed in sites or cabins annually at Patonga Camp Ground Holiday Park	15,000 nights	Business Enterprise
<b>Develop regional alliance and alignment of regional priorities for regional planning and growth</b>	C.18.2020-21	Develop a 3D model of Gosford City to build collaboration and streamline private and public investment	30/06/21	Economic Development and Project Delivery

## A place of opportunity for people

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





# Green



ENVIRONMENTAL  
RESOURCES  
FOR THE FUTURE



CHERISHED AND  
PROTECTED  
NATURAL BEAUTY

## Environmental resources for the future

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Increased waste avoidance and diversion of domestic waste from landfill</b>	E.01.2020-21	Implementation of actions from the Central Coast Waste Strategy, focused on waste avoidance and resource recovery strategies	30/06/30	Waste Services and Business Development
<b>Enhanced community awareness and action around waste avoidance and reuse through targeted education campaigns</b>	E.02.2020-21	Number of waste education school session conducted	> 120 sessions	Waste Services and Business Development
<b>Expand the diversion of domestic waste from landfill through increased resource recovery resulting in environmentally responsible waste collection services</b>	E.03.2020-21	Percentage of household waste diverted from landfill	>40% diversion	Waste Services and Business Development
<b>Environmental education programs to increase knowledge of (issues impacting) coastal areas, lakes, catchment area and conservation</b>	E.04.2020-21	Number of Environmental Education programs (estuary, resilience, sustainability, general environmental education) delivered	10 programs	Libraries, Learning and Education
<b>Community Education programs focused on increasing community awareness and instilling behaviour change around sustainable living including, waste avoidance and reduction and re-use/ recycle concepts</b>	E.05.2020-21	Number of new community education programs specifically targeting litter, up-cycling and green living delivered	4 programs	Libraries, Learning and Education
<b>Education Programs focused on increasing community awareness and instilling behaviour change around sustainable living including, waste avoidance and reduction and re-use/ recycle concepts</b>	E.06.2020-21	Number of attendees at environmental education programmed activity	3,125 attendees	Libraries, Learning and Education
<b>Regular operation wrack and algae collection (and other equipment under contract) in near-shore zones of Tuggerah Lakes</b>	E.07.2020-21	8,000m3 of floating wrack and macro algae removed from the Tuggerah Lakes Estuary annually	100% collection	Environmental Management
<b>Identify future opportunities to increase participation in Landcare</b>	E.08.2020-21	Commence implementation of actions from the adopted Landcare Program	30/06/21	Environmental Management
<b>Climate Change Adaptation</b>	E.09.2020-21	Develop the Climate Change Action Plan	30/06/21	Strategic Planning

## Environmental resources for the future

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Reducing Council's energy cost, improve energy productivity and reduce Council's greenhouse gas emissions</b>	E.10.2020-21	Installation of solar power systems on Council assets	30/06/21	Energy Management
<b>Reducing energy cost, improve energy productivity and reduce Council's greenhouse gas emissions</b>	E.11.2020-21	Percentage of greenhouse gas emissions	65% reduction by 31/12/22	Energy Management
	E.12.2020-21	Develop a set of guidelines to ensure the design and operation of Council assets is energy efficient	30/06/21	Energy Management

## Cherished and protected natural beauty

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





# Responsible



GOOD GOVERNANCE  
AND GREAT  
PARTNERSHIPS



DELIVERING  
ESSENTIAL  
INFRASTRUCTURE



BALANCED AND  
SUSTAINABLE  
DEVELOPMENT



## Good governance and great partnerships

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Provide a reliable, safe, cost effective and environmentally responsible domestic waste collection to the Central Coast region</b>	G.01.2020-21	Percentage of waste bins collected on the scheduled date	>99% collected	Waste Services and Business Development
<b>Ensure equitable and dignified communication with staff and community including the provision of accessible information</b>	G.02.2020-21	DIAP SP.004: Deliver accessible documents training to staff who produce documents for upload to the website	30/06/21	Community Engagement
<b>Develop a coordinated approach towards implementation and ongoing management of security measures across Council's facilities / assets</b>	G.03.2020-21	Implement Year 1 recommendations from the CCTV strategy	30/06/21	Leasing and Asset Management
<b>Maintain good governance practice for Council's leasing and licensing portfolio.</b>	G.04.2020-21	Percentage of all leases and licences commencing due diligence process within a week of the original request	100% completed	Leasing and Asset Management
<b>Build Council and community capacity to manage disaster</b>	G.05.2020-21	Adopt and Implement of the Disaster Resilience Strategy	30/06/21	Strategic Planning
<b>Provide beautiful well-tended places of rest available for the community and families</b>	G.06.2020-21	Number of ash interments in Council's Cemeteries	109 ash interments	Business Enterprise
	G.07.2020-21	Number of burials in Council's Cemeteries	260 burials	Business Enterprise
<b>An Enterprise Risk Management Framework for Central Coast Council that is consistent with ISO 31000 - 2009 Risk management – principles and Office of Local Government guidelines</b>	G.08.2020-21	Maintain and improve the Enterprise Risk Management framework	30/06/21	Governance and Business Services
<b>Community confidence that Central Coast Council is managed in the community's best interests</b>	G.09.2020-21	Provide a professional development program for the Mayor and Councillors as required by the Local Government Act	30/06/21	Governance and Business Services
<b>An Environmental Management System for Central Coast Council that is consistent with AS/NZ ISO 14001:2016</b>	G.10.2020-21	Maintain and improve the environmental management system	30/06/21	Governance and Business Services
<b>Efficient and effective conduct of the 2020 Local Government Election</b>	G.11.2020-21	Undertake the conduct of the 2020 Local Government Election	30/06/21	Governance and Business Services
	G.12.2020-21	Undertake Candidate Awareness Sessions prior to the conduct of the 2020 Local Government election	30/12/20	Governance and Business Services

## Good governance and great partnerships

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Effective and efficient induction of Councillors following the 2020 Local Government Election</b>	G.13.2020-21	Undertake an effective and engaging Councillor Induction Program	31/01/21	Governance and Business Services
<b>Ensure compliance with the statutory requirement and promote transparency and accountability</b>	G.14.2020-21	Number of non-compliances with legislative compliance requirements	0 non-compliances	Governance and Business Services
<b>Ensure compliance with the statutory requirement and promote transparency and accountability</b>	G.15.2020-21	Number of Environment Protection License non-compliances	Reduction in Number	Environment and Certification
<b>Ensure adequate governance structures and establish a process for continuous improvement</b>	G.16.2020-21	Increase in voter participation at the 2020 Local Government election	83% voter participation	Governance and Business Services
<b>Support Councillors in effective decision making and promote transparency and accountability</b>	G.17.2020-21	Percentage of Council resolutions actioned within agreed timeframes	90%	Governance and Business Services
	G.18.2020-21	Percentage of Council matters considered in confidential session	<5% considered	Governance and Business Services
<b>Meet legislative and business requirements</b>	G.19.2020-21	Complete Council's Integrated Planning and Reporting requirements including; quarterly reporting against the Operational Plan 2020-21, development of the Delivery Program 2021-22 to 2024-25, Operational Plan 2021-22, Resourcing Strategy, Annual Report 2019-20, State of Environment Report and End of Term Report	30/06/21	Performance and Innovation

## Delivering essential infrastructure

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Expansion and upgrade of the drainage network across the Central Coast to reduce flooding, improve stormwater management, and maintain accessibility around the Central Coast</b>	H.01.2020-21	Kilometres of drainage infrastructure constructed each year (subject to historic funding levels)	6 kilometres	Roads Asset Planning and Design
<b>Region wide improvement to road pavement condition to ensure long term sustainability of the road network and to support economic growth</b>	H.02.2020-21	Kilometres of road pavement to be renewed each year	30 kilometres	Roads Asset Planning and Design
	H.03.2020-21	Kilometres of road resurfacing to be renewed each year	90 kilometres	Roads Asset Planning and Design
<b>Region wide improvements to bus stop infrastructure to improve access to public transport and ensure legislative compliance</b>	H.04.2020-21	Number of bus stops upgraded to meet Disability Discrimination Act (DDA) compliance each year	60 bus stops	Roads Asset Planning and Design
<b>Region wide improvements to kerb and gutter infrastructure to improve access to public transport and ensure legislative compliance</b>	H.05.2020-21	Kilometres of kerb and gutter constructed each year	8 kilometres	Roads Asset Planning and Design
<b>Capital expenditure projects are completed as planned</b>	H.06.2020-21	Percentage of Roads Transport Drainage and Waste capital expenditure projects completed within scope and budget annually	90% completed	Roads Business Development and Technical Services
<b>Structural remediation plan</b>	H.07.2020-21	Undertake structural remediation plans for Gosford City Carpark	30/06/21	Business Enterprise
	H.08.2020-21	Undertake Structural remediation plans for Terrigal Wilson Carpark	30/06/21	Business Enterprise
<b>Increased utilisation of parking station</b>	H.09.2020-21	Implement pricing strategy for Gosford City Carpark	30/06/21	Business Enterprise
<b>Better visibility of parking availability in Gosford</b>	H.10.2020-21	Integrate the available spaces at Gosford City Carpark into the ParkSpot App	30/06/21	Business Enterprise
<b>Better visibility of parking availability in Terrigal</b>	H.11.2020-21	Integrate the available spaces at Terrigal, Wilson Road Carpark into the ParkSpot App	30/06/21	Business Enterprise
<b>Optimise the usage of the Baker Street Car Park for visitors to the Gosford City Centre</b>	H.12.2020-21	Average Occupancy rates for business hours - Monday to Friday	60% occupancy	Business Enterprise

## Delivering essential infrastructure

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



## Balanced and sustainable development

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Complete Flood Studies and Floodplain Risk Management Plans in consultation with the community</b>	I.01.2020-21	Complete and revise the following flood studies and floodplain risk management plans (in accordance with priorities and approved budget allocations): Lake Macquarie Overland Flood Study, Wallarah Creek floodplain risk management study and plan, Ourimbah Creek floodplain risk management study and plan, Wyong River floodplain risk management study and plan, Davistown and Empire Bay floodplain risk management study and plan, Coastal Lagoons Flood Study Review, Killarney Vale / Long Jetty floodplain risk management study and plan, Northern Lakes floodplain risk management study and plan, Woy Woy floodplain risk management study and plan, Brisbane Water Catchment Overland Flood Studies.	30/06/21	Environmental Management
<b>Comprehensive Local Environment Plan</b>	I.02.2020-21	Prepare a draft Central Coast Housing Strategy	31/12/20	Strategic Planning
	I.03.2020-21	Prepare a Central Coast Employment Land Audit and Strategy	31/12/20	Strategic Planning
	I.04.2020-21	Develop a Heritage Strategy by December 2020	01/12/20	Strategic Planning
	I.05.2020-21	Develop a Heritage Action Plan by December 2020	01/12/20	Strategic Planning
	I.06.2020-21	Commence Heritage Review including new heritage nominations for the Comprehensive Local Environmental Plan	30/06/21	Strategic Planning
<b>Improved social and economic opportunities in the rural areas of the central coast</b>	I.07.2020-21	Prepare and deliver a draft Rural Lands Audit and Strategy to Council for the Central Coast Region	30/06/21	Strategic Planning
<b>Enable sustainable urban development that values energy efficiency, heritage, local character, the environment, transport, safety and liveability</b>	I.08.2020-21	Commence development of a Landscape Design Guideline	30/06/21	Strategic Planning



# Liveable



RELIABLE PUBLIC  
TRANSPORT AND  
CONNECTIONS



OUT AND  
ABOUT IN  
THE FRESH AIR



HEALTHY LIFESTYLES  
FOR A GROWING  
COMMUNITY



## Out and about in the fresh air

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Expansion and upgrade of the shared path and footpath network to improve public safety and provide access to city centres, transport hubs, commercial precincts and other priority areas</b>	K.01.2020-21	Kilometres of shared path and footpath constructed each year	7 kilometres	Roads Asset Planning and Design

## Healthy lifestyles for a growing community

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Improve Council's commitment and approach to designing inclusive and liveable communities</b>	L.01.2020-21	DIAP LC.006: Promote CCC community funding programs to assist local organisations to access funding to increase opportunities for inclusion and infrastructure enhancements	30/06/21	Community Partnerships
<b>To increase transparency on Council's decision making for leasing and licensing of facilities, contributions to community groups through subsidised rent and building outgoings</b>	L.02.2020-21	Implement Year 1 recommendations from the Community Facilities Review, including the Facilities Leasing and Licencing Policy	30/06/21	Leasing and Asset Management
<b>To increase utilisation of community facilities by providing quality assets at affordable rates</b>	L.03.2020-21	Percentage of assets inspected post booking and bond refunds are processed by bookings staff within one week post event date	95% inspected	Leasing and Asset Management
	L.04.2020-21	Percentage of actions implemented from the Marketing Plan (Year 1) to improve the utilisation of community halls	95% implemented	Leasing and Asset Management
	L.05.2020-21	Number of annual bookings for community halls managed and administered	15,000 bookings	Leasing and Asset Management
<b>Efficient delivery of community facilities that meets the community needs</b>	L.06.2020-21	Number of visitors attending the Gosford Olympic Pool	200,000 visitors	Leisure and Lifestyle
	L.07.2020-21	Number of visitors attending the Wyong Olympic Pool	30,000 visitors	Leisure and Lifestyle
	L.08.2020-21	Number of visitors attending the Toukley Aquatic Centre	128,000 visitors	Leisure and Lifestyle
	L.09.2020-21	Number of visitors attending the Peninsula Leisure Centre	450,000 visitors	Leisure and Lifestyle
	L.10.2020-21	To deliver Year 3 Business plan objectives for all Council's six leisure centres	30/06/21	Leisure and Lifestyle
	L.11.2020-21	Number of visitors attending the Lake Haven Recreation Centre	125,000 visitors	Leisure and Lifestyle
	L.12.2020-21	Number of visitors attending the Niagara Park Stadium	130,000 visitors	Leisure and Lifestyle
<b>Road Safety programs increase road safety awareness and planned behaviour change</b>	L.13.2020-21	Number of Road Safety Education Programs relating to road safety awareness delivered	8 programs	Libraries, Learning and Education



## Healthy lifestyles for a growing community

Delivery Program	Reference	Operational Plan Action / Indicator	Target	Responsible Unit
<b>Programs focused on increasing Community Safety, improving awareness and instilling behaviour change for responsible citizenship</b>	L.14.2020-21	Number of Community Safety Education programs delivered in topics such as responsible pet ownership, parking, personal and family safety, household safety, compliance	5 programs	Libraries, Learning and Education
<b>Provision of 8 education and care services for children aged 6 weeks to 6 years</b>	L.15.2020-21	Number of families receiving education and care services	540 families	Libraries, Learning and Education
	L.16.2020-21	Number of vulnerable children who receive inclusive opportunities to maximise their learning, development and wellbeing	60 children	Libraries, Learning and Education
<b>Provision of Speech Therapy within the education and care centres identified in the NSW Health Service Agreement</b>	L.17.2020-21	Number of Speech pathology assessments that are completed for referred children within the education and care services.	60 assessments	Libraries, Learning and Education
<b>Education Programs focused on increasing Community Safety, improving awareness and instilling behaviour change for responsible citizenship</b>	L.18.2020-21	Number of attendees at community safety education program activities	1,000 attendees	Libraries, Learning and Education
<b>Road Safety programs increase road safety awareness and planned behaviour change</b>	L.19.2020-21	Number of attendees at road safety education program activities	1,000 attendees	Libraries, Learning and Education
<b>Increased learning opportunities across all life stages through partnerships and provision of information</b>	L.20.2020-21	Number of children aged 3-5 years receiving preschool program that attract start strong funding	405 children	Libraries, Learning and Education
<b>Provide a premier venue for sports and entertainment on the Central Coast community</b>	L.21.2020-21	Percentage of surveyed respondents that are either satisfied or very satisfied with the Central Coast Stadium overall in Customer Surveys.	67% satisfied	Business Enterprise





# Financial Information



# Financial Overview 2020-21

## Financial Summary

During the 2020-21 financial year it is proposed that Council will receive operational revenue of \$551.6 million and spend \$584.1 million on essential services. This results in an operating deficit before capital grants and contributions of \$32.5 million.

This differs to the forecasted operating deficit of \$16.0 million for the 2020-21 from the 2019-20 Operational Plan Long Term Financial Plan as there have been some significant changes to our operating income and expenditure for 2020-21 including:

- Decrease in development application fees - a significant proportion of this is a result of changes to State Significant Development (SSD) provisions, including specific provisions of the Gosford City Centre. Under these circumstances applications are lodged (and fees paid) directly to the Department of Planning Industry & Environment. These SSD provisions are generally for larger applications and therefore the fees are significant on a per application basis. Note that Council officers are still required to undertake assessment work for these applications, through formal referral processes, so whilst the fees are reduced, the level of work remains approximately the same;
- Reduction in interest income due to lower interest rates;
- Increase in emergency services levy – Council was notified of a significant increase in the emergency services levy (due to changes to fund reforms to workers compensation for firefighters diagnosed with work-related cancers) after the 2019-20 operational plan was adopted. For the 2019-20 financial year the State Government agreed to cover the increase for the workers compensation reforms. This was not agreed for future financial years;
- Increase in contract costs for Holiday Parks management under the new contract;
- Increase in costs for the development of Coastal Management Plans;
- Increase in costs for water and sewer for the development of the integrated water cycle management strategy;
- Costs to implement LED streetlighting which will result in future savings in energy costs.

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

Key Financial Information \$M	2020-21 Proposed Budget	2019-20 Q2 Budget
Financial Performance		
Operating Income	551.6	536.5
Operating Expenditure	584.1	561.0
Net Operating Result (excluding Capital Grants and Contributions)	(32.5)	(24.5)
Capital Grants and Contributions	45.9	49.8
Net Operating Result (including Capital Grants and Contributions)	13.4	25.3
Capital Works Program	248.3	255.0

Since Central Coast Council was formed on 12 May 2016 the cumulative operating surplus (before capital income) from 13 May 2016 to 30 June 2019 is \$71.9 million. The forecasted operating deficit (before capital income) for the year ended 30 June 2020 is \$24.5 million, based on the 2019-20 Q2 budget review. These operating surpluses estimated to total \$47.4 million will offset the operating deficit before capital grants and contributions of \$32.5 million in 2020-21.

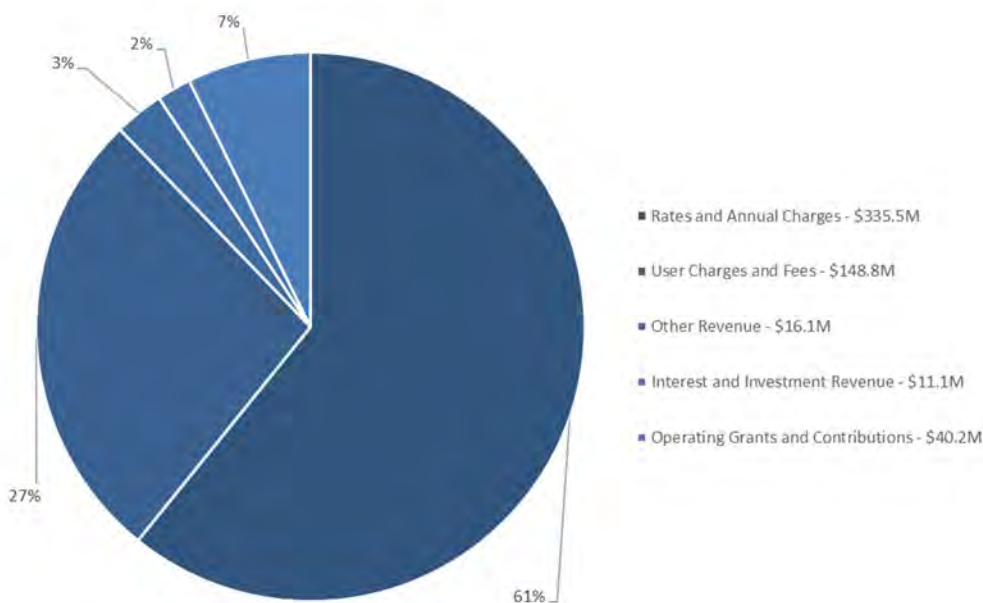


## Consolidated Income Statement

Consolidated Income Statement \$M	Proposed 2020-21 Budget	2019-20 Q2 Annual Budget
<b>Operating Income</b>		
Rates and Annual Charges	335.5	326.3
User Charges and Fees	148.8	142.8
Interest & Investment Revenue	11.1	12.4
Other Revenue	16.1	13.5
Operating Grants and Contributions	40.2	40.0
Gain on Disposal		1.5
<b>Total Income Attributable to Operations</b>	<b>551.6</b>	<b>536.5</b>
<b>Operating Expenses</b>		
Employee Costs	213.9	207.0
Borrowing Costs	15.1	16.8
Materials & Contracts	112.9	102.9
Depreciation and Amortisation	141.7	139.0
Other Expenses	100.5	95.3
<b>Total Expenses Attributable to Operations</b>	<b>584.1</b>	<b>561.0</b>
<b>Operating Result excluding Capital Income</b>	<b>(32.5)</b>	<b>(24.5)</b>
Capital Grants and Contributions	45.9	49.8
<b>Operating Result including Capital Income</b>	<b>13.4</b>	<b>25.3</b>

## Operating Income

Council is budgeted to receive \$551.6 million in operating income for 2020-21.





# Rates, Annual Charges and User Charges and Fees

## Sources of Revenue

Council's rates, annual charges, and user charges and fees make up 88.0% of Council's total operating revenue for 2020-21. These amounts are applied in accordance with the relevant legislation and are explained in detail below.

## Rates

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

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

The freeze in the rate paths is not a freeze on the amount Council can levy by way of rates. The Independent Pricing and Regulatory Tribunal (IPART) has approved an annual "rate peg" increase, which means that Council's permissible rates income for 2020-21 is the sum of the rates income for each of the former local government areas within Central Coast Council's local government area, as if the amalgamation had not occurred, plus the allowable rate peg set by IPART. For 2020-21 IPART approved a rate peg of 2.6% as the allowable increase in Council's permissible rates income.

Under the *Valuation of Land Act 1916* Council is required to use the most current land values when calculating ordinary and special rates. These values are provided by the NSW Valuer General (VG), the independent statutory authority responsible for determining land values in NSW. The latest values provided by the VG are being used for levying rates in and have a base date of 1 July 2019. These new valuations replace those with a base date of 1 July 2016.

## Annual Charges

### Water, Sewerage and Stormwater Drainage Service Charges

Central Coast Council's water, sewerage and stormwater drainage services and a number of associated ancillary services are declared monopoly services under s. 4 of the Independent Pricing and Regulatory Tribunal Act 1992. Council's prices must therefore be set in accordance with any Independent Pricing and Regulatory (IPART) determined methodologies and/or maximum prices and are subject to approval by the relevant Minister.

IPART issued two determinations on 24 May 2019 for three years from 1 July 2019 to 30 June 2022 (the 2019 determination period):

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

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

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

All prices for water, sewerage, drainage and ancillary services for 2020-21 are in accordance with IPART's final determinations issued on 24 May 2019 adjusted for the estimated CPI multiplier at 1.9%.

Council has assumed that the CPI multiplier as 1.9% as the CPI for the March quarter 2020 has not been released at the time of developing the 2020-21 budget. Once the CPI for the March quarter 2020 is released Council will calculate the CPI multiplier to apply to the 2020-21 annual charges and other charges in accordance with the final determinations and the operational plan will be updated before the adoption in June 2020.

Former Gosford Local Government Area (excluding water usage charges)

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services (separate user pays charges apply for water usage)	\$86.10	
<b>Sewer Service Charge</b> For the supply of sewer service	\$397.48	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.54	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.00	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.06 per kL)</b>	<b>\$697.12</b>	<b>\$174.28</b>

Former Wyong Local Government Area (excluding water usage charges)

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services - (separate, user pays, charges apply for water usage)	\$86.10	
<b>Sewer Service Charge</b> For the supply of sewer services - (separate, user pays, charges apply for sewer usage)	\$365.11	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.54	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.00	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.06 per kL)</b>	<b>\$664.75</b>	<b>\$166.19</b>

**Water Service Charges**

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

**Sewerage Service Charges**

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

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

## Former Gosford Local Government Area

Basis of Charge	Annual Charge
<b>Meter Size or Property Type</b>	
Unconnected Property	NIL
Unmetered Property	\$529.97
20mm meter	\$529.97
25mm meter	\$828.07
32mm meter	\$1,356.70
40mm meter	\$2,119.86
50mm meter	\$3,312.28
80mm meter	\$8,479.45
100mm meter	\$13,249.15
Other Meter sizes	$(\text{Meter size in mm})^2 \times \text{sewerage access charge for a 20mm Meter for the applicable period}$ 400

Applying the fixed sewerage discharge factor of 75% for Residential Properties, the sewerage service charge for a Residential Property in the former Gosford local government area is \$397.48.

## Former Wyong Local Government Area

Basis of Charge	Annual Charge
<b>Meter Size or Property Type</b>	
Unconnected properties	NIL
Unmetered Property	\$486.81
20mm meter	\$486.81
25mm meter	\$545.82
32mm meter	\$894.28
40mm meter	\$1,397.29
50mm meter	\$2,183.26
80mm meter	\$5,589.17
100mm meter	\$8,733.08
Other Meter sizes	$(\text{Meter size in mm})^2 \times \text{sewerage access charge for a 25mm Meter for the applicable period}$ 625

Applying the fixed sewerage discharge factor of 75% for Residential Properties, the adjusted sewerage service charge for a Residential Property in the former Wyong local government area is \$365.11.

## Stormwater Drainage Charges

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

For the stormwater drainage service charge to apply throughout the Central Coast LGA, Council needs to apply to the NSW Minister for Water to have the entire Central Coast LGA declared a Drainage Area under the Water Management Act 2000 (refer to Map 18). Until this time, the stormwater drainage service charge will apply to the designated drainage areas for both former LGAs.

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

Information on assessing properties as low impact for stormwater drainage service charges and the appropriate application form please refer to Council's website [www.centralcoast.nsw.gov.au](http://www.centralcoast.nsw.gov.au).



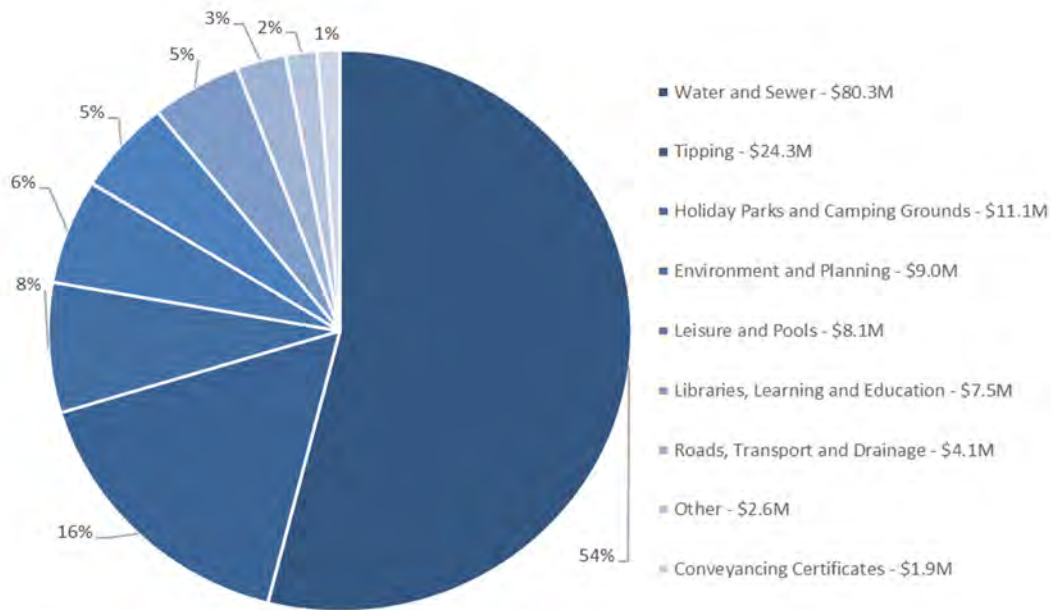
## Domestic Waste Management Charge

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

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

## User Charges and Fees

User charges and fees are made of the following:



## Water Usage Charges

Potable water usage charge is \$2.06 per kL.

Bulk water transfers between Hunter Water and Central Coast Council will be charged at \$0.71 per kL.

## Sewerage Usage Charges

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

Basis of Charge	Annual Charge
Residential properties <i>not within</i> a mixed multi-premises or residential multi-premises – Houses	\$107.00
Residential properties <i>within</i> a mixed multi-premises or residential multi-premises – Apartments	\$68.48

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

## **Other Fees and Charges**

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

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



# Operating and Capital Grants

## Grant Funding

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

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

## Financial Assistance Grants

The Australian Government provides the Financial Assistance Grant program to local government under the *Local Government (Financial Assistance) Act 1995* (Commonwealth).

The Financial Assistance Grant (FAG) program consists of two components:

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

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

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

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

The federal budget for 2020-21 will be announced on the 12 May 2020. As the 2020-21 federal budget has not been released at the time of the development of Council’s budget we have budgeted for the full 2020-21 estimated FAG. Historically there has been a prepayment of the FAG to Councils in June when the Government has additional funds to expend. At this time no adjustment has been proposed for the FAG in 2019-20. Any changes to the timing of the FAG will be reflected in the quarterly budget review process. The prepayment of the FAG impacts the timing of when the income is recognised (in which financial year) but does not impact the amount which Council receives overall to fund essential services.

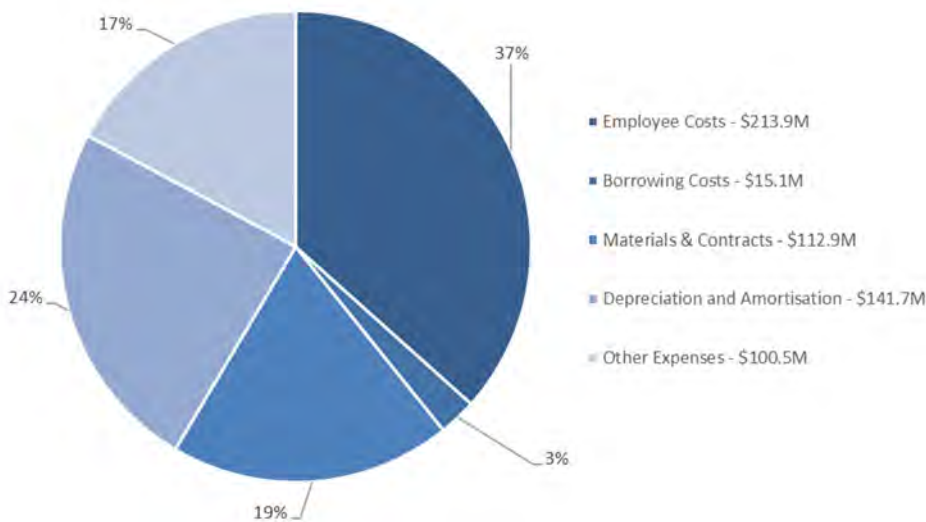
## Capital Grants

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

# Operating Expenditure

## Service Delivery

Council's budgeted operating expenditure is \$584.1 million for 2020-21.



## Employee Benefits and On-Costs

Employee benefits and on-costs includes salary and wages paid to staff and other direct staff costs such as training, professional development, personal protective equipment (PPE) and workers compensation.

## Materials and Contracts

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

## Other Expenses

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

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





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



# Capital Works Program

## Capital Works Program Summary

Council has budgeted to invest \$248.3 million on assets in 2020-21 to improve and add to Council's asset portfolio, which has a gross replacement cost of over \$10.2 billion. Information on the individual capital projects is contained in *Part 1 – Overview* under each CSP Theme.

Council has \$33.5 million in additional capital works projects which are a combination of projects pending external grant funding confirmation or gated projects where funding will be released once the project meets set criteria to continue. Where grant funding is confirmed during the public exhibition period the operational plan will be updated before adoption in June 2020.

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

Should Council receive confirmation of external grant funding for all projects and all gated projects meet the project criteria to release the gated project funding, the proposed capital works program would total \$281.8 million.

## Capital Works Program by Ward

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

Capital works program by Region/Ward	\$	% Overall	% Local
<b>Region Wide</b>	<b>217,285,717</b>	<b>87.5%</b>	
<b>Local Scale Projects</b>			
Budgewoi	9,615,144	3.9%	31.0%
Gosford East	7,693,448	3.1%	24.8%
Gosford West	4,295,281	1.7%	13.9%
The Entrance	5,963,859	2.4%	19.3%
Wyong	3,407,595	1.4%	11.0%
<b>Sub-total Local Scale Projects</b>	<b>30,975,327</b>	<b>12.5%</b>	<b>100.0%</b>
<b>Grand Total</b>	<b>248,261,044</b>	<b>100.0%</b>	

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

<b>Capital works program summary by Ward</b>	<b>2020-21 Budget \$</b>	<b>% of Capital works program</b>	<b>% of Local Ward Based Projects</b>
<b>Region Wide</b>	<b>83,930,192</b>	<b>33.8%</b>	
<b>Local Scale Projects</b>			
Budgewoi	24,225,926	9.8%	14.7%
Gosford East	20,430,448	8.2%	12.4%
Gosford West	48,867,256	19.7%	29.7%
The Entrance	18,480,089	7.4%	11.2%
Wyong	52,327,133	21.1%	31.8%
<b>Sub-total Local Scale Projects</b>	<b>164,330,852</b>	<b>66.2%</b>	<b>100.0%</b>
<b>Total</b>	<b>248,261,044</b>	<b>100.0%</b>	

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

Wyong new tip cell at Buttonderry Waste Management Facility, Wyong Administration Building, Mardi Water Treatment Plant, Mardi to Warnervale trunk main projects which benefit more than the Wyong ward.

## Capital Works by Expenditure Type

The 2020-21 capital works program is targeted at renewal and upgrade works to existing assets, with 71.3% or \$177.1 million focussed on renewals and upgrades of existing assets. This allocation allows Council to maintain and renew existing assets and to address the asset backlog.

Council has also budgeted \$71.1 million, or 28.7% of the capital works program, for new and regionally significant assets.

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

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

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

<b>Capital Works Program Summary by capital type</b>	<b>Proposed 2020-21 budget</b>	
	<b>\$</b>	<b>%</b>
New and Strategic	71,132,673	28.7%
Renewal	123,972,977	49.9%
SRV - Wyong only	5,624,523	2.3%
Upgrade	47,530,871	19.1%
<b>Grand Total</b>	<b>248,261,044</b>	<b>100%</b>

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

Capital Works Program Summary by Expenditure Type	2020-21 Budget \$	Expenditure Type			
		New	Renewal	Special Rate Variation	Upgrade Assets
Grants	14,940,700	13,282,700	843,000	-	815,000
Restricted Funds (including Developer Contributions)	27,821,071	18,207,800	520,000	398,000	8,695,271
General Revenue	205,499,273	39,642,173	122,609,977	5,226,523	38,020,600
<b>Total</b>	<b>248,261,044</b>	<b>71,132,673</b>	<b>123,972,977</b>	<b>5,624,523</b>	<b>47,530,871</b>

## Capital Works Program by Asset Type

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

Capital Works Program Summary by Asset Type	2020-21 Budget \$	% of capital works program
Aquatic Facilities	293,268	0.1%
Bridges	1,202,500	0.5%
Buildings	10,877,425	4.4%
Car Parks	1,443,710	0.6%
Footpaths	5,520,900	2.2%
Furniture and Fittings	345,520	0.1%
Information Technology	28,168,117	11.3%
Land Improvements	5,092,256	2.1%
Library Books	890,000	0.4%
Natural Assets	682,545	0.3%
Office Equipment	40,000	0.0%
Open Space Assets	25,223,088	10.2%
Other Assets	6,031,774	2.4%
Other Structures	4,146,848	1.7%
Plant and Equipment	16,521,885	6.7%
Roads	62,383,365	25.1%
Sewerage Network	15,902,292	6.4%
Stormwater Drainage	10,191,623	4.1%
Swimming Pools	257,500	0.1%
Tip Assets	8,786,328	3.5%
Water Supply	44,260,100	17.8%
<b>Total</b>	<b>248,261,044</b>	<b>100.0%</b>



## Capital Works by Community Strategic Plan Theme

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

Capital Works Program Summary by primary CSP theme	2020-21 Budget \$	% of capital works program
Belonging	5,937,234	2.4%
Green	2,946,800	1.2%
Liveable	42,370,654	17.1%
Responsible	185,265,736	74.6%
Smart	11,740,620	4.7%
<b>Total</b>	<b>248,261,044</b>	<b>100.0%</b>

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

Priority Areas	Proposed 2020-21 budget		
	\$	%	CSP Theme
Roads, Transport and Drainage	79,072,230	31.9%	Responsible
Water and Sewer	60,162,392	24.2%	Responsible
Open Space and Recreation	26,129,875	10.5%	Liveable
Waste Services	8,786,328	3.5%	Green
Facilities and Asset Management	5,462,285	2.2%	Liveable
Environmental Management	5,390,354	2.2%	Green
Economic Development and Project Delivery	3,322,220	1.3%	Responsible
Leisure and Lifestyle	2,125,500	0.9%	Liveable
Libraries, Learning and Education	1,374,100	0.6%	Liveable
Innovation and Futures - Energy Management	1,009,685	0.4%	Green
<b>Grand Total</b>	<b>192,834,969</b>	<b>77.7%</b>	

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

The following table includes projects that are currently awaiting confirmation of external grant funding approval or projects where the funding is gated. These projects are not included as part of the proposed \$248.3 million capital works program for 2020-21.

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

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

Pending Grant Funding and Gated Projects						
Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
<b>Belonging</b>						
B029.2020-21	Central Coast Stadium - Car Park	Gosford	Gosford West	Gated Project	Economic Development and Project Delivery	\$14,579,261
B030.2020-21	Toukley Tourist and Art Centre - New art studio	Toukley	Budgewoi	Gated Project	Facilities and Asset Management	\$30,000
B031.2020-21	Laycock St Theatre, Wyoming - Laycock Street Theatre replacement of smoke vents above stage with extraction fans including roofing repairs and design of compliant system.	Wyoming	Wyong	Gated Project	Facilities and Asset Management	\$120,000
<b>Green</b>						
G038.2020-21	GPT Upgrade McKellar Rd Blue Haven	Blue Haven	Budgewoi	Pending external grant	Environmental Management	\$30,000
G039.2020-21	GPT Upgrade Olney Cres Blue Haven	Blue Haven	Budgewoi	Pending external grant	Environmental Management	\$25,000
G040.2020-21	GPT Upgrade Barega Cl Buff Point	Buff Point	Budgewoi	Pending external grant	Environmental Management	\$40,000
G041.2020-21	Shingle Beach - Kamillaroo Av lake Munmorah	Lake Munmorah	Budgewoi	Pending external grant	Environmental Management	\$110,000
G042.2020-21	Saltmarsh Swale - San Remo power station outlet	San Remo	Budgewoi	Pending external grant	Environmental Management	\$20,000
G043.2020-21	Active Lake Beach - Peel Street Toukley	Toukley	Budgewoi	Pending external grant	Environmental Management	\$7,000
<b>Liveable</b>						
L153.2020-21	Myrtle Brush Community Hall, Berkeley Vale - Replace rusted perimeter fence, replace guttering and front verandah awning	Berkeley Vale	The Entrance	Gated Project	Facilities and Asset Management	\$30,000
L154.2020-21	Slade Park Budgewoi - Replace public toilet	Budgewoi	Budgewoi	Gated Project	Facilities and Asset Management	\$345,000
L155.2020-21	Local Playspace Development - Halekulani Oval, Budgewoi	Budgewoi	Budgewoi	Pending external grant	Open Space and Recreation	\$140,580

## Pending Grant Funding and Gated Projects

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L156.2020-21	Lions Club East Gosford - extend existing carpark to add a further 5-6 car spaces including design, drainage, surfacing and line marking	East Gosford	Gosford West	Gated Project	Facilities and Asset Management	\$83,200
L157.2020-21	Sun Valley Park, Green Point - Replace public toilets	Green Point	Gosford East	Gated Project	Facilities and Asset Management	\$325,000
L158.2020-21	Craigie Park, Kanwal - Replace public toilet	Kanwal	Wyong	Gated Project	Facilities and Asset Management	\$215,000
L159.2020-21	Little Coast Kids Kanwal - Kanwal Childcare Bathroom Refurbishment x 3	Kanwal	Wyong	Gated Project	Facilities and Asset Management	\$17,000
L160.2020-21	Sutton Cottage, Long Jetty - Enclose existing carport to provide an additional working space for the users	Long Jetty	The Entrance	Gated Project	Facilities and Asset Management	\$85,000
L161.2020-21	Skate Park Upgrade - Narara Skate Park	Narara	Wyong	Pending external grant	Open Space and Recreation	\$960,000
L162.2020-21	District Playspace Upgrade - Mazlin Reserve, Norah Head	Norah Head	Budgewoi	Pending external grant	Open Space and Recreation	\$550,000
L163.2020-21	Central Coast Lifetime Learning Centre. New building and upgrade of existing site.	Palmdale	Wyong	Gated Project	Facilities and Asset Management	\$321,500
L164.2020-21	District Playspace Upgrade - John Pete Howard Reserve, San Remo	San Remo	Budgewoi	Pending external grant	Open Space and Recreation	\$288,300
L165.2020-21	Spencer - Replace public toilet	Spencer	Gosford West	Gated Project	Facilities and Asset Management	\$350,000
L166.2020-21	Sporting Facility Redevelopment - Duffy's Reserve, Terrigal - Terrigal BMX	Terrigal	Gosford East	Pending external grant	Open Space and Recreation	\$331,840
L167.2020-21	Hutton Reserve (Walter and Edith Dennis Park) - Replace public toilet	The Entrance	The Entrance	Gated Project	Facilities and Asset Management	\$215,000
L168.2020-21	Toowoan Bay SLSC - Roof and supporting structure repairs	Toowoan Bay	The Entrance	Gated Project	Facilities and Asset Management	\$200,000
L169.2020-21	Toukley 50 plus Senior Citizens Centre - Construct disability toilet	Toukley	Budgewoi	Gated Project	Facilities and Asset Management	\$170,000

<b>Pending Grant Funding and Gated Projects</b>						
<b>Ref No.</b>	<b>Project</b>	<b>Suburb</b>	<b>Ward</b>	<b>Funding Source</b>	<b>Responsible Unit</b>	<b>Budget \$</b>
L170.2020-21	Tuggerawong Raised Boardwalk	Tuggerawong	Wyong	Pending external grant	Environmental Management	\$20,000
L171.2020-21	Building Upgrade - Lemon Grove Netball Courts Amenities Building - Investigations and Design	Umina Beach	Gosford West	Pending external grant	Open Space and Recreation	\$90,000
L172.2020-21	Building Upgrade - Umina Oval (Etta Rd) Sportsground Amenities Building	Umina Beach	Gosford West	Pending external grant	Open Space and Recreation	\$990,000
L173.2020-21	Building Upgrade - Umina Oval (Melbourne Ave) Sportsground Amenities Building - Investigations and Design	Umina Beach	Gosford West	Pending external grant	Open Space and Recreation	\$200,000
L174.2020-21	Skate Park Upgrade - Umina Skate Park	Umina Beach	Gosford West	Pending external grant	Open Space and Recreation	\$5,000,000
L175.2020-21	Peninsula Leisure Centre - HVAC replacement	Woy Woy	Gosford West	Gated Project	Facilities and Asset Management	\$2,800,328
L176.2020-21	Building Upgrade - Rogers Park Sportsground Amenities Building, Woy Woy	Woy Woy	Gosford West	Pending external grant	Open Space and Recreation	\$1,350,000
L177.2020-21	Apex Park Wyong - Replace public toilet	Wyong	Wyong	Gated Project	Facilities and Asset Management	\$365,000
<b>Responsible</b>						
R290.2020-21	Car Park Upgrade - Mulloway Rd, Chain Valley Bay	Chain Valley Bay	Budgewoi	Pending external grant	Open Space and Recreation	\$500,000
R291.2020-21	Rural Fire Service stations upgrade	Region Wide	Region Wide	Pending external grant	Environmental Management	\$1,300,000
R292.2020-21	Rural Fire Service vehicle/equipment replacement program	Region Wide	Region Wide	Pending external grant	Environmental Management	\$1,300,000
<b>Total</b>						<b>\$33,504,009</b>

## Capital Projects funded by Special Rate Variation

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

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



to determine a list of works to be undertaken on an annual basis with the SRV funds. The following table includes projects directly supported by SRV funds.

In the 2020-21 capital works program the SRV funded projects total \$5.6 million.

<b>Special Rate Variation Projects (former Wyong LGA only)</b>					
<b>Ref No.</b>	<b>Project</b>	<b>Suburb</b>	<b>Ward</b>	<b>Responsible Unit</b>	<b>Budget \$</b>
<b>Green</b>					
G006.2020-21	Major renewal of Kangy Angy Fire Trail complex - Very High Risk	Kangy Angy	Wyong	Environmental Management	\$150,030
G008.2020-21	Establish and upgrade Asset Protection Zones and fire trails to required RFS standards	Mardi	Wyong	Environmental Management	\$96,448
G010.2020-21	Asset Protection Zone and fire trail to suitable standard	Region Wide	Region Wide	Environmental Management	\$160,746
G034.2020-21	APZ and fire trail upgrades Watanobbi	Watanobbi	Wyong	Environmental Management	\$115,737
G037.2020-21	Casey/Crystal Woodward Fire Trail	Wyong	Wyong	Environmental Management	\$53,582
<b>Responsible</b>					
R015.2020-21	Lakedge Ave - Drainage Upgrade Stage 2	Berkeley Vale	The Entrance	Roads, Transport and Drainage	\$1,107,765
R016.2020-21	Lakedge Ave - Road Upgrade with Drainage, Kerb & Gutter and Pavement Works Stage 2	Berkeley Vale	The Entrance	Roads, Transport and Drainage	\$1,524,915
R095.2020-21	Lucinda Ave - Drainage Upgrade Stage 1	Killarney Vale	The Entrance	Roads, Transport and Drainage	\$405,000
R096.2020-21	Lucinda Ave - Road Upgrade with Drainage, Kerb & Gutter and Pavement Works Stage 1	Killarney Vale	The Entrance	Roads, Transport and Drainage	\$305,000
R113.2020-21	Eloora Rd - Drainage Upgrade Stage 4b	Long Jetty	The Entrance	Roads, Transport and Drainage	\$445,000
R114.2020-21	Eloora Rd - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 4b	Long Jetty	The Entrance	Roads, Transport and Drainage	\$935,300
R230.2020-21	Website enhancements and integrating business applications	Region Wide	Region Wide	Community Engagement	\$130,000
<b>Liveable</b>					
L009.2020-21	Sportsground Improvements - EDSACC - Access and Circulation	Bateau Bay	The Entrance	Open Space and Recreation	\$50,000
L025.2020-21	Lake Haven Recreation Centre: Program of rolling works to refurbish the centre. Flooring, wall repairs, windows replacement	Gorokan	Wyong	Leisure and Lifestyle	\$145,000
<b>Total</b>					<b>\$5,624,523</b>

## Full Capital Works Program 2020-21

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
<b>Belonging</b>						
B001.2020-21	Gallery Air Conditioning Units	East Gosford	Gosford West	General Revenue	Leisure and Lifestyle	\$250,000
B002.2020-21	Gosford Regional Gallery - Upgrades including to Existing garden wood structures repair / replacement, lighting, awning replacement to toilets.	East Gosford	Gosford West	General Revenue	Leisure and Lifestyle	\$115,000
B003.2020-21	Regional Gallery & Arts Centre - Art Gallery - Installation of a new internal wall to provide a corridor between art studios and bathrooms	East Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$18,000
B004.2020-21	Regional Gallery & Arts Centre - Art Gallery - Remove existing glass awning to front of art studios and replace with standard steel roof sheets.	East Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$31,500
B005.2020-21	Cool room / freezer Replacement at Central Coast Stadium	Gosford	Gosford West	General Revenue	Business Enterprise	\$90,000
B006.2020-21	Design of amenities ground floor East at Central Coast Stadium	Gosford	Gosford West	General Revenue	Business Enterprise	\$55,000
B007.2020-21	LED Concourse lighting at Central Coast Stadium	Gosford	Gosford West	General Revenue	Business Enterprise	\$20,000
B008.2020-21	Reactive renewal program at Central Coast Stadium	Gosford	Gosford West	General Revenue	Business Enterprise	\$55,000
B009.2020-21	Resurface of Central Coast stadium pitch	Gosford	Gosford West	General Revenue	Business Enterprise	\$900,000
B010.2020-21	Risk Mitigation devices at Central Coast Stadium	Gosford	Gosford West	General Revenue	Business Enterprise	\$100,000
B011.2020-21	Temporary Merchandise outlet at Central Coast Stadium	Gosford	Gosford West	General Revenue	Business Enterprise	\$55,000
B012.2020-21	Gosford - Public Art commission and installation	Gosford	Gosford West	General Revenue	Community Partnerships	\$125,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
B013.2020-21	Long Jetty Town Centre: Long Jetty Single Hutch bin replacement	Long Jetty	The Entrance	General Revenue	Community Partnerships	\$63,765
B014.2020-21	Art Collection Acquisitions	Region Wide	Region Wide	General Revenue	Leisure and Lifestyle	\$25,000
B015.2020-21	CCTV Renewal Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$100,000
B016.2020-21	Installation of new Public Art throughout the LGA, that is line with the newly developed strategy	Region Wide	Region Wide	General Revenue	Leisure and Lifestyle	\$80,000
B017.2020-21	Terrigal Town Centre: Fencing Upgrade	Terrigal	Gosford East	General Revenue	Community Partnerships	\$131,900
B018.2020-21	The Entrance Town Centre: Construction of Stage 2 of the anti-terrorism bollards within The Entrance Town Centre.	The Entrance	The Entrance	General Revenue	Community Partnerships	\$500,000
B019.2020-21	Upgrade Percy the Pelican Statue	The Entrance	The Entrance	General Revenue	Community Partnerships	\$80,000
B021.2020-21	The Entrance Town Centre: Memorial Park Grass Upgrade	The Entrance	The Entrance	General Revenue	Community Partnerships	\$285,000
B022.2020-21	The Entrance Town Centre: Memorial Park Seating Upgrade	The Entrance	The Entrance	General Revenue	Community Partnerships	\$67,000
B023.2020-21	The Entrance Town Centre: Tiles upgrade	The Entrance	The Entrance	General Revenue	Community Partnerships	\$250,000
B024.2020-21	Toukley Town Centre: Lighting within Northern end of carpark	Toukley	Budgewoi	General Revenue	Community Partnerships	\$100,927
B025.2020-21	Toukley Town Centre: Toukley Village Green Upgrade	Toukley	Budgewoi	General Revenue	Community Partnerships	\$1,350,000
B026.2020-21	Woy Woy Public Art Installation	Woy Woy	Gosford West	General Revenue	Community Partnerships	\$30,000
B027.2020-21	Wyong Town Centre: Relocation of lights within Wyong Town Centre	Wyong	Wyong	General Revenue	Community Partnerships	\$22,847
B028.2020-21	Wyong Cultural Hub	Wyong	Wyong	General Revenue	Community Partnerships	\$750,000
<b>Smart</b>						
S001.2020-21	Budgewoi Holiday Park - Reactive capital renewal	Budgewoi	Budgewoi	General Revenue	Business Enterprise	\$20,000
S002.2020-21	Budgewoi Holiday Park - Renovate guest facilities	Budgewoi	Budgewoi	General Revenue	Business Enterprise	\$40,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
S003.2020-21	Budgewoi Holiday Park- Renovate Cabins	Budgewoi	Budgewoi	General Revenue	Business Enterprise	\$40,000
S004.2020-21	Canton Beach Holiday Park - Design and replace street lights and posts	Canton Beach	Budgewoi	General Revenue	Business Enterprise	\$183,600
S005.2020-21	Canton Beach Holiday Park - Reactive capital renewal	Canton Beach	Budgewoi	General Revenue	Business Enterprise	\$20,000
S006.2020-21	Canton Beach Holiday Park - Renovate guest facilities	Canton Beach	Budgewoi	General Revenue	Business Enterprise	\$60,000
S007.2020-21	Canton Beach Holiday Park- Renovate Cabins	Canton Beach	Budgewoi	General Revenue	Business Enterprise	\$40,000
S008.2020-21	Gosford Town Centre: Replacement of Bin Hutches and introduction of public space recycling in Gosford Town Centre and Kibble Park	Gosford	Gosford West	General Revenue	Community Partnerships	\$200,000
S009.2020-21	Gosford Town Centre: Kibble Park Grass Upgrade	Gosford	Gosford West	General Revenue	Community Partnerships	\$177,000
S010.2020-21	Stage 1 Gosford Upgrades	Gosford	Gosford West	General Revenue	Community Partnerships	\$237,500
S011.2020-21	NHHP - Reactive capital renewal	Norah Head	Budgewoi	General Revenue	Business Enterprise	\$20,000
S012.2020-21	NHHP - Renovate guest facilities	Norah Head	Budgewoi	General Revenue	Business Enterprise	\$60,000
S013.2020-21	NHHP- Renovate Cabins	Norah Head	Budgewoi	General Revenue	Business Enterprise	\$80,000
S014.2020-21	PCG - Reactive capital renewal	Patonga	Gosford West	General Revenue	Business Enterprise	\$20,000
S015.2020-21	Design of new cabins and guest facilities	Region Wide	Region Wide	General Revenue	Business Enterprise	\$50,000
S016.2020-21	General Town Centre: Accessibility Upgrades	Region Wide	Region Wide	General Revenue	Community Partnerships	\$190,000
S017.2020-21	Wayfinding Signage	Region Wide	Region Wide	General Revenue	Community Engagement	\$450,000
S018.2020-21	Wisemans Ferry Rd - Road Upgrade Stage 4	Somersby	Gosford West	General Revenue	Roads, Transport and Drainage	\$1,081,000
S019.2020-21	Refurbishment of The Entrance Visitor Information Centre	The Entrance	The Entrance	General Revenue	Community Engagement	\$486,000
S020.2020-21	Toowoan Bay Holiday Park - Reactive capital renewal	Toowoan Bay	The Entrance	General Revenue	Business Enterprise	\$20,000
S021.2020-21	Toowoan Bay Holiday Park - Renovate cabins	Toowoan Bay	The Entrance	General Revenue	Business Enterprise	\$100,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
S022.2020-21	Toowoan Bay Holiday Park - Renovate guest facilities	Toowoan Bay	The Entrance	General Revenue	Business Enterprise	\$60,000
S023.2020-21	Toowoan Bay Holiday Park - Upgrade road and carpark	Toowoan Bay	The Entrance	General Revenue	Business Enterprise	\$50,000

### Green

G001.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Gosford East Ward	Avoca Beach	Gosford East	General Revenue	Environmental Management	\$192,895
G002.2020-21	Rip Rd Reserve Seawall	Blackwall	Gosford West	General Revenue	Environmental Management	\$112,522
G003.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Budgewoi Ward	Budgewoi	Budgewoi	General Revenue	Environmental Management	\$128,597
G004.2020-21	Captain Philip Memorial Reserve, Green Point - construct seawall	Green Point	Gosford East	General Revenue	Environmental Management	\$160,746
G005.2020-21	Fire Trail upgrade - Clyde Road, Holgate	Holgate	Gosford East	General Revenue	Environmental Management	\$270,054
G006.2020-21	Major renewal of Kangy Angy Fire Trail complex - Very High Risk	Kangy Angy	Wyong	General Revenue	Environmental Management	\$150,030
G007.2020-21	Wrack infrastructure upgrades - fencing/gate and concrete edge treatment Saltwater Creek, Long Jetty	Long Jetty	The Entrance	General Revenue	Environmental Management	\$33,221
G008.2020-21	Establish and upgrade Asset Protection Zones and fire trails to required RFS standards	Mardi	Wyong	General Revenue and Restricted Assets	Environmental Management	\$96,448
G009.2020-21	Pearl Beach Lagoon CZMP Actions	Pearl Beach	Gosford West	General Revenue	Environmental Management	\$53,582
G010.2020-21	Asset Protection Zone and fire trail to suitable standard	Region Wide	Region Wide	General Revenue and Restricted Assets	Environmental Management	\$160,746
G011.2020-21	Bush fire mitigation activities in response to RFS Notices	Region Wide	Region Wide	General Revenue	Environmental Management	\$192,895

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
G012.2020-21	Install solar and battery systems on key RFS sites	Region Wide	Region Wide	General Revenue	Innovation and Futures - Energy Management	\$225,000
G013.2020-21	Purchase two Resistographs (Arborist equipment)	Region Wide	Region Wide	General Revenue	Environmental Management	\$42,866
G014.2020-21	Recreational trail upgrades of natural environmental assets	Region Wide	Region Wide	General Revenue	Environmental Management	\$235,761
G015.2020-21	Survey procure and install firebreak delineation markers on Council managed reserves	Region Wide	Region Wide	General Revenue	Environmental Management	\$53,582
G016.2020-21	Update Security controls across natural environmental assets	Region Wide	Region Wide	General Revenue	Environmental Management	\$107,164
G017.2020-21	Acquire priority conservation land across the LGA	Region Wide	Region Wide	General Revenue and Restricted Assets	Environmental Management	\$53,582
G018.2020-21	Biosecurity (Weeds) Display equipment and materials	Region Wide	Region Wide	General Revenue	Environmental Management	\$10,716
G019.2020-21	GPT Designs and upgrades	Region Wide	Region Wide	General Revenue	Environmental Management	\$53,582
G020.2020-21	Implement priorities of Natural Assets Encroachment Strategy	Region Wide	Region Wide	General Revenue	Environmental Management	\$107,164
G021.2020-21	Install solar power systems on Council assets	Region Wide	Region Wide	General Revenue	Innovation and Futures - Energy Management	\$329,685
G022.2020-21	Public litter bin renewal	Region Wide	Region Wide	General Revenue	Waste Services	\$130,000
G023.2020-21	Signs for Constructed wetlands, GPTs, Sediment basins and Biofiltration	Region Wide	Region Wide	General Revenue	Environmental Management	\$138,242
G024.2020-21	Upgrade of Beach Access Ways	Region Wide	Region Wide	General Revenue	Environmental Management	\$117,881
G025.2020-21	Asset replacement and upgrade in Natural Asset reserves as identified by asset inspection reports	Region Wide	Region Wide	General Revenue	Environmental Management	\$160,746
G026.2020-21	Terrigal Lagoon Walking Track	Terrigal	Gosford East	Grant Funding and General Revenue	Environmental Management	\$857,313

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
G027.2020-21	Terrigal Town Centre: Bin Upgrades	Terrigal	Gosford East	General Revenue	Community Partnerships	\$75,000
G028.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - The Entrance Ward	The Entrance	The Entrance	General Revenue	Environmental Management	\$128,597
G029.2020-21	Natural Area Escarpment Stabilisation Castle Circuit Homan Close	Umina beach	Gosford West	General Revenue	Environmental Management	\$107,164
G030.2020-21	Natural Area Escarpment Stabilisation Greenhaven Drive	Umina beach	Gosford West	General Revenue	Environmental Management	\$107,164
G031.2020-21	Wadalba Wildlife Corridor upgrade	Wadalba	Wyong	General Revenue and Developer Contributions	Environmental Management	\$80,373
G032.2020-21	GPT - Tall Timbers Road Wamberal	Wamberal	The Entrance	General Revenue	Environmental Management	\$171,463
G033.2020-21	GPT - Wairakei Road Wamberal	Wamberal	The Entrance	General Revenue	Environmental Management	\$171,463
G034.2020-21	APZ and fire trail upgrades Watanobbi	Watanobbi	Wyong	General Revenue and Restricted Assets	Environmental Management	\$115,737
G035.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Gosford West Ward	Woy Woy	Gosford West	General Revenue	Environmental Management	\$192,895
G036.2020-21	Asset Protection Zone and Fire Trail establishment and upgrade to standard - Wyong Ward	Wyong	Wyong	General Revenue	Environmental Management	\$160,746
G037.2020-21	Casey/Crystal Woodward Fire Trail	Wyong	Wyong	General Revenue and Restricted Assets	Environmental Management	\$53,582
<b>Responsible</b>						
R001.2020-21	Avoca Dr - Drainage Upgrade Stage 4	Avoca Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$893,000
R002.2020-21	Cabbage Tree Ave Block 1 - Pavement Renewal and Road Resurfacing	Avoca Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$399,000
R003.2020-21	Cape Three Points Rd Block 2 - Pavement Renewal and Road Resurfacing	Avoca Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$119,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R004.2020-21	Otayba PI Block 1 - Pavement Renewal and Road Resurfacing	Avoca Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$85,000
R005.2020-21	Ridgway Rd - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works - Stage 1	Avoca Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$2,500,000
R006.2020-21	Water Trunk Main Renewal - North Avoca to Avoca	Avoca Beach	Gosford East	General Revenue	Water and Sewer	\$5,000
R007.2020-21	Covered Storage for the Emulsion Tank at Long Jetty	Bateau Bay	The Entrance	General Revenue	Procurement and Projects	\$31,500
R008.2020-21	Upgrade stockpiling bays and stormwater drainage Long Jetty Depot	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$155,000
R009.2020-21	Renew pavement surface stage 2 Long Jetty Depot	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$872,500
R010.2020-21	Sewage Treatment Plant Instrumentation Upgrade - Bateau Bay	Bateau Bay	The Entrance	General Revenue	Water and Sewer	\$250,000
R011.2020-21	Sewage Treatment Plant Process Improvements - Bateau Bay	Bateau Bay	The Entrance	General Revenue and Developer Contributions	Water and Sewer	\$110,000
R012.2020-21	Karuk Rd - Seaview Estate Detention Basin 2	Bensville	Gosford East	General Revenue	Roads, Transport and Drainage	\$100,000
R013.2020-21	Corella CI Block 1 - Pavement Renewal and Road Resurfacing	Berkeley Vale	The Entrance	General Revenue	Roads, Transport and Drainage	\$432,000
R014.2020-21	Corella CI Block 2 - Pavement Renewal and Road Resurfacing	Berkeley Vale	The Entrance	General Revenue	Roads, Transport and Drainage	\$452,000
R015.2020-21	Lakedge Ave - Drainage Upgrade Stage 2	Berkeley Vale	The Entrance	General Revenue	Roads, Transport and Drainage	\$1,107,765
R016.2020-21	Lakedge Ave - Road Upgrade with Drainage, Kerb & Gutter and Pavement Works Stage 2	Berkeley Vale	The Entrance	General Revenue	Roads, Transport and Drainage	\$1,524,915
R017.2020-21	Booker Bay Rd Block 4 - Pavement Renewal and Road Resurfacing	Booker Bay	Gosford West	General Revenue	Roads, Transport and Drainage	\$199,000
R018.2020-21	Booker Bay Rd Block 5 - Pavement Renewal and Road Resurfacing	Booker Bay	Gosford West	General Revenue	Roads, Transport and Drainage	\$307,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R019.2020-21	Elouera Ave - Timber Footbridge Replacement	Buff Point	Budgewoi	General Revenue	Roads, Transport and Drainage	\$65,000
R020.2020-21	Crossingham St and Moss St - Road Safety Improvements	Canton Beach	Budgewoi	General Revenue	Roads, Transport and Drainage	\$105,000
R021.2020-21	Crossingham St Block 1 - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	General Revenue	Roads, Transport and Drainage	\$52,000
R022.2020-21	Crossingham St Block 2 - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	General Revenue	Roads, Transport and Drainage	\$467,000
R023.2020-21	Crossingham St Block 3 - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	General Revenue	Roads, Transport and Drainage	\$408,000
R024.2020-21	Hibbard St - Pavement Renewal and Road Resurfacing	Canton Beach	Budgewoi	General Revenue	Roads, Transport and Drainage	\$428,000
R025.2020-21	Maloneys Creek - Timber Bridge Replacement	Cedar Brush Creek	Wyong	General Revenue	Roads, Transport and Drainage	\$245,000
R026.2020-21	Yorkys Creek - Timber Bridge Replacement	Cedar Brush Creek	Wyong	General Revenue	Roads, Transport and Drainage	\$95,000
R027.2020-21	Renew Gantry crane carriage to building E South Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$60,000
R028.2020-21	Renew Gantry crane carriage to building D Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$60,000
R029.2020-21	Renew Gantry crane carriage to building E North Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$60,000
R030.2020-21	Renew outdoor lunch facilities and replace rusted balustrading Long Jetty Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$15,000
R031.2020-21	Replace Split system Air Conditioning units Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$7,500
R032.2020-21	Replace worn ceiling tiles and grid to Buildings A&C Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$40,000
R033.2020-21	Security access control and additional CCTV cameras to Buildings C, D, F Charmhaven Depot	Charmhaven	Budgewoi	General Revenue	Facilities and Asset Management	\$35,000
R034.2020-21	Sewage Treatment Plant Major Augmentation Works - Charmhaven	Charmhaven	Budgewoi	Developer Contributions	Water and Sewer	\$5,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R035.2020-21	Del Monte Pl - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works - Stage 1	Copacabana	Gosford East	General Revenue	Roads, Transport and Drainage	\$2,500,000
R036.2020-21	Oceano St - Drainage Upgrade Stage 4	Copacabana	Gosford East	General Revenue	Roads, Transport and Drainage	\$405,000
R037.2020-21	Oceano St - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 4	Copacabana	Gosford East	General Revenue	Roads, Transport and Drainage	\$805,000
R038.2020-21	Reservoir Kanangra Renewal - Pacific Hwy Crangan Bay	Crangan Bay	Budgewoi	General Revenue	Water and Sewer	\$1,000,000
R039.2020-21	Sewer Pump Station Civil Remediation - Daley Ave Daleys Point (DP3)	Daleys Point	Gosford East	General Revenue	Water and Sewer	\$100,000
R040.2020-21	Davistown Rd - Drainage Upgrade Stage 13	Davistown	Gosford East	General Revenue	Roads, Transport and Drainage	\$305,000
R041.2020-21	Davistown Rd - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 13	Davistown	Gosford East	General Revenue	Roads, Transport and Drainage	\$805,000
R042.2020-21	Kincumber Cr - Drainage Upgrade Stage 1	Davistown	Gosford East	General Revenue	Roads, Transport and Drainage	\$380,000
R043.2020-21	Kincumber Cr - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 1	Davistown	Gosford East	General Revenue	Roads, Transport and Drainage	\$170,000
R044.2020-21	Daley Street - Sealing Gravel Road	Doyalson North	Budgewoi	General Revenue	Roads, Transport and Drainage	\$83,200
R045.2020-21	Bay View Ave Block 1 - Pavement Renewal and Road Resurfacing	East Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$298,000
R046.2020-21	Carrol Ave Block 1 - Pavement Renewal and Road Resurfacing	East Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$88,000
R047.2020-21	Wells St - Drainage Upgrade Stage 4	East Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$400,000
R048.2020-21	Hillcrest Rd Block 1 - Pavement Renewal and Road Resurfacing	Empire Bay	Gosford East	General Revenue	Roads, Transport and Drainage	\$51,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R049.2020-21	Covered Storage for Cold Mix within Erina Stores Bulk yard	Erina	Gosford East	General Revenue	Procurement and Projects	\$20,000
R050.2020-21	Design and construct new fleet degreasing wash bay Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$60,000
R051.2020-21	Install security CCTV cameras to rear half of Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$30,000
R052.2020-21	Reconfigure block walls in bulk materials storage area within Erina Depot to increase capacity and prevent cross contamination of materials	Erina	Gosford East	General Revenue	Procurement and Projects	\$10,000
R053.2020-21	Renew pavement surface stage 2 Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$160,000
R054.2020-21	Replace Guttering to buildings 4 & 5 Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$55,000
R055.2020-21	Replace Split system Air Conditioning units Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$50,000
R056.2020-21	Replacement of perimeter fencing Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$55,000
R057.2020-21	Upgrade of key system at Erina Depot	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$45,000
R058.2020-21	Sewer Pump Station Renewal - Lagoon Street Ettalong Beach (E1)	Ettalong Beach	Gosford West	General Revenue	Water and Sewer	\$5,000
R059.2020-21	Sewer Pump Station and Rising Main Renewal - Crystal St Forresters Beach (FB1)	Forresters Beach	The Entrance	General Revenue and Developer Contributions	Water and Sewer	\$200,000
R060.2020-21	Nichols Ave - Drainage Upgrade	Gorokan	Wyong	General Revenue	Roads, Transport and Drainage	\$105,000
R061.2020-21	The Corso - Pavement Renewal and Road Resurfacing	Gorokan	Wyong	General Revenue	Roads, Transport and Drainage	\$544,000
R062.2020-21	Albany St North - Raised Intersection and Pedestrian Crossing	Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$130,000
R063.2020-21	Install automated roller shutter at Pedestrian walk way & screening at Baker St Carpark	Gosford	Gosford West	General Revenue	Business Enterprise	\$15,810

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R064.2020-21	Renovate first aid room Gosford admin building	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$25,000
R065.2020-21	Replace caging around entry & level 1 at Baker St Carpark	Gosford	Gosford West	General Revenue	Business Enterprise	\$56,100
R066.2020-21	Replace Carpet to three floors Gosford admin building	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$110,000
R067.2020-21	Sewer Infrastructure Reinforcements - Gosford CBD	Gosford	Gosford West	Grant Funding	Water and Sewer	\$3,000,000
R068.2020-21	Sewer System Bolt Down Cover Installation - Coastal System	Gosford	Gosford West	Developer Contributions	Water and Sewer	\$100,000
R069.2020-21	Upgrade building bathroom facilities Gosford admin building	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$75,000
R070.2020-21	Water Infrastructure Reinforcements - Gosford CBD	Gosford	Gosford West	Grant Funding	Water and Sewer	\$5,000,000
R071.2020-21	Edgewater Ave Block 1 - Pavement Renewal and Road Resurfacing	Green Point	Gosford East	General Revenue	Roads, Transport and Drainage	\$86,000
R072.2020-21	Edgewater Ave Block 2 - Pavement Renewal and Road Resurfacing	Green Point	Gosford East	General Revenue	Roads, Transport and Drainage	\$33,000
R073.2020-21	Sewer Pump Station Renewal - Bayside Drive Green Point (GP3)	Green Point	Gosford East	General Revenue	Water and Sewer	\$5,000
R074.2020-21	Wisemans Ferry Rd - Embankment Stabilisation	Gunderman	Gosford West	General Revenue	Roads, Transport and Drainage	\$105,000
R075.2020-21	Wisemans Ferry Rd Block 116 - Pavement Renewal and Road Resurfacing	Gunderman	Gosford West	General Revenue	Roads, Transport and Drainage	\$333,000
R076.2020-21	Sewer Rising Main Replacement - Koowong Road Gwandalan (GW02)	Gwandalan	Budgewoi	General Revenue	Water and Sewer	\$190,000
R077.2020-21	Kala Ave and Walu Ave - Drainage Upgrade Stage 2	Halekulani	Budgewoi	General Revenue	Roads, Transport and Drainage	\$389,200



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R078.2020-21	Kala Ave and Walu Ave - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works Stage 2	Halekulani	Budgewoi	General Revenue	Roads, Transport and Drainage	\$455,000
R079.2020-21	Manoa Rd Block 1 - Pavement Renewal and Road Resurfacing	Halekulani	Budgewoi	General Revenue	Roads, Transport and Drainage	\$159,000
R080.2020-21	Mountain Rd Block 1 - Pavement Renewal and Road Resurfacing	Halloran	Wyong	General Revenue	Roads, Transport and Drainage	\$361,000
R081.2020-21	Mountain Rd Block 2 - Pavement Renewal and Road Resurfacing	Halloran	Wyong	General Revenue	Roads, Transport and Drainage	\$145,000
R082.2020-21	Louisiana Road - Drainage Upgrade	Hamlyn Terrace	Wyong	General Revenue and Developer Contributions	Roads, Transport and Drainage	\$1,504,000
R083.2020-21	Sewer Pump Station and Rising Main Upgrade - Hamlyn Terrace (CH12-13)	Hamlyn Terrace	Wyong	Developer Contributions	Water and Sewer	\$100,000
R084.2020-21	The Ridgeway, Holgate - Embankment Stabilisation	Holgate	Gosford East	General Revenue	Roads, Transport and Drainage	\$75,000
R085.2020-21	Buttonderry WMF - Buttonderry Creek crossing - Access Area 5 (planning and design)	Jilliby	Wyong	General Revenue	Waste Services	\$90,000
R086.2020-21	Buttonderry WMF - Fire break and fire trail (northern boundary of cell 4.2/4.3)	Jilliby	Wyong	General Revenue	Waste Services	\$60,000
R087.2020-21	Buttonderry WMF - Haul road stabilisation works (northern boundary of cell 4.3)	Jilliby	Wyong	General Revenue	Waste Services	\$90,000
R088.2020-21	Buttonderry WMF - Scrap metal Resource Recovery Area	Jilliby	Wyong	General Revenue	Waste Services	\$100,000
R089.2020-21	Buttonderry WMF - Waste Management Facility Cell expansion Construction	Jilliby	Wyong	General Revenue	Waste Services	\$7,756,328
R090.2020-21	Jilliby Cemetery - Stage 2 - carpark areas including new main entrance, drainage and landscaping	Jilliby	Wyong	General Revenue	Business Enterprise	\$9,300

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R091.2020-21	Upgrade Jilliby Cemetery - Stage 2 Additional Memorial Sites	Jilliby	Wyong	General Revenue	Business Enterprise	\$57,240
R092.2020-21	Craigie Ave - Pavement Renewal and Road Resurfacing	Kanwal	Wyong	General Revenue	Roads, Transport and Drainage	\$425,000
R093.2020-21	Fire Control Centre Kariong	Kariong	Gosford West	General Revenue	Facilities and Asset Management	\$18,000
R094.2020-21	Cresthaven Ave - Footbridge Replacement	Killarney Vale	The Entrance	General Revenue	Roads, Transport and Drainage	\$50,000
R095.2020-21	Lucinda Ave - Drainage Upgrade Stage 1	Killarney Vale	The Entrance	General Revenue	Roads, Transport and Drainage	\$405,000
R096.2020-21	Lucinda Ave - Road Upgrade with Drainage, Kerb & Gutter and Pavement Works Stage 1	Killarney Vale	The Entrance	General Revenue	Roads, Transport and Drainage	\$305,000
R097.2020-21	Sewer Rising Main Isolation Valve Installation - Killcare Carrier Main	Killcare Heights	Gosford East	General Revenue	Water and Sewer	\$1,000
R098.2020-21	Upgrade Killcare Heights Water Pump Station	Killcare Heights	Gosford East	General Revenue	Water and Sewer	\$50,000
R099.2020-21	Kincumber WMF - Security Camera Renewal	Kincumber	Gosford East	General Revenue	Waste Services	\$55,000
R100.2020-21	Sewage Treatment Plant Building Upgrade - Kincumber	Kincumber	Gosford East	General Revenue	Water and Sewer	\$10,000
R101.2020-21	Sewage Treatment Plant Installation of Aeration Mixers - Kincumber	Kincumber	Gosford East	General Revenue	Water and Sewer	\$40,000
R102.2020-21	Sewage Treatment Plant Public Waste Disposal Point - Kincumber	Kincumber	Gosford East	General Revenue	Water and Sewer	\$5,000
R103.2020-21	Sewage Treatment Plant Road Renewal - Kincumber	Kincumber	Gosford East	General Revenue	Water and Sewer	\$10,000
R104.2020-21	Sewage Treatment Plant Sludge Scrapers Replacement - Kincumber	Kincumber	Gosford East	General Revenue	Water and Sewer	\$5,000
R105.2020-21	Sewer Pump Station Emergency Overflow Prevention - Cochrone St Kincumber (KMJ)	Kincumber	Gosford East	Developer Contributions	Water and Sewer	\$100,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R106.2020-21	Sewer Pump Station Renewal - Brisbane Water Drive Koolewong (WG08)	Koolewong	Gosford West	General Revenue	Water and Sewer	\$5,000
R107.2020-21	Dam Spillway and Upgrades - Mangrove Creek Dam Kulnura	Kulnura	Gosford West	General Revenue	Water and Sewer	\$50,000
R108.2020-21	Anita Ave - Footbridge Replacement No.1	Lake Munmorah	Budgewoi	General Revenue	Roads, Transport and Drainage	\$35,000
R109.2020-21	Anita Ave - Footbridge Replacement No.2	Lake Munmorah	Budgewoi	General Revenue	Roads, Transport and Drainage	\$35,000
R110.2020-21	Carters Rd - Carpark and Road Upgrade Stage 1	Lake Munmorah	Budgewoi	General Revenue	Roads, Transport and Drainage	\$650,000
R111.2020-21	Little Jilliby Rd - Timber Bridge Replacement	Little Jilliby	Wyong	General Revenue	Roads, Transport and Drainage	\$355,000
R112.2020-21	Anzac Rd and Nirvana St - Intersection Upgrade	Long Jetty	The Entrance	General Revenue and Developer Contributions	Roads, Transport and Drainage	\$1,360,650
R113.2020-21	Eloora Rd - Drainage Upgrade Stage 4b	Long Jetty	The Entrance	General Revenue	Roads, Transport and Drainage	\$445,000
R114.2020-21	Eloora Rd - Road Upgrade with Drainage, Kerb & Gutter, Footpath and Pavement Works Stage 4b	Long Jetty	The Entrance	General Revenue	Roads, Transport and Drainage	\$935,300
R115.2020-21	Nirvana St Block 6 - Pavement Renewal and Road Resurfacing	Long Jetty	The Entrance	General Revenue	Roads, Transport and Drainage	\$450,000
R116.2020-21	Thompson St Block 3 - Pavement Renewal and Road Resurfacing	Long Jetty	The Entrance	General Revenue	Roads, Transport and Drainage	\$319,000
R117.2020-21	The Scenic Rd Block 13 - Pavement Renewal and Road Resurfacing	Macmasters Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$249,000
R118.2020-21	The Scenic Rd Block 14 - Pavement Renewal and Road Resurfacing	Macmasters Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$299,000
R119.2020-21	Kirks Road - Sealing Gravel Road	Mangrove Mountain	Gosford West	General Revenue	Roads, Transport and Drainage	\$377,100
R120.2020-21	Purchase and Install Pre-fabricated Change room facilities for Mangrove Mountain Depot	Mangrove Mountain	Gosford West	General Revenue	Facilities and Asset Management	\$65,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R121.2020-21	Upgrade outdoor lunch facilities Mangrove Mountain Depot	Mangrove Mountain	Gosford West	General Revenue	Facilities and Asset Management	\$15,000
R122.2020-21	Wisemans Ferry Rd Block 46 - Pavement Renewal and Road Resurfacing	Mangrove Mountain	Gosford West	General Revenue	Roads, Transport and Drainage	\$214,000
R123.2020-21	Wisemans Ferry Rd Block 48 - Pavement Renewal and Road Resurfacing	Mangrove Mountain	Gosford West	General Revenue	Roads, Transport and Drainage	\$224,000
R124.2020-21	Mannering Park - Footbridge Replacement	Mannering Park	Budgewoi	General Revenue	Roads, Transport and Drainage	\$50,000
R125.2020-21	Sewer Rising Main Partial Replacement - Mannering Park (MP08)	Mannering Park	Budgewoi	General Revenue	Water and Sewer	\$83,000
R126.2020-21	Gavenlock Rd Block 1 - Pavement Renewal and Road Resurfacing	Mardi	Wyong	General Revenue	Roads, Transport and Drainage	\$149,000
R127.2020-21	Gavenlock Rd Block 2 - Pavement Renewal and Road Resurfacing	Mardi	Wyong	General Revenue	Roads, Transport and Drainage	\$188,000
R128.2020-21	Water Treatment Plant Major Electrical Renewal - Mardi	Mardi	Wyong	General Revenue	Water and Sewer	\$1,075,000
R129.2020-21	Water Treatment Plant Major Upgrade - Mardi	Mardi	Wyong	Grant Funding and General Revenue	Water and Sewer	\$883,000
R130.2020-21	Woodbury Park Dr - Pavement Renewal and Road Resurfacing	Mardi	Wyong	General Revenue	Roads, Transport and Drainage	\$306,000
R131.2020-21	Carlton Rd - Road Upgrade and Realignment with Drainage and Footpath Stage 2	Matcham	Gosford East	General Revenue	Roads, Transport and Drainage	\$695,000
R132.2020-21	Mooney Dam Replacement of Rising Main Meter and Pit	Mooney Mooney	Gosford West	General Revenue	Water and Sewer	\$157,000
R133.2020-21	Water Pump Station Capacity Upgrade - Mooney Mooney Dam Somersby	Mooney Mooney	Gosford West	General Revenue and Developer Contributions	Water and Sewer	\$2,372,000
R134.2020-21	Water Pump Station Server and Storage Replacement - Mooney and Mangrove	Mooney Mooney	Gosford West	General Revenue	Water and Sewer	\$150,000
R135.2020-21	Bentley Rd Block 2 - Pavement Renewal and Road Resurfacing	Narara	Wyong	General Revenue	Roads, Transport and Drainage	\$76,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R136.2020-21	Sewer Pump Station Upgrade - Carrington St Narara (N7)	Narara	Wyong	General Revenue	Water and Sewer	\$5,000
R137.2020-21	Norah Head Masterplan Implementation Stage 3	Norah Head	Budgewoi	General Revenue	Roads, Transport and Drainage	\$1,085,700
R138.2020-21	Paterson St Block 1 - Pavement Renewal and Road Resurfacing	Norah Head	Budgewoi	General Revenue	Roads, Transport and Drainage	\$329,000
R139.2020-21	Sewer Rising Main Upgrade - Bungary Road Norah Head (TO08A)	Norah Head	Budgewoi	Developer Contributions	Water and Sewer	\$652,000
R140.2020-21	Noraville Cemetery - Multipurpose facility - Chapel/Meeting space, outdoor area, amenities, administration and storage space.	Noraville	Budgewoi	General Revenue	Business Enterprise	\$472,000
R141.2020-21	Oleander St Block 1 - Pavement Renewal and Road Resurfacing	Noraville	Budgewoi	General Revenue	Roads, Transport and Drainage	\$324,000
R142.2020-21	Oleander St Block 2 - Pavement Renewal and Road Resurfacing	Noraville	Budgewoi	General Revenue	Roads, Transport and Drainage	\$530,000
R143.2020-21	Glennie St Block 3 - Pavement Renewal and Road Resurfacing	North Gosford	Wyong	General Revenue	Roads, Transport and Drainage	\$147,000
R144.2020-21	North Cres Block 1 - Pavement Renewal and Road Resurfacing	North Gosford	Wyong	General Revenue	Roads, Transport and Drainage	\$72,000
R145.2020-21	Ourimbah Creek Road - Sealing Gravel Road	Ourimbah	Wyong	General Revenue	Roads, Transport and Drainage	\$273,000
R146.2020-21	Gem Rd - Road Upgrade with Drainage and Pavement Works	Pearl Beach	Gosford West	General Revenue	Roads, Transport and Drainage	\$420,000
R147.2020-21	Patonga Dr Block 1 - Pavement Renewal and Road Resurfacing	Pearl Beach	Gosford West	General Revenue	Roads, Transport and Drainage	\$620,000
R148.2020-21	Pearl Beach Dr - Embankment Stabilisation	Pearl Beach	Gosford West	General Revenue	Roads, Transport and Drainage	\$115,000
R149.2020-21	Monastir Rd - Seawall Reconstruction	Phegans Bay	Gosford West	General Revenue	Roads, Transport and Drainage	\$165,000
R150.2020-21	Fiona St - Drainage Upgrade	Point Clare	Gosford West	General Revenue	Roads, Transport and Drainage	\$40,000
R151.2020-21	Albany St Block 2 - Pavement Renewal and Road Resurfacing	Point Frederick	Gosford West	General Revenue	Roads, Transport and Drainage	\$395,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R152.2020-21	Albany St Block 3 - Pavement Renewal and Road Resurfacing	Point Frederick	Gosford West	General Revenue	Roads, Transport and Drainage	\$216,000
R153.2020-21	Pretty Beach Rd Block 1 - Pavement Renewal and Road Resurfacing	Pretty Beach	Gosford East	General Revenue	Roads, Transport and Drainage	\$360,000
R154.2020-21	Bus Stop Improvement Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$600,000
R155.2020-21	3d Modelling Services	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$127,650
R156.2020-21	Additional New Water Reservoir Assets - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$25,000
R157.2020-21	Annual Replacement Program for: - Light Vehicles	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$7,069,229
R158.2020-21	Annual Replacement Program for: - Marine Equipment	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$465,031
R159.2020-21	Annual Replacement Program for: Ancillary Equipment	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$2,122,192
R160.2020-21	Annual Replacement Program for: Earthmoving Equipment	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$2,557,215
R161.2020-21	Annual Replacement Program for: Ground Care and Equipment	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$926,694
R162.2020-21	Annual Replacement Program for: Trucks	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$2,336,208
R163.2020-21	Annual Replacement Program for: Workshop Equipment	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$60,000
R164.2020-21	Application Upgrades	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$95,700
R165.2020-21	Asphalt Resurfacing Program - North	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$2,414,500
R166.2020-21	Asphalt Resurfacing Program - South	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$2,707,500
R167.2020-21	Asset Management System Enhancements	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,488,000
R168.2020-21	Carpark Renewal Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$250,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R169.2020-21	Case Management Solution	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,256,850
R170.2020-21	Charge Station Installation	Region Wide	Region Wide	General Revenue	Plant and Fleet	\$95,100
R171.2020-21	Contingency	Region Wide	Region Wide	General Revenue	CFO	\$2,000,000
R172.2020-21	Customer360	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$751,450
R173.2020-21	Data Management Platform Enhancements	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,323,850
R174.2020-21	Digital Aerial Imagery	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$903,030
R175.2020-21	Drainage Design Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$750,000
R176.2020-21	DXP Channel Development	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,137,150
R177.2020-21	Enterprise Architecture Definition	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,860,500
R178.2020-21	Finance System Enhancements	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$670,160
R179.2020-21	Geospatial Enhancements	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$563,150
R180.2020-21	HCM System Enhancements	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$3,026,035
R181.2020-21	Hearing Loop at Customer Service areas in Admin Buildings	Region Wide	Region Wide	General Revenue	Community Engagement	\$63,000
R182.2020-21	Heavy Patch Program (North)	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$1,598,000
R183.2020-21	Heavy Patch Program (South)	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$1,598,000
R184.2020-21	Implement a consolidated payroll and time and attendance system	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$812,274

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R185.2020-21	Implement a consolidated property and rating system	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$975,317
R186.2020-21	IMT Infrastructure Refresh	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,748,763
R187.2020-21	IMT Security Enhancements	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$3,677,450
R188.2020-21	IMT Service Management Enhancements	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$478,688
R189.2020-21	Install Power Factor Correction equipment on Council assets	Region Wide	Region Wide	General Revenue	Innovation and Futures - Energy Management	\$455,000
R190.2020-21	Integration Enhancements and Business Process Management	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$2,327,500
R191.2020-21	IOT Standards and Connectivity	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,438,750
R192.2020-21	Laboratory Information Management System - Region Wide (LIMS)	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R193.2020-21	Minor Drainage Improvement Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$750,000
R194.2020-21	Minor Transport Improvement Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$925,000
R195.2020-21	Modern Collaboration Capability	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,575,800
R196.2020-21	Network and Automation Remote Telemetry Unit Replacement - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$50,000
R197.2020-21	Online Customer Service Portal upgrade	Region Wide	Region Wide	General Revenue	Community Engagement	\$135,000
R198.2020-21	Our+Apps Development	Region Wide	Region Wide	General Revenue	Chief Information Officer Management	\$1,389,850
R199.2020-21	Regional Impound Facility	Region Wide	Region Wide	General Revenue	Environment and Certification	\$120,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R200.2020-21	Reservoir Generator Purchase and Installation - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$30,000
R201.2020-21	Reservoir Safety Investigation - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$283,100
R202.2020-21	Road Design Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$800,000
R203.2020-21	Road Preservation Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$1,216,900
R204.2020-21	Road Resealing Program - North	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$3,870,000
R205.2020-21	Road Resealing Program - South	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$3,513,000
R206.2020-21	Sewage Treatment Plant Solar Installation Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R207.2020-21	Sewage Treatment Plants Electrical Replacements - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$110,000
R208.2020-21	Sewer Gravity Main Augmentations - Region Wide	Region Wide	Region Wide	Developer Contributions	Water and Sewer	\$50,000
R209.2020-21	Sewer Hydraulic Model Calibration Stage 2 - Region Wide	Region Wide	Region Wide	Developer Contributions	Water and Sewer	\$53,000
R210.2020-21	Sewer Hydraulic Model Development - Region Wide	Region Wide	Region Wide	Developer Contributions	Water and Sewer	\$53,000
R211.2020-21	Sewer LPSS Vacuum System Minor Asset Renewal/Replace Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$200,000
R212.2020-21	Sewer Main Asset Renewal Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$2,500,000
R213.2020-21	Sewer Network Assets Installation of Overflow Monitoring - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R214.2020-21	Sewer Network Operations Minor Asset Renewals	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R215.2020-21	Sewer Pump Station Asset Renewal Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$250,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R216.2020-21	Sewer Pump Station Electrical and Control Switchboard Replacement Program - Northern Region	Region Wide	Region Wide	General Revenue	Water and Sewer	\$350,000
R217.2020-21	Sewer Pump Station Electrical and Control Switchboard Replacement Program - Southern Region	Region Wide	Region Wide	General Revenue	Water and Sewer	\$650,000
R218.2020-21	Sewer Reactive and Program Planning - Region wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R219.2020-21	Traffic Facilities Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$350,000
R220.2020-21	Water and Sewer Asset and Network Security Installations - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$859,950
R221.2020-21	Water Catchment Area - Fire Trail Renewals - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$150,000
R222.2020-21	Water Catchment Area Minor Asset Renewals - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$200,000
R223.2020-21	Water Main and Network Monitoring and Improvements - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$55,000
R224.2020-21	Water Mains Asset Renewal Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$1,800,000
R225.2020-21	Water Meter Asset Renewal Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$840,000
R226.2020-21	Water Network Operations Minor Asset Renewals	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R227.2020-21	Water Reactive and Program Planning - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R228.2020-21	Water Reservoirs Asset Renewal Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$25,000
R229.2020-21	Water Treatment Plants Solar Installation Program - Region Wide	Region Wide	Region Wide	General Revenue	Water and Sewer	\$5,000
R230.2020-21	Website enhancements and integrating business applications	Region Wide	Region Wide	General Revenue	Community Engagement	\$130,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R231.2020-21	Richardson Rd - Pavement Renewal and Road Resurfacing	San Remo	Budgewoi	General Revenue	Roads, Transport and Drainage	\$236,000
R232.2020-21	Water Trunk Main Renewal - Davistown Rd Saratoga	Saratoga	Gosford East	General Revenue	Water and Sewer	\$5,000
R233.2020-21	Wisemans Ferry Rd Block 74 - Pavement Renewal and Road Resurfacing	Spencer	Gosford West	General Revenue	Roads, Transport and Drainage	\$126,000
R234.2020-21	Wisemans Ferry Rd Block 76 - Pavement Renewal and Road Resurfacing	Spencer	Gosford West	General Revenue	Roads, Transport and Drainage	\$234,000
R235.2020-21	Wisemans Ferry Rd Block 77 - Pavement Renewal and Road Resurfacing	Spencer	Gosford West	General Revenue	Roads, Transport and Drainage	\$119,000
R236.2020-21	Kullaroo Road - Open Drain Renewal	Summerland Point	Budgewoi	General Revenue	Roads, Transport and Drainage	\$200,000
R237.2020-21	Sewer Pump Station Renewal - Government Road Summerland Point (GW05)	Summerland Point	Budgewoi	General Revenue	Water and Sewer	\$5,000
R238.2020-21	Sewerage System Low Pressure Installation - South Tacoma	Tacoma South	Wyong	General Revenue	Water and Sewer	\$100,000
R239.2020-21	Glenrock Pde - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works - Stage 4	Tascott	Gosford West	General Revenue	Roads, Transport and Drainage	\$750,000
R240.2020-21	Sewer Pump Station Renewal - Glenrock Parade Koolewong (WG6)	Tascott	Gosford West	General Revenue	Water and Sewer	\$740,000
R241.2020-21	Barnhill Rd Block 2 - Pavement Renewal and Road Resurfacing	Terrigal	Gosford East	General Revenue	Roads, Transport and Drainage	\$155,000
R242.2020-21	Brooks Hill Ln - Sealing Gravel Road	Terrigal	Gosford East	General Revenue	Roads, Transport and Drainage	\$205,000
R243.2020-21	Kings Ave Block 1 - Pavement Renewal and Road Resurfacing	Terrigal	Gosford East	General Revenue	Roads, Transport and Drainage	\$392,000
R244.2020-21	Sewer Pump Station Electrical Replacement - Terrigal Drive Terrigal (TMJ)	Terrigal	Gosford East	General Revenue	Water and Sewer	\$200,000
R245.2020-21	Ocean Pde and Denning St - Intersection Upgrade	The Entrance	The Entrance	Developer Contributions	Roads, Transport and Drainage	\$250,800

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R246.2020-21	Bent St Block 1 - Pavement Renewal and Road Resurfacing	The Entrance	The Entrance	General Revenue	Roads, Transport and Drainage	\$87,000
R247.2020-21	McGirr Ave Block 1 - Pavement Renewal and Road Resurfacing	The Entrance	The Entrance	General Revenue	Roads, Transport and Drainage	\$371,000
R248.2020-21	Torrens Ave and Fairview Ave - Intersection Upgrade	The Entrance	The Entrance	Developer Contributions	Roads, Transport and Drainage	\$434,300
R249.2020-21	View St Block 4 - Pavement Renewal and Road Resurfacing	The Entrance	The Entrance	General Revenue	Roads, Transport and Drainage	\$70,000
R250.2020-21	Frauent St - Pavement Renewal and Road Resurfacing	Toukley	Budgewoi	General Revenue	Roads, Transport and Drainage	\$374,000
R251.2020-21	Moss Avenue Block 1 - Pavement Renewal and Road Resurfacing	Toukley	Budgewoi	General Revenue	Roads, Transport and Drainage	\$416,000
R252.2020-21	Moss Avenue Block 2 - Pavement Renewal and Road Resurfacing	Toukley	Budgewoi	General Revenue	Roads, Transport and Drainage	\$376,000
R253.2020-21	Sewer Pump Station Renewal - Toukley Package TO1 TO6 TO9	Toukley	Budgewoi	General Revenue and Developer Contributions	Water and Sewer	\$4,182,382
R254.2020-21	Mildon Rd Block 1 - Pavement Renewal and Road Resurfacing	Tuggerah	The Entrance	General Revenue	Roads, Transport and Drainage	\$158,000
R255.2020-21	Mildon Rd Block 2 - Pavement Renewal and Road Resurfacing	Tuggerah	The Entrance	General Revenue	Roads, Transport and Drainage	\$305,000
R256.2020-21	Pacific Hwy, Tuggerah - Shared Path Construction Stage 1	Tuggerah	The Entrance	General Revenue	Roads, Transport and Drainage	\$390,000
R257.2020-21	Sewer Pump Station Upgrade - Cadonia Rd Tuggerawong (TO19)	Tuggerawong	Wyong	General Revenue and Developer Contributions	Water and Sewer	\$1,812,960
R258.2020-21	Tuggerawong Rd - Pavement Renewal and Road Resurfacing	Tuggerawong	Wyong	General Revenue	Roads, Transport and Drainage	\$407,000
R259.2020-21	Brenda Cr Block 1 - Pavement Renewal and Road Resurfacing	Tumbi Umbi	The Entrance	General Revenue	Roads, Transport and Drainage	\$219,000
R260.2020-21	Reservoir Power Supply Replacement - Beckingham Rd Tumbi Umbi	Tumbi Umbi	The Entrance	General Revenue	Water and Sewer	\$75,000
R261.2020-21	The Ridgeway, Tumbi Umbi - Embankment Stabilisation	Tumbi Umbi	The Entrance	General Revenue	Roads, Transport and Drainage	\$55,000
R262.2020-21	Hobart Ave and Melbourne Ave - Intersection Upgrade with Kerb, Footpath and Pedestrian Crossing Stage 1	Umina Beach	Gosford West	General Revenue	Roads, Transport and Drainage	\$405,000



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R263.2020-21	Mount Ettalong Rd - Embankment Stabilisation	Umina Beach	Gosford West	General Revenue	Roads, Transport and Drainage	\$75,000
R264.2020-21	Sewer Pump Station Renewal - Cowper Road Umina Beach (OB4)	Umina Beach	Gosford West	General Revenue	Water and Sewer	\$740,000
R265.2020-21	Sewer Pump Station Renewal - Mulhall Street Wagstaffe (HB04)	Wagstaffe	Gosford East	General Revenue	Water and Sewer	\$5,000
R266.2020-21	Albert Warner Dr - Pavement Renewal and Road Resurfacing	Warnervale	Wyong	General Revenue	Roads, Transport and Drainage	\$436,000
R267.2020-21	Sewer Infrastructure - Warnervale Town Centre	Warnervale	Wyong	Grant Funding	Water and Sewer	\$1,000,000
R268.2020-21	Warnervale Rd - Road Safety Improvements	Warnervale	Wyong	General Revenue	Roads, Transport and Drainage	\$150,000
R269.2020-21	Water Infrastructure - Warnervale Town Centre	Warnervale	Wyong	Grant Funding	Water and Sewer	\$1,000,000
R270.2020-21	Water Trunk Main Installation - Mardi to Warnervale	Warnervale	Wyong	General Revenue and Developer Contributions	Water and Sewer	\$26,000,000
R271.2020-21	Donnison St West Block 4 - Pavement Renewal and Road Resurfacing	West Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$44,000
R272.2020-21	Donnison St West Block 5 - Pavement Renewal and Road Resurfacing	West Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$95,000
R273.2020-21	Hely St Block 1 - Pavement Renewal and Road Resurfacing	West Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$273,000
R274.2020-21	Covered Storage for Cold Mix within Woy Woy Stores Bulk yard	Woy Woy	Gosford West	General Revenue	Procurement and Projects	\$20,000
R275.2020-21	Blackwall Rd - Raised Threshold and Pedestrian Refuge	Woy Woy	Gosford West	General Revenue	Roads, Transport and Drainage	\$110,000
R276.2020-21	Everglades Catchment - Drainage Upgrade Stage 3	Woy Woy	Gosford West	General Revenue	Roads, Transport and Drainage	\$1,269,000
R277.2020-21	Ocean Beach Rd and Rawson Rd - Intersection Upgrade	Woy Woy	Gosford West	General Revenue	Roads, Transport and Drainage	\$2,000,000
R278.2020-21	Upgrade of key system at Woy Woy Depot	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$20,000
R279.2020-21	Woy Woy WMF - Renewal of transfer area pavements	Woy Woy	Gosford West	General Revenue	Waste Services	\$100,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
R280.2020-21	Woy Woy WMF - Stormwater management improvement works	Woy Woy	Gosford West	General Revenue	Waste Services	\$405,000
R281.2020-21	Woy Woy Rd, Woy Woy - Road Safety Improvements	Woy Woy Bay	Gosford West	General Revenue	Roads, Transport and Drainage	\$165,000
R282.2020-21	SES Control Building - Wyong SES - Provide new training area including new fencing, retaining wall, access door, lighting and concrete slab to right side of building	Wyong	Wyong	General Revenue	Facilities and Asset Management	\$36,000
R283.2020-21	Alison Rd - Raised Intersection	Wyong	Wyong	General Revenue	Roads, Transport and Drainage	\$50,000
R284.2020-21	Chambers AV Ongoing Upgrades (Projector replacement)	Wyong	Wyong	General Revenue	Governance	\$40,000
R285.2020-21	Replace Carpet four floors of Wyong Admin Building	Wyong	Wyong	General Revenue	Facilities and Asset Management	\$140,000
R286.2020-21	Replace Split system air conditioners to Wyong Admin Building	Wyong	Wyong	General Revenue	Facilities and Asset Management	\$17,000
R287.2020-21	Upgrade Lighting and lighting controls for energy efficiency to Wyong Admin Building	Wyong	Wyong	General Revenue	Facilities and Asset Management	\$72,950
R288.2020-21	Murrawal Rd - Drainage Upgrade Stage 2	Wyongah	Wyong	General Revenue	Roads, Transport and Drainage	\$390,000
R289.2020-21	Murrawal Rd - Road Upgrade with Drainage, Kerb and Gutter, Footpath and Pavement Works Stage 2	Wyongah	Wyong	General Revenue	Roads, Transport and Drainage	\$790,000
<b>Liveable</b>						
L001.2020-21	Avoca Beach Lifeguard Tower Installation	Avoca Beach	Gosford East	General Revenue	Leisure and Lifestyle	\$90,000
L002.2020-21	Reserve Upgrade - Bar Point Pedestrian Access	Bar Point	Gosford West	General Revenue	Open Space and Recreation	\$30,000
L003.2020-21	Bateau Bay Community Hall - Community Centre Sound Absorption Projects	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$7,650

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L004.2020-21	Bateau Bay Recreation Centre (PCYC) - Building Compliance (accessibility)	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$9,000
L005.2020-21	Bateau Bay Recreation Centre (PCYC) - Replace sport floors	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$247,500
L006.2020-21	Cynthia Street Community Centre - Design and construct a new playground to the yard	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$63,000
L007.2020-21	EDSACC - Tennis Buildings - Beaufort Road Oval amenities redevelopment ,investigation work ONLY	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$22,500
L008.2020-21	EDSACC - Tennis Buildings - Remove and replace existing tennis court fencing	Bateau Bay	The Entrance	General Revenue	Facilities and Asset Management	\$98,400
L009.2020-21	Sportsground Improvements - EDSACC - Access and Circulation	Bateau Bay	The Entrance	General Revenue	Open Space and Recreation	\$50,000
L010.2020-21	Bluebell Park Public Toilets, Berkeley Vale - Refurbishment	Berkeley Vale	The Entrance	General Revenue	Facilities and Asset Management	\$72,000
L011.2020-21	Blue Haven Community Centre (Building A) - Install a water drinking station to the rear of the skate park	Blue Haven	Budgewoi	General Revenue	Facilities and Asset Management	\$9,720
L012.2020-21	Local Playspace Upgrade and Relocation - Birdwood Drive, Blue Haven	Blue Haven	Budgewoi	General Revenue	Open Space and Recreation	\$162,750
L013.2020-21	Colongra Recreation Facility - Access Road Stage 2	Colongra	Budgewoi	General Revenue	Roads, Transport and Drainage	\$750,000
L014.2020-21	Sporting Facility Development - Colongra	Colongra	Budgewoi	General Revenue	Open Space and Recreation	\$3,949,000
L015.2020-21	Local Playspace Upgrade and Relocation - Denman St Reserve, Doyalson	Doyalson	Budgewoi	General Revenue	Open Space and Recreation	\$162,750
L016.2020-21	Recreation Facility Development - Lake Munmorah	Doyalson	Budgewoi	General Revenue	Open Space and Recreation	\$1,395,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L017.2020-21	Local Playspace Upgrade - Hylton Moore Oval, East Gosford	East Gosford	Gosford West	General Revenue	Open Space and Recreation	\$105,000
L018.2020-21	Building Upgrade - Erina Oval Sportsground Amenities - Investigations and Design	Erina	Gosford East	General Revenue	Open Space and Recreation	\$80,000
L019.2020-21	ED - Road Construction & SES - Erina SES - Install concertina walls to section of shed for training/ meetings.	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$18,000
L020.2020-21	ED - Road Construction & SES - Erina SES - Provide a new concrete strip drain to front entry of SES shed including pit and connection to stormwater lines.	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$18,000
L021.2020-21	Erina Library - ceiling sound baffle installation	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$10,800
L022.2020-21	Erina oval Karalta Road - Replace sports amenities	Erina	Gosford East	General Revenue	Facilities and Asset Management	\$32,000
L023.2020-21	Ettalong Senior Citizens Clubhouse	Ettalong Beach	Gosford West	General Revenue	Facilities and Asset Management	\$13,500
L024.2020-21	Ettalong Senior Citizens Clubhouse - roof replacement	Ettalong Beach	Gosford West	General Revenue	Facilities and Asset Management	\$18,000
L025.2020-21	Lake Haven Recreation Centre: Program of rolling works to refurbish the centre. Flooring, wall repairs, windows replacement	Gorokan	Wyong	General Revenue	Leisure and Lifestyle	\$145,000
L026.2020-21	Dane Dr Demountable, Gosford - Gardeners Shed - Darren Kennedy Oval amenities canteen refurbishment including epoxy flooring and new benches.	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$36,900
L027.2020-21	Gosford and District Tennis Association	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$22,500



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L028.2020-21	Gosford Library - Refurbish un-used electrical switchboard room into a storage space including filling in pits, lining walls installing light and painting	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$36,000
L029.2020-21	Gosford Library - Removal of existing carpet to mezzanine level and replace with carpet tiles to match the rest of the library	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$12,420
L030.2020-21	Gosford Olympic Pool - Covered walkway from entry to indoor complex	Gosford	Gosford West	General Revenue	Leisure and Lifestyle	\$115,000
L031.2020-21	Gosford Olympic Pool Upgrade - Design and Concept	Gosford	Gosford West	General Revenue	Leisure and Lifestyle	\$75,000
L032.2020-21	Gosford Regional Library	Gosford	Gosford West	General Revenue	Libraries, Learning and Education	\$1,500,000
L033.2020-21	Gosford Swimming Centre (Gosford pool)	Gosford	Gosford West	General Revenue	Facilities and Asset Management	\$22,500
L034.2020-21	Reserve Upgrade - Gosford Waterfront Development - Fitness Equipment and Shade Sails	Gosford	Gosford West	General Revenue	Open Space and Recreation	\$80,000
L035.2020-21	Racecourse Rd - Shared Path Construction Stage 1	Gosford	Gosford West	General Revenue	Roads, Transport and Drainage	\$460,000
L036.2020-21	Regional Playspace Development - Sun Valley Park, Green Point	Green Point	Gosford East	Grant Funding and General Revenue	Open Space and Recreation	\$1,260,000
L037.2020-21	District Playspace Development - Tunkuwallin Oval, Gwandalan	Gwandalan	Budgewoi	Developer Contributions	Open Space and Recreation	\$279,000
L038.2020-21	Local Playspace Upgrade - South Eastern Park, Gwandalan	Gwandalan	Budgewoi	Developer Contributions	Open Space and Recreation	\$186,000
L039.2020-21	Tunkuwallin Community Hall - Roof replacement	Gwandalan	Budgewoi	General Revenue	Facilities and Asset Management	\$175,500
L040.2020-21	Kanwal Community Hall - Community Centre Sound Absorption Projects	Kanwal	Wyong	General Revenue	Facilities and Asset Management	\$15,300
L041.2020-21	Little Coast Kids Kanwal - Playground redesign & build	Kanwal	Wyong	General Revenue	Facilities and Asset Management	\$9,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L042.2020-21	Little Coast Kids Kanwal - Shade Sail Replacement	Kanwal	Wyong	General Revenue	Facilities and Asset Management	\$9,000
L043.2020-21	Kariong Child Care Centre - Playground redesign & build	Kariong	Gosford West	General Revenue	Facilities and Asset Management	\$9,000
L044.2020-21	Kariong Child Care Centre - Refurb Storage shed , replace, fit out & include shelving	Kariong	Gosford West	General Revenue	Facilities and Asset Management	\$9,000
L045.2020-21	Kariong Child Care Centre - Replacement benches, storage cabinetry throughout, playrooms and laundry	Kariong	Gosford West	General Revenue	Facilities and Asset Management	\$18,000
L046.2020-21	Building Upgrade - Adelaide St Oval Sportsground Amenities Building	Killarney Vale	The Entrance	Grant Funding	Open Space and Recreation	\$666,000
L047.2020-21	Arafmi Building Kincumber - refurbishment	Kincumber	Gosford East	General Revenue	Facilities and Asset Management	\$108,000
L048.2020-21	Lake Haven Library customer service point	Lake Haven	Budgewoi	General Revenue	Facilities and Asset Management	\$22,500
L049.2020-21	Lake Haven Library Meeting Room Furniture	Lake Haven	Budgewoi	General Revenue	Libraries, Learning and Education	\$8,000
L050.2020-21	Lake Haven Tennis Clubhouse - Install new drainage to southern side of courts to reduce court flooding	Lake Haven	Budgewoi	General Revenue	Facilities and Asset Management	\$7,650
L051.2020-21	Pacific Hwy, Lake Munmorah - Shared Path Construction	Lake Munmorah	Budgewoi	General Revenue	Roads, Transport and Drainage	\$380,000
L052.2020-21	Little Wobby Wharf - Replacement	Little Wobby	Gosford West	General Revenue	Roads, Transport and Drainage	\$405,000
L053.2020-21	Long Jetty Foreshore Public Toilets (opposite Gladstan Ave) - Investigate possible Refurbishment of Gladstone Ave Public Toilets Long Jetty (10Yr Plan)	Long Jetty	The Entrance	General Revenue	Facilities and Asset Management	\$20,000
L054.2020-21	Magenta - Shared Pathway Construction Stage 2	Magenta	The Entrance	Developer Contributions	Roads, Transport and Drainage	\$1,690,000
L055.2020-21	Mangrove Mountain Bloodtree Oval (Amenities Building)	Mangrove Mountain	Gosford West	General Revenue	Facilities and Asset Management	\$20,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L056.2020-21	Woodbury Park Community Centre - Install Air Conditioner	Mardi	Wyong	General Revenue	Facilities and Asset Management	\$9,000
L057.2020-21	Upgrade St John Lookout and Picnic Area Carpark at Katandra Reserve, Mount Elliot.	Mount Elliot	Wyong	General Revenue	Environmental Management	\$337,567
L058.2020-21	Reserve Upgrade - Sensory Park, Narara	Narara	Wyong	General Revenue	Open Space and Recreation	\$142,500
L059.2020-21	Niagara Park Stadium - Front entrance redevelopment, including driveway construction and disability access improvements & carpark.	Niagara Park	Wyong	General Revenue	Leisure and Lifestyle	\$637,500
L060.2020-21	Sohier Park Community Hall, Ourimbah - Install playground equipment	Ourimbah	Wyong	General Revenue	Facilities and Asset Management	\$99,000
L061.2020-21	Mt Ettalong Lookout Upgrade	Pearl Beach	Gosford West	General Revenue	Environmental Management	\$48,224
L062.2020-21	Crommelin Native Arboretum Building, Pearl Beach - foot bridge replacement	Pearl Beach	Gosford West	General Revenue	Facilities and Asset Management	\$22,500
L063.2020-21	Fencing and access control on Council reserves	Region Wide	Region Wide	General Revenue	Environmental Management	\$160,746
L064.2020-21	Bridge Assessment Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$250,000
L065.2020-21	CCTV installation at Community Facilities - The Entrance Community Centre, Kariong Community Hall, Terrigal Rotary Hall, Watanobbi Community Hall, Toukley Arts Centre, Blue Haven Community Centre	Region Wide	Region Wide	General Revenue	Leasing and Asset Management	\$90,000
L066.2020-21	Community Facilities Air Conditioning Upgrades (The Entrance Community Centre; Toukley Neighbourhood Centre; Woodbury Park Community Centre)	Region Wide	Region Wide	General Revenue	Leasing and Asset Management	\$30,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L067.2020-21	Community Facility Lighting Upgrades (Toukley Hall; Charmhaven Hall; Tuggerah Community Hall & The Entrance Community Centre)	Region Wide	Region Wide	General Revenue	Leasing and Asset Management	\$55,000
L068.2020-21	External After Hours Returns Chutes Upgrade	Region Wide	Region Wide	General Revenue	Libraries, Learning and Education	\$46,800
L069.2020-21	Floodlighting Upgrades - Emergency Floodlight Pole Replacement	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$120,000
L070.2020-21	Installation signage on Council reserves	Region Wide	Region Wide	General Revenue	Environmental Management	\$64,298
L071.2020-21	Leisure Centres, Point of Sale/CRM upgrade, security and access control improvements	Region Wide	Region Wide	General Revenue	Leisure and Lifestyle	\$75,000
L072.2020-21	Library Customer Experience Survey Kiosks	Region Wide	Region Wide	General Revenue	Libraries, Learning and Education	\$42,000
L073.2020-21	Library Lending Resource Purchases	Region Wide	Region Wide	General Revenue	Libraries, Learning and Education	\$825,000
L074.2020-21	Library Management System Scoping Project	Region Wide	Region Wide	General Revenue	Libraries, Learning and Education	\$70,000
L075.2020-21	Local Library Priority Grant	Region Wide	Region Wide	Grant Funding	Libraries, Learning and Education	\$65,000
L076.2020-21	Manufacture & Install Community Facilities Signage	Region Wide	Region Wide	General Revenue	Leasing and Asset Management	\$200,000
L077.2020-21	Missing Link Pathway Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$500,000
L078.2020-21	Playspaces - Inclusive Upgrades	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$100,000
L079.2020-21	Public Internet PC Print/Booking System	Region Wide	Region Wide	General Revenue	Libraries, Learning and Education	\$205,200
L080.2020-21	Renewal Program - Cricket Wickets	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$32,000
L081.2020-21	Renewal Program - Park Fencing	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$120,000
L082.2020-21	Renewal Program - Park Furniture	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$110,000
L083.2020-21	Renewal Program - Playspaces - Shade Sails	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$70,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L084.2020-21	Renewal Program - Playspaces - Softfall	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$130,000
L085.2020-21	Renewal Program - Sportsground Assets	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$110,000
L086.2020-21	Renewal Program - Sportsground Fencing	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$75,000
L087.2020-21	Reserve Upgrade - Water Refill Stations	Region Wide	Region Wide	General Revenue	Open Space and Recreation	\$40,000
L088.2020-21	Shared Path and Footpath Renewal Program	Region Wide	Region Wide	General Revenue	Roads, Transport and Drainage	\$1,250,000
L089.2020-21	Little Coast Kids Northlakes - Internal Floor coverings replacement whole centre	San Remo	Budgewoi	General Revenue	Facilities and Asset Management	\$13,500
L090.2020-21	Little Coast Kids Northlakes - Soft Fall Replacement for 0-3yrs	San Remo	Budgewoi	General Revenue	Facilities and Asset Management	\$45,000
L091.2020-21	Bay View Wharf - Replacement	Saratoga	Gosford East	General Revenue	Roads, Transport and Drainage	\$75,000
L092.2020-21	Local Playspace Upgrade - Jirrambah Park, Saratoga	Saratoga	Gosford East	General Revenue	Open Space and Recreation	\$105,000
L093.2020-21	Somersby Public Toilet - Replace public toilets	Somersby	Gosford West	General Revenue	Facilities and Asset Management	\$22,500
L094.2020-21	Hylton Moore Oval (Baseball Park) - Refurbish sports club building	Springfield	Gosford East	General Revenue	Facilities and Asset Management	\$180,000
L095.2020-21	Summerland Point Community Hall - drainage project	Summerland Point	Budgewoi	General Revenue	Facilities and Asset Management	\$49,500
L096.2020-21	Aquatic Infrastructure - Canoe/Dinghy Launch - Investigations and Design	Tacoma	Wyong	General Revenue	Open Space and Recreation	\$20,000
L097.2020-21	Don Small Oval Public Toilets	Tacoma	Wyong	General Revenue	Facilities and Asset Management	\$54,000
L098.2020-21	Terrigal Childrens Centre (Entry off Duffys Rd) - Replacement Soft fall	Terrigal	Gosford East	General Revenue	Facilities and Asset Management	\$45,000
L099.2020-21	Terrigal Rotary Club Building - accessibility and pergola upgrade	Terrigal	Gosford East	General Revenue	Facilities and Asset Management	\$36,900



Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L100.2020-21	Terrigal Rotary Club Building - Community Centre Sound Absorption Projects	Terrigal	Gosford East	General Revenue	Facilities and Asset Management	\$10,620
L101.2020-21	Terrigal Rotary Hall - Car Park Upgrade	Terrigal	Gosford East	General Revenue	Leasing and Asset Management	\$80,000
L102.2020-21	Terrigal Tennis Complex - Replace court posts, fencing and flood lights	Terrigal	Gosford East	General Revenue	Facilities and Asset Management	\$124,000
L103.2020-21	Terrigal Boardwalk	Terrigal	Gosford East	Grant Funding and General Revenue	Economic Development and Project Delivery	\$3,322,220
L104.2020-21	The Entrance Community Centre - landscaping improvements	The Entrance	The Entrance	General Revenue	Leasing and Asset Management	\$40,000
L105.2020-21	Entrance Surf Club and Surrounds - Redevelopment	The Entrance	The Entrance	General Revenue	Facilities and Asset Management	\$32,000
L106.2020-21	Relocation of The Entrance Library Network Cabinet	The Entrance	The Entrance	General Revenue	Libraries, Learning and Education	\$12,100
L107.2020-21	The Entrance Community Centre Gallery - (Building C) - Install new Air Conditioning	The Entrance	The Entrance	General Revenue	Facilities and Asset Management	\$9,000
L108.2020-21	The Entrance Library - The Entrance Library lighting replacement and new customer service point	The Entrance	The Entrance	General Revenue	Facilities and Asset Management	\$33,300
L109.2020-21	The Entrance Ocean Baths Kiosk / Storeroom - New air conditioning at The Entrance Baths	The Entrance	The Entrance	General Revenue	Facilities and Asset Management	\$16,200
L110.2020-21	The Entrance Stage 2 Upgrades -Detailed Design	The Entrance	The Entrance	General Revenue	Community Partnerships	\$500,000
L111.2020-21	View St - Footpath Construction	The Entrance	The Entrance	General Revenue	Roads, Transport and Drainage	\$64,500
L112.2020-21	District Playspace Upgrade - Swadling Reserve, Toowoona Bay (Continuing Project)	Toowoona Bay	The Entrance	General Revenue	Open Space and Recreation	\$142,500
L113.2020-21	Little Coast Kids Toukley - Upgrade of Nappy Change Area, redesign storage & layout including fit outs	Toukley	Budgewoi	General Revenue	Facilities and Asset Management	\$18,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L114.2020-21	Local Playspace Upgrade - Harry Moore Oval, Toukley	Toukley	Budgewoi	General Revenue	Open Space and Recreation	\$105,000
L115.2020-21	Toukley Aquatic Centre - Rolling Facility improvements and equipment replacement. Including flooring, window fittings, doors and office furniture.	Toukley	Budgewoi	General Revenue	Leisure and Lifestyle	\$45,000
L116.2020-21	Toukley Aquatic Pool Building	Toukley	Budgewoi	General Revenue	Facilities and Asset Management	\$22,500
L117.2020-21	Toukley Neighbourhood Centre - Install split system A/C unit to kitchen area	Toukley	Budgewoi	General Revenue	Facilities and Asset Management	\$7,650
L118.2020-21	Toukley Tennis Clubhouse - Upgrade two tennis courts	Toukley	Budgewoi	General Revenue	Facilities and Asset Management	\$58,500
L119.2020-21	Local Playspace Upgrade - Tonkiss St Reserve, Tuggerah	Tuggerah	The Entrance	General Revenue	Open Space and Recreation	\$105,000
L120.2020-21	Tuggerah Library Branch Office (Westfield) - Tuggerah Library new customer service point	Tuggerah	The Entrance	General Revenue	Facilities and Asset Management	\$22,500
L121.2020-21	District Playspace Development - Tuggerawong Hall, Tuggerawong	Tuggerawong	Wyong	General Revenue	Open Space and Recreation	\$288,300
L122.2020-21	Tuggerawong Foreshore - Shared Path Construction Stage 3 and 4	Tuggerawong	Wyong	General Revenue	Roads, Transport and Drainage	\$1,123,300
L123.2020-21	Carpenter St - Footpath Construction	Umina Beach	Gosford West	General Revenue	Roads, Transport and Drainage	\$154,300
L124.2020-21	Local Playspace Upgrade - Australia Ave, Umina Beach	Umina Beach	Gosford West	General Revenue	Open Space and Recreation	\$105,000
L125.2020-21	Umina Beach Town Centre - Replace public toilets	Umina Beach	Gosford West	General Revenue	Facilities and Asset Management	\$360,000
L126.2020-21	Umina Beach Town Library - Building renovation to enhance building functionality to support strategic plans of the business unit.	Umina Beach	Gosford West	General Revenue	Facilities and Asset Management	\$31,500

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L127.2020-21	Umina Child Care Centre - Upgrade play room cabinetry	Umina Beach	Gosford West	General Revenue	Facilities and Asset Management	\$18,000
L128.2020-21	Wamberal Beach Public Toilet (near Wiles Ave) - Replace public toilets	Wamberal	The Entrance	General Revenue	Facilities and Asset Management	\$90,000
L129.2020-21	Wamberal Memorial Hall - Replace Windows	Wamberal	The Entrance	General Revenue	Facilities and Asset Management	\$20,400
L130.2020-21	Wamberal SLSC - Building extension external deck	Wamberal	The Entrance	Grant Funding and General Revenue	Facilities and Asset Management	\$159,300
L131.2020-21	De L'isle Community Centre - Install a security fence around side porch with access gate and lock	Watanobbi	Wyong	General Revenue	Facilities and Asset Management	\$6,175
L132.2020-21	Sporting Facility Redevelopment - Adcock Park, West Gosford	West Gosford	Gosford West	General Revenue	Open Space and Recreation	\$15,444,075
L133.2020-21	Sparks Rd - Shared Path Construction	Woongarah	Budgewoi	General Revenue	Roads, Transport and Drainage	\$111,300
L134.2020-21	Peninsula Theatre Replacement Auditorium Seating	Woy Woy	Gosford West	General Revenue	Leisure and Lifestyle	\$90,000
L135.2020-21	Peninsula Leisure Centre - Cardio fitness equipment upgrade.	Woy Woy	Gosford West	General Revenue	Leisure and Lifestyle	\$273,000
L136.2020-21	Peninsula Leisure Centre - Rolling Facility improvements and equipment replacement. Including flooring, roof works, doors, childrens play areas, ventilation & louvres.	Woy Woy	Gosford West	General Revenue	Leisure and Lifestyle	\$110,000
L137.2020-21	Sportsground Improvements - James Browne Oval, Woy Woy - Sportsground Lighting Upgrade	Woy Woy	Gosford West	Developer Contributions	Open Space and Recreation	\$360,000
L138.2020-21	Spotters/Oil Shed - Woy Woy Tip Office Renovation - Renovate existing unused office area into a change room space and refurbish existing toilets	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$117,000

Ref No.	Project	Suburb	Ward	Funding Source	Responsible Unit	Budget \$
L139.2020-21	Woy Woy (Pelican Wharf Public Toilets) - Replace public toilets	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$25,000
L140.2020-21	Woy Woy Environment Centre - Replace Carpet	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$9,000
L141.2020-21	Woy Woy Library customer service point	Woy Woy	Gosford West	General Revenue	Facilities and Asset Management	\$23,000
L142.2020-21	Woy Woy Town Centre: Picnic shelter and tables / seating	Woy Woy	Gosford West	General Revenue	Community Partnerships	\$70,000
L143.2020-21	Woy Woy Town Centre: Tree Surrounds	Woy Woy	Gosford West	General Revenue	Community Partnerships	\$183,000
L144.2020-21	Woy Woy Wharf - Construction Stage 2	Woy Woy	Gosford West	General Revenue	Roads, Transport and Drainage	\$1,730,000
L145.2020-21	Woy Woy Bay Wharf - Replacement	Woy Woy Bay	Gosford West	General Revenue	Roads, Transport and Drainage	\$395,000
L146.2020-21	Pacific Hwy - Shared Path Construction	Wyoming	Wyong	General Revenue	Roads, Transport and Drainage	\$116,300
L147.2020-21	Wyoming Community Centre - Lighting upgrade	Wyoming	Wyong	General Revenue	Facilities and Asset Management	\$18,000
L148.2020-21	Hope St - Footpath Construction	Wyong	Wyong	General Revenue	Roads, Transport and Drainage	\$14,700
L149.2020-21	Wyong cricket club Wyong - Investigation for potential new build	Wyong	Wyong	General Revenue	Facilities and Asset Management	\$25,000
L150.2020-21	Wyong Old School Security Alarm Upgrade	Wyong	Wyong	General Revenue	Leasing and Asset Management	\$28,000
L151.2020-21	Wyong Old School Utility Building - retaining wall	Wyong	Wyong	General Revenue	Facilities and Asset Management	\$31,950
L152.2020-21	Warner Ave - Footpath Construction	Wyong	Wyong	General Revenue	Roads, Transport and Drainage	\$110,000







# Long Term Financial Plan

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# Long Term Financial Plan

## Summary

### Purpose

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

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

The LTFP seeks to answer the following key questions:

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

### Introduction

Central Coast Council is unique as it is both a Local Government Authority regulated by the *Local Government Act 1993* and a Water Supply Authority regulated by the *Water Management Act 2000*.

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

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

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

# Strategic Financial Objectives

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

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



## Financial Sustainability

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

	NSW Government Benchmark	2018-19 (Actual)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
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### Positive Operating Performance

<b>Operating Performance Ratio</b>	> 0	(0.37%)	(3.74%)	(5.87%)	(3.84%)	(2.22%)	(1.16%)	(1.00%)	0.00%	0.36%	0.75%	0.65%	1.18%
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### Own Source Operating Revenue

	> 60%	82.11%	83.51%	85.62%	84.55%	86.50%	86.95%	87.02%	87.08%	87.14%	87.21%	87.23%	87.23%
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### Strong Liquidity

<b>Unrestricted Current Ratio</b>	> 1.5	1.68	0.78	0.07	(0.25)	(0.41)	(0.77)	(1.11)	(1.45)	(1.71)	(1.89)	(2.04)	(2.17)
<b>Cash Expense Coverage Ratio</b>	3	9.80	8.97	4.84	4.97	5.02	4.88	4.73	5.31	5.83	6.83	7.66	3.11
<b>Rates and Annual Charges Outstanding Percentage</b>	5.00%	6.53%	5.50%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

Operating Performance Ratio is under the Office of Local Government (OLG) benchmark of > 0.0% until the 2024-25 financial year as Council is forecasted to make an operating deficit before Capital Grants and Contributions. Independent Pricing and Regulatory Tribunal's (IPART) final determination for water, sewerage and stormwater drainage services has Council recovering 10.2% less revenue over the 3 year determination period from 1 July 2019 to 30 June 2022. This impacts the forecasted revenue for subsequent years in the LTFP. The next determination for water, sewerage and stormwater drainage services will commence in 2022-23. In the 2020-21, 2024-25 and 2028-29 financial years we have included \$2.2 million (escalated by assumed CPI of 2.5%) for the local government elections which are one off costs. Council will continue to review its operations to look for innovative ways to deliver services and take advantage of efficiencies to achieve the OLG benchmark.



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

Rates and Annual Charges Outstanding Ratio is within the OLG benchmark of 5% within the 10 year LTFP. Changes have been made to the water meter reading cycle to ensure that all invoices are raised by May to ensure amounts due are received in June. This will ensure that the amounts outstanding at June are truly outstanding. In prior financial years invoices have been raised in June with due dates in the next financial year and these amounts have been included in the calculation of the Rates and Annual Charges Outstanding Ratio which overstates the amount outstanding as the June invoices are not past the due date.

		NSW Government Benchmark											
		2018-19 (Actual)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Infrastructure and Service Management</b>													
<b>Infrastructure Backlog Ratio</b>	<2% (.02)	2.41% ✘	2.91% ✘	2.92% ✘	2.92% ✘	2.90% ✘	2.90% ✘	2.90% ✘	2.90% ✘	2.90% ✘	2.90% ✘	2.90% ✘	2.90% ✘
<b>Asset Maintenance Ratio</b>	100% (1)	94.81% ✘	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓
<b>Building and Infrastructure Renewals Ratio</b>	1	132.56% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓	100% ✓
<b>Debt Management</b>													
<b>Debt Service Cover Ratio</b>	>2.0	3.21 ✓	2.14 ✓	2.03 ✓	2.68 ✓	3.38 ✓	3.22 ✓	3.24 ✓	3.20 ✓	3.19 ✓	3.32 ✓	3.21 ✓	3.06 ✓

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



# Strengths, Weaknesses, Opportunities and Threats

## Strengths

### Financial Sustainability

As noted under the Financial Sustainability section, Council is working towards the State Government Benchmarks for Financial Sustainability during the ten year time horizon of this Long Term Financial Plan (LTFP). In alignment with these ratios, Council has forecasted operating surpluses (before capital grants and contributions) from the 2025-26 financial year and subsequent years of this LTFP.

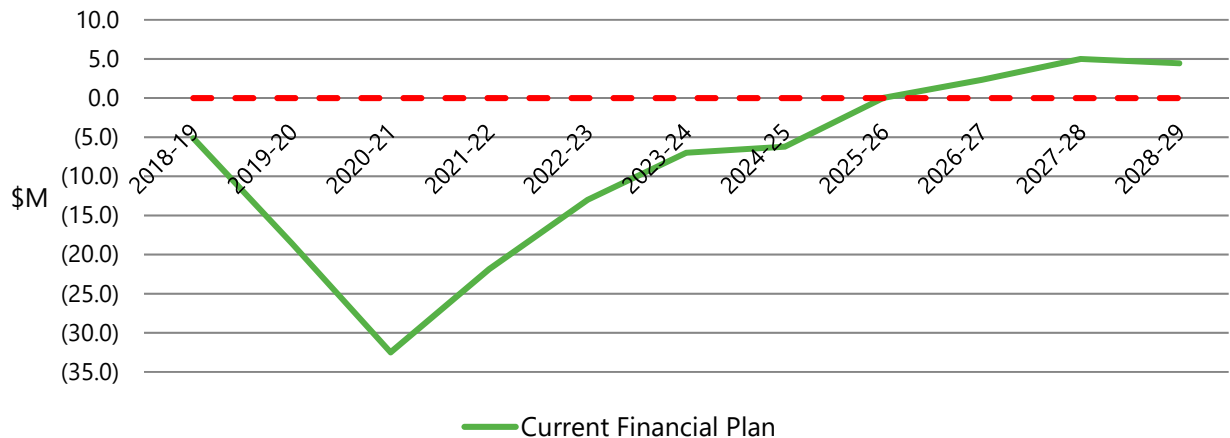
The forecasted operating deficit before capital grants and contributions has increased in the 2020-21 financial year to \$32.5 million from \$16.0 million (based on the 2019-20 financial year LTFP) due to changes in Council's operating environment, focus on continuing to improve service delivery and customer service whilst delivering projects in line with the Community Strategic Plan. Some of the significant changes to our operating income and expenditure for 2020-21 including:

- Decrease in development application fees - a significant proportion of this is a result of changes to State Significant Development (SSD) provisions, including specific provisions of the Gosford City Centre. Under these circumstances applications are lodged (and fees paid) directly to the Department of Planning Industry & Environment. These SSD provisions are generally for larger applications and therefore the fees are significant on a per application basis. Note that Council officers are still required to undertake assessment work for these applications, through formal referral processes, so whilst the fees are reduced, the level of work remains approximately the same;
- Reduction in interest income due to lower interest rates;
- Increase in emergency services levy – Council was notified of a significant increase in the emergency services levy (due to changes to fund reforms to workers compensation for firefighters diagnosed with work-related cancers) after the 2019-20 operational plan was adopted. For the 2019-20 financial year the State Government agreed to cover the increase for the workers compensation reforms. This was not agreed for future financial years;
- Increase in contract costs for Holiday Parks management under the new contract;
- Increase in costs for the development of Coastal Management Plans;
- Increase in costs for water and sewer for the development of the integrated water cycle management strategy;
- Costs to implement LED streetlighting which will result in future savings in energy costs.

Since Central Coast Council was formed on 12 May 2016 the cumulative operating surplus (before capital income) from 13 May 2016 to 30 June 2019 is \$71.9 million. The forecasted operating deficit (before capital income) for the year ended 30 June 2020 is \$24.5 million, based on the 2019-20 Q2 budget review. These operating surpluses estimated to total \$47.4 million will offset the operating deficit before capital grants and contributions of \$32.5 million in 2020-21.

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

## Consolidated Net Operating Result Excluding Capital Grants and Contributions



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

### Financial Management

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

### Strength of Balance Sheet

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

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

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

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

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

Council’s Current Cash and Investment Portfolio, totalling \$419.3 million (as at 29 February 2020), is in compliance with the Local Government Act 1993, Local Government (General) Regulation 2005, the investment policy adopted at the Ordinary Council Meeting on 28 October 2019, Ministerial Investment Order issued February 2011 and Division of Local Government (as it was then known) Investment Policy Guidelines published in May 2010.

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

## Diversity of Income Streams

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

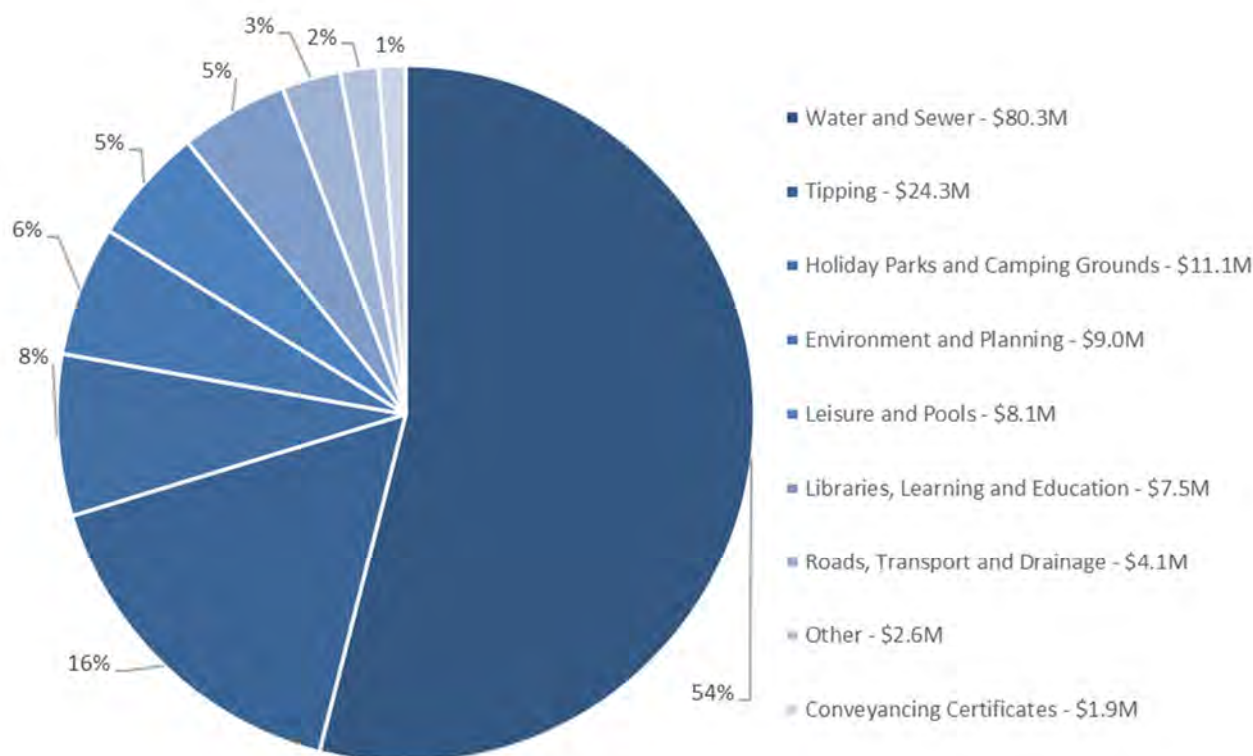
\$335.5 million (60.8%) of the 2020-21 planned Total Operating Revenue of \$551.6 million is derived from Rates and Annual Charges (ordinary and special rates, domestic waste management charge, water, sewerage and stormwater drainage service charges).

In addition, a further \$148.8 million (27.0%) of operating revenue is derived from User Charges and Fees from delivery of a broad number of services including water and sewerage usage charges, childcare, holiday parks, leisure centres and pools, waste tipping fees and building and development fees.

## User Charges and Fees

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

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





# Weaknesses

## IPART Water and Sewerage and Stormwater Drainage Pricing

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

Council’s revenue, operating and capital expenditure for water, sewerage and stormwater drainage and other services reflect IPART’s determination issued on 24 May 2019 for the 3 year determination period from 1 July 2019 to 30 June 2022.

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

## Investment Interest Rates

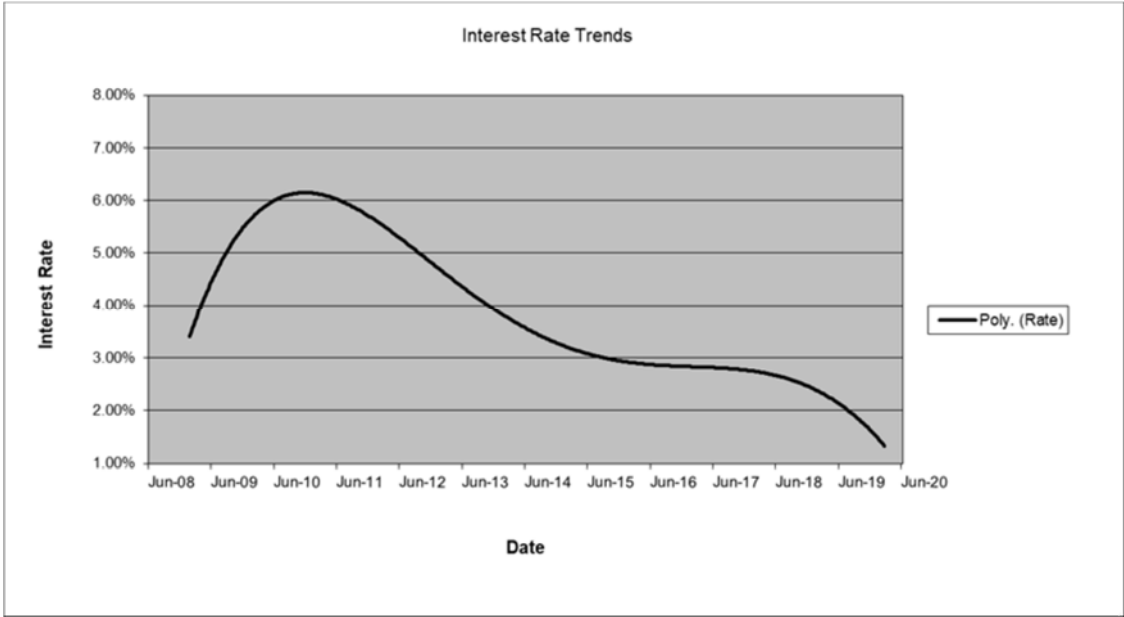
Council’s current policy for Investment Management provides the framework for balancing the most favourable rate of interest with due consideration of risk (including Ministerial Directives) and liquidity. The policy limits investment to secure interest bearing instruments with Authorised Deposit-Taking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

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

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

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

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



## Fixed Rate Debt

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

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

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

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

## **State and Federal Government Impacts**

### **Cost Shifting**

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

Cost shifting continues to place a significant burden on Council's financial situation, approximately \$44.7 million in the 2017-18 financial year which is estimated to be around 8% of Council's total income before capital grants and contributions. Local Government NSW conducts the survey of NSW Councils and further information can be found on their website <https://www.lgnsw.org.au/policy/cost-shifting-survey>. Despite the recognition of cost shifting and its adverse impacts on NSW Local Government there has been no change in funding for these costs.

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

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

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

### **Section 88 Waste Levy**

Included in the cost shifting analysis, but worthy of specific mention, is the NSW Government's Waste Levy in s. 88 of the *Protection of the Environment Operations Act 1997*. This levy requires Council to pay a contribution to the NSW Government for each tonne of waste received for disposal at Council's waste management facilities. It presents a particularly material impost on Councils. In 2020-21 the budgeted expenditure on the Waste Levy is \$32.5 million.

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

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

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

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

### **Financial Assistance Grants**

Council receives grant funding under the Federal Government's Financial Assistance Grant (FAG) program to assist with general operations in accordance with local priorities. The Financial Assistance Grant (FAG) program consists of two components:

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

Council has no control over the formula used to determine the amount of the FAG allocation and has no control over the timing of the receipt, but all of these factors have a material impact on Council's financial performance.

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

The federal budget for 2020-21 will be announced on the 12 May 2020. As the 2020-21 federal budget has not been released at the time of the development of Council's budget, we have budgeted for the full 2020-21 estimated FAG. Historically there has been a prepayment of the FAG to Councils in June when the Government has additional funds to expend. Any changes to the timing of the FAG will be reflected in the quarterly budget review process.

It should be noted that where the Federal Government decides to prepay the FAG Council will still receive its full FAG entitlement to assist in the provision of services, however the timing of the payment will determine which financial year the grant funding is recognised as income.

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

## **Opportunities**

### **Optimising Property Portfolio Performance**

Observation of the Local Government sector indicates that the majority of those Councils, who are performing well financially and have built a sustainable future, have commonly done so by maximising the potential of their property portfolio.

As at 30 June 2019 the value of Council's operational and community land portfolio totalled \$688.9 million.

### **Projected Population Growth**

The population of the Central Coast is more than 330,000, with projections for 415,000 people by 2036. To meet the projected population growth it is estimated that an additional 41,500 dwellings and 24,600 new jobs will be needed to support the increase in the population. This creates significant challenges but we view this growth, coupled with coherent strategy and available resources for growth, as an opportunity to deliver for our community.

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

## **Development Applications**

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

Income related to development applications has fallen in the 2019-20 financial year and a significant proportion of this is a result of changes to State Significant Development (SSD) provisions, including specific provisions of the Gosford City Centre. Under these circumstances applications are lodged (and fees paid) directly to the Department of Planning Industry & Environment. These SSD provisions are generally for larger applications and therefore the fees are significant on a per application basis. Note that Council officers are still required to undertake assessment work for these applications, through formal referral processes, so whilst the fees are reduced, the level of work remains approximately the same.

## **Debt Restructure**

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

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

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

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

In 2020-21 Council does expect to require borrowings from external financial institutions to refinance the maturity of current existing borrowings with material balloon repayments and to fund Council's increasing capital works budget.

It is expected that Council will seek expressions from NSW TCorp and external major banks to procure the lowest cost of funding for terms of up to 10 – 20 years. Whilst Council will continue to review funding requirements annually, it is currently planning to borrow \$50 million per annum for 2020-21 – 2022-23.

## **Threats**

### **General Economic Conditions**

The Australian economy has been relatively stable since the last recession in the early 1990s. Current market conditions, at the time of writing, have been heavily influenced by the pandemic COVID-19 (Coronavirus). If the economy moves into recession, there will be impacts on the Central Coast economy which may impact Council's revenue base and also place cost pressures on Council's operations.

### **Natural Disasters**

Natural disasters such as droughts, bush fires, storm events and pandemics will impact the services which Council provides and may cause damage to Council assets. Natural disaster events will have an impact on the delivery of services



and the progress of capital works program all of which will have a financial impact, such as additional costs for clean-up and repairs, additional costs for materials due to scarcity, cost to replace damaged assets and loss of income where services are reduced or ceased temporarily.

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

The draft operational plan was developed prior to the COVID-19 (Coronavirus) pandemic. We are currently assessing the potential impact to Council's delivery program. Once the assessment is complete the financial impact will be reflected in the Operational Plan before adoption in June 2020.

### **State or Federal Legislation**

All aspects of Council operations are heavily regulated and are therefore highly sensitive to State or Federal Government legislative changes. As already evidenced in respect of the Waste Levy, and Cost Shifting in general, legislative decisions have a material impact on Council's financial position.

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

### **Ageing Population**

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

As detailed in the Workforce Management Strategy, the current compulsory superannuation levy of 9.5% is expected to increase to 12% by 2025-26 financial year. The financial implications of these changes include compounding increases in employee costs. Key considerations need to be given to how we will manage this generational diversity and provide financially sustainable solutions in the area of workforce management.

An overall increase in the ageing population will increase revenue pressures generated by additional pensioner rebates which are partially subsidised by the State Government. Councils which have a higher percentage of pensioners than the State average will need to fund more in pensioner rebates.

Our region has a higher proportion of aged pensioners compared to other local government authorities. As the number of eligible pensioners increases in our local government area Council must fund a larger amount of pensioner rebate.

### **Asset Management**

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

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

Council's capital works program for the 2020-21 financial year is \$248.3 million (excluding pending grant funding and gated projects). 71.3% or \$177.1 million is allocated to renewal and upgrades to existing assets to address the asset backlog.

Council is also investing 28.7% or \$71.1 million in new and regionally significant assets for the Community.

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

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

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

In Council's proposed 2020-21 capital works program \$27.0 million will be funded by developer contributions which is largely due to the Mardi to Warnervale water trunk main project.

Council is developing a strategy and plans to deliver the capital works projects that developer contributions are being collected for.

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

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

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





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



# Assumptions

## Assumptions – General

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

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

## Population Growth

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

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

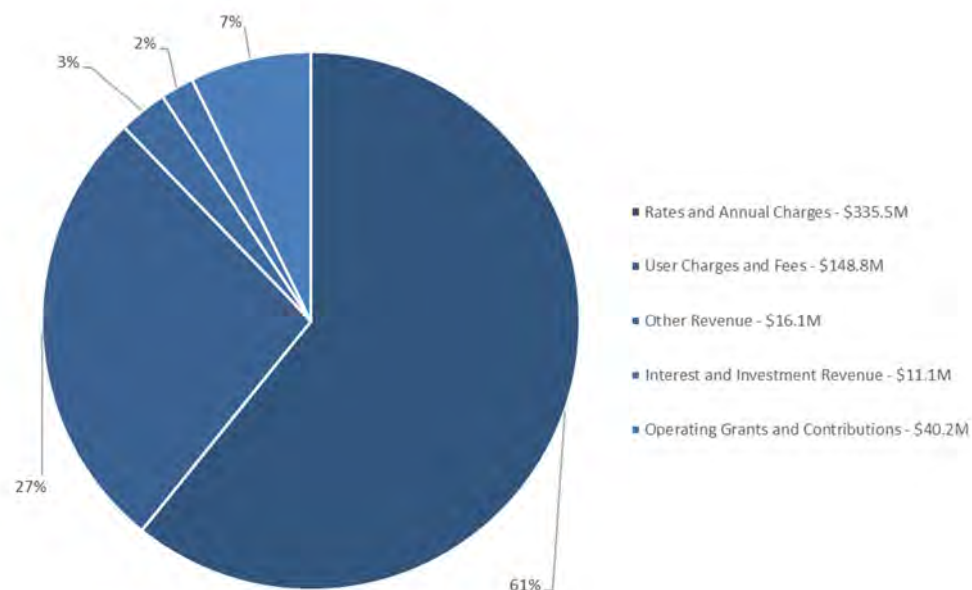
## Inflation

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

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

## Assumptions – Income

### Operating Income 2020-21





## **Rates and Annual Charges**

Rates and annual charges include the following revenue types:

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

### **Ordinary and Special Rates**

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

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

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

### **Domestic Waste Management Charge**

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

Domestic waste management charges account for approximately 21.9% of the overall rates and annual charges income.

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

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

The sewerage service charge covers the cost of supplying sewerage services on all properties for which there is a sewerage service either connected or available. Council does not levy sewerage supply service charges to unconnected properties.

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

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

### **User Fees and Charges**

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

Examples of both types of fees and charges include the following:

- Water usage charges
- Sewer user charges
- Tipping fees
- Holiday park user charges

- Child care fees
- Roads and Maritime Services (RMS) user charges
- Development application fees
- Community facility hire fees
- Building and shop inspections
- Construction certificates
- Companion animal registrations

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

### **Water Supply User Charges**

The largest component of revenue within user fees and charges relates specifically to residential water usage (30.3%).

Total water usage charge (residential and non-residential) represents 39.7% of user fees and charges.

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

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

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

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

### **Sewerage Usage Charge**

Accounts for 11.4% of user fees and charges in 2020-21 and reflects the deemed residential sewerage charge and non-residential sewerage service charges.

### **Tipping Fees**

Tipping fees account for 16.3% of projected income in this category and include impacts of changes to costs of operating the landfill site. The fees include a levy which is collected by Council on behalf of the NSW Government, Environment and Protection Authority (EPA), and subsequently remitted back to them on a monthly basis.

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

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

Council has four holiday parks in the region located in Budgewoi, Canton Beach, Toowoan Bay and Norah Head and a camping ground in Patonga. Income from the holiday parks and camping ground is estimated to account for 7.5% of our user fees and charges income for 2020-21. Fees for the holiday parks are set on a benchmarked market price.

### **Child Care Fees**

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

Income from child care accounts for approximately 4.9% of Council's user fees and charges income for 2020-21.

## **Leisure and Pools Fees**

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

Income from leisure and pools accounts for approximately 4.7% of Council's user fees and charges income for 2020-21.

## **Interest and Investment Revenue**

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

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

Interest rates have been low in historical terms since 2010-11 and therefore the LTFP has adopted a conservative stance and assumes a stable interest rate over the next few years consistent with recent yields. The amount of interest revenue calculated in the LTFP is directly linked to the available cash balances from the cash flow statement

Other income in this category relates to interest imposed on overdue rates and charges, calculated at the rate set by the Minister for Local Government calculated on the Reserve Bank of Australia (RBA) cash rate plus 6%.

## **Other Revenue**

Other sources of revenue include:

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

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

## **Grants and Contributions**

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

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

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

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

## General Purpose

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

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

## Specific Purpose

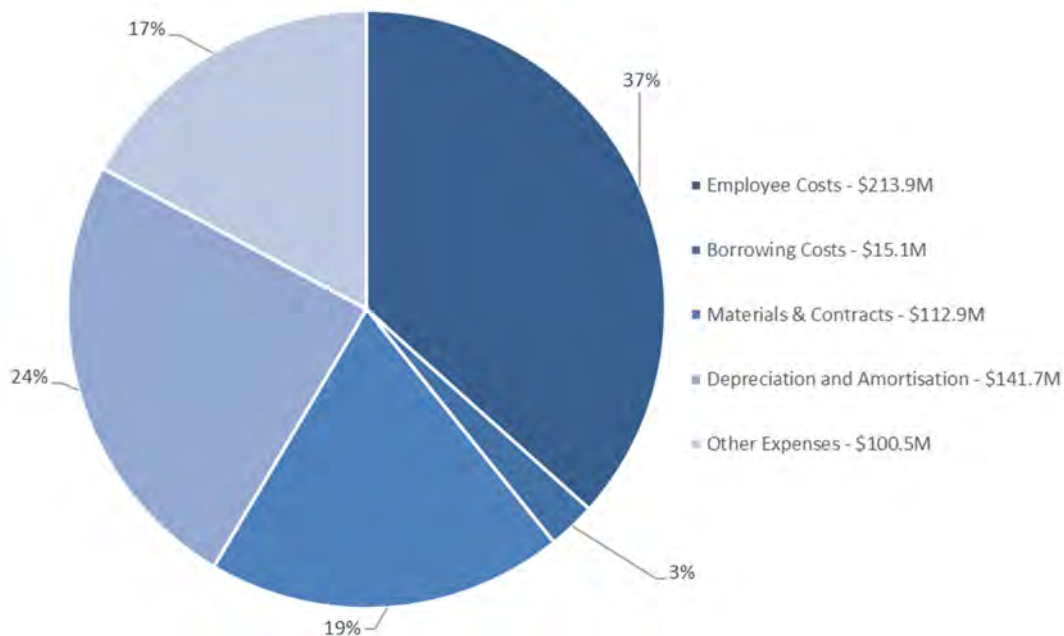
Income received for specific purpose means that it is restricted in use and cannot be used for any purpose other than that identified in the funding agreement. This income is kept as a separate cash reserve until such time as the expenditure occurs. Common examples of specific purpose grants received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

- Roads
- Street lighting
- Bushfire prevention
- Waste and recycling
- Child care
- Library services
- Recreational facilities

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

## Assumptions – Expenses

### Operating Expenditure 2020-21



### Employee Benefits and On-Costs

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

- Salaries and wages
- Superannuation
- Payroll tax
- Training



- Workers compensation
- Personal and protective equipment

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

### **Borrowing Costs**

We traditionally have used long term loans to finance large capital expenditures, particularly related to major water and sewerage network projects. More than 90% of debt is held in our Water Supply Authority functions. The practice of borrowing funds to generate cash flow to deliver large infrastructure allows the cost of the project to be spread across the useful life of the asset in order to facilitate intergenerational equity for these assets.

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

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

External loan balances (on existing loans) forecasted as at 30 June 2020 are \$185.4 million and all existing loans are due to mature by May 2037. With material loan balloon payments due in the financial years 2020 - 2022 and the possibility of a recession due to the impact of Coronavirus impacting cash inflows to some degree, Council will be seeking additional external funding to maintain its current ratio through the short to medium term. Interest expense has been projected on this basis based on the rates applicable for each loan.

Our cash flows are managed to ensure sufficient funds are always held to cover restricted balances i.e. funds received for a specific purpose which are restricted by regulation or other imposed requirements.

### **Materials and Contracts**

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

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

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

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

### **Depreciation and Amortisation**

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciation expense contributes to 24.3% of our operational expenditure.

Even though this expense item has no cash consequence, we must invest in equivalent renewal or upgrade works to ensure that the assets are held to their optimal levels of serviceability.

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

### **Other Expenses**

This expense group includes the following costs:

- Waste levy

- Electricity and street lighting
- Tourist park management
- Software
- Insurance
- Contributions to the following services:
  - Fire and Rescue Services
  - State Emergency Services
- Telecommunications
- Bank charges
- Local Government election costs for 2020-21, 2024-25 and 2028-29 financial years - \$2.2 million in 2020-21 and escalated by assumed CPI of 2.5% for future financial years

### Waste Levy

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

As the operator of Waste Management Facilities, we incorporate this levy into the fees charged to customers and then remit this to the EPA. This levy has historically increased well above the CPI rate as shown on the table below. More recently the levy has increased in line with the CPI rate. Within the LTFP we have escalated the waste levy at 2.5%. The levy for 2020-21 has not yet been set by NSW Environment Protection Authority.

Period	SMA	ERA	RRA
2009-10	\$58.80	\$52.40	\$10.00
2010-11	\$70.30	\$65.30	\$20.40
2011-12	\$82.20	\$78.60	\$31.10
2012-13	\$95.20	\$93.00	\$42.20
2013-14	\$107.80	\$107.80	\$53.70
2014-15	\$120.90	\$120.90	\$65.40
2015-16	\$133.10	\$133.10	\$76.70
2016-17	\$135.70	\$135.70	\$78.20
2017-18	\$138.20	\$138.20	\$79.60
2018-19	\$141.20	\$141.20	\$81.30
2019-20	\$143.60	\$143.60	\$82.70

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

### Electricity

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

Electricity costs (including street lighting) make up 14.1% of other expenses and the LTFP includes the following further underlying assumptions:

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

## Escalations

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

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

∞ Domestic waste management charge includes waste levy remitted to NSW Government.

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

## Sensitivity Analysis

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

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

The table below shows financial impacts to our operating result by individual key drivers. These are based on high level assumptions and 2020-21 budgeted estimates and may have other consequential outcomes if they are realised.

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

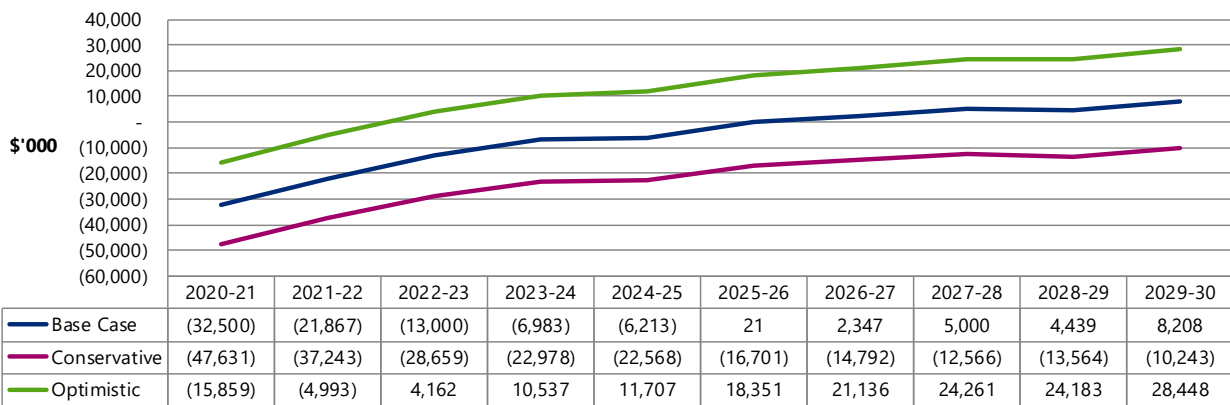
# Scenarios

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

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

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

Net Operating Result



## A. Base case

This scenario includes the following assumptions:

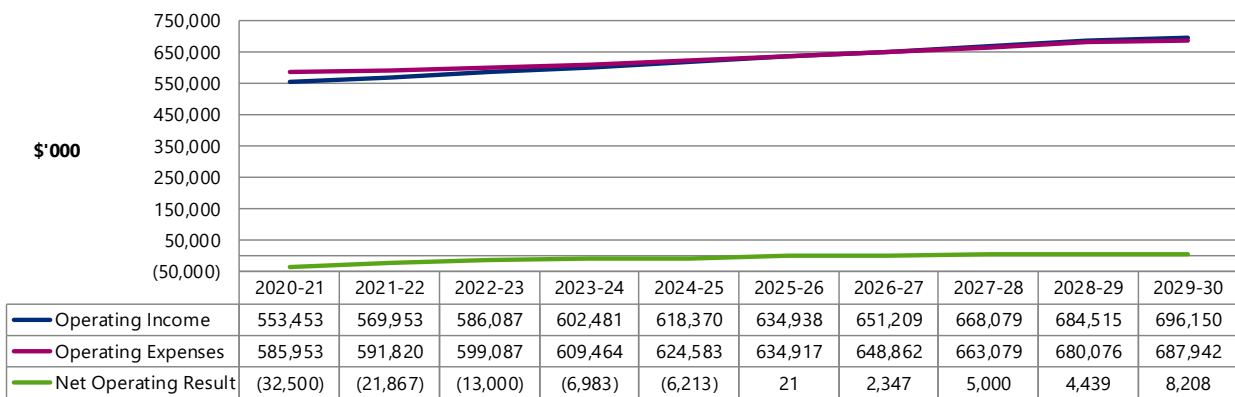
Ordinary Rates escalated by the estimated rate peg thereafter (2.5%)

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

Operating expenditures that support delivery of the Community Strategic Plan

Financially sustainable capital expenditure program consistent with the Asset Management Strategy

Scenario A - Base Case







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

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

Income Statement	Delivery Program													
	Actuals 2018/19	Current Year 2019/20	Operational Plan							2029/30				
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		2027/28	2028/29		
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Central Coast Council</b>														
<b>10 Year Financial Plan for the Years ending 30 June 2030</b>														
<b>INCOME STATEMENT - CONSOLIDATED</b>														
Scenario: Baseline														
<b>Income from Continuing Operations</b>														
Revenue:														
Rates & Annual Charges	362,706	324,099	335,480	345,428	355,918	365,952	375,092	384,460	394,062	403,905	413,993	421,624		
User Charges & Fees	133,925	144,701	148,754	153,284	157,555	161,301	165,188	169,169	173,248	177,426	181,706	183,759		
Interest & Investment Revenue	15,106	14,416	12,933	11,550	10,509	10,670	11,919	13,232	14,120	15,226	15,505	15,644		
Other Revenues	17,373	13,738	16,068	17,468	18,877	20,297	20,804	21,424	21,960	22,509	23,072	23,645		
Grants & Contributions provided for Operating Purposes	40,618	39,344	40,218	42,223	43,228	44,261	45,388	46,652	47,819	49,014	50,239	51,478		
Grants & Contributions provided for Capital Purposes	67,523	52,419	45,946	54,180	41,500	39,523	40,073	40,637	41,215	41,742	42,582	42,917		
<b>Other Income:</b>														
Net gains from the disposal of assets	-	1,493	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Income from Continuing Operations</b>	<b>637,251</b>	<b>590,210</b>	<b>599,399</b>	<b>624,133</b>	<b>627,587</b>	<b>642,004</b>	<b>656,443</b>	<b>675,575</b>	<b>692,423</b>	<b>709,821</b>	<b>727,097</b>	<b>739,067</b>		
<b>Expenses from Continuing Operations</b>														
Employee Benefits & On-Costs	198,785	207,631	213,937	217,476	221,506	226,059	230,723	235,484	241,296	247,251	253,355	258,594		
Borrowing Costs	18,909	16,833	16,850	16,187	16,715	17,870	17,749	17,522	17,127	16,623	16,209	15,613		
Materials & Contracts	118,648	97,693	112,954	115,085	114,983	116,905	119,876	122,921	126,043	129,243	132,523	134,111		
Depreciation & Amortisation	145,649	138,953	141,732	142,845	143,638	144,062	146,140	148,266	150,440	152,665	154,486	155,352		
Other Expenses	89,836	95,272	100,480	100,227	102,245	104,588	110,095	110,723	113,956	117,298	123,504	124,272		
Net Losses from the Disposal of Assets	3,027	-	-	-	-	-	-	-	-	-	-	-		
<b>Total Expenses from Continuing Operations</b>	<b>574,854</b>	<b>556,381</b>	<b>565,953</b>	<b>591,820</b>	<b>599,087</b>	<b>609,464</b>	<b>624,583</b>	<b>634,917</b>	<b>648,862</b>	<b>663,079</b>	<b>680,076</b>	<b>687,942</b>		
<b>Operating Result from Continuing Operations</b>	<b>62,397</b>	<b>33,829</b>	<b>13,446</b>	<b>32,313</b>	<b>28,500</b>	<b>32,540</b>	<b>33,860</b>	<b>40,658</b>	<b>43,561</b>	<b>46,742</b>	<b>47,021</b>	<b>51,125</b>		
<b>Net Operating Result for the Year</b>	<b>62,397</b>	<b>33,829</b>	<b>13,446</b>	<b>32,313</b>	<b>28,500</b>	<b>32,540</b>	<b>33,860</b>	<b>40,658</b>	<b>43,561</b>	<b>46,742</b>	<b>47,021</b>	<b>51,125</b>		
Net Operating Result before Grants and Contributions provided for Capital Purposes	(5,126)	(18,590)	(32,500)	(21,857)	(13,000)	(6,983)	(6,213)	21	2,347	5,000	4,439	8,208		

**Balance Sheet**

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

	Delivery Program				Operational Plan
	Actuals 2018/19	Current Year 2019/20	2020/21	2020/21	
	\$'000	\$'000	\$'000	\$'000	
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash & Cash Equivalents	44,059	29,520	26,904	26,904	
Investments	340,739	224,569	175,290	175,290	
Receivables	68,807	68,043	65,765	65,765	
Inventories	1,391	1,403	1,891	1,891	
Other	5,481	6,037	7,029	7,029	
<b>Total Current Assets</b>	<b>460,477</b>	<b>329,572</b>	<b>276,680</b>	<b>276,680</b>	
<b>Non-Current Assets</b>					
Investments	93,717	138,436	96,828	96,828	
Receivables	3,409	3,774	3,897	3,897	
Infrastructure, Property, Plant & Equipment	7,077,104	7,177,342	7,285,990	7,285,990	
Intangible Assets	11,727	9,650	7,531	7,531	
Other	336	391	445	445	
<b>Total Non-Current Assets</b>	<b>7,186,293</b>	<b>7,329,593</b>	<b>7,394,690</b>	<b>7,394,690</b>	
<b>TOTAL ASSETS</b>	<b>7,646,770</b>	<b>7,659,166</b>	<b>7,671,370</b>	<b>7,671,370</b>	
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Bank Overdraft	-	-	-	-	
Payables	76,906	79,726	78,294	78,294	
Income received in advance	16,144	16,166	16,579	16,579	
Borrowings	47,753	45,247	34,906	34,906	
Provisions	66,418	63,823	62,052	62,052	
<b>Total Current Liabilities</b>	<b>207,221</b>	<b>204,962</b>	<b>191,831</b>	<b>191,831</b>	
<b>Non-Current Liabilities</b>					
Income received in advance	7,465	6,483	6,687	6,687	
Borrowings	185,404	171,336	186,430	186,430	
Provisions	65,752	61,627	58,219	58,219	
<b>Total Non-Current Liabilities</b>	<b>258,621</b>	<b>239,446</b>	<b>251,336</b>	<b>251,336</b>	
<b>TOTAL LIABILITIES</b>	<b>465,842</b>	<b>444,409</b>	<b>443,168</b>	<b>443,168</b>	
<b>Net Assets</b>	<b>7,180,928</b>	<b>7,214,757</b>	<b>7,228,202</b>	<b>7,228,202</b>	
<b>EQUITY</b>					
Retained Earnings	6,989,141	7,022,970	7,036,415	7,036,415	
Revaluation Reserves	191,787	191,787	191,787	191,787	
Council Equity Interest	-	-	-	-	
Minority Equity Interest	-	-	-	-	
<b>Total Equity</b>	<b>7,180,928</b>	<b>7,214,757</b>	<b>7,228,202</b>	<b>7,228,202</b>	

	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	46,554	58,576	49,744	51,091	78,454	102,879	127,855	148,842	202,655	
	157,137	156,259	155,380	146,502	117,993	95,803	80,961	70,533	36,259	
	69,611	70,091	72,051	74,191	76,336	78,542	80,777	83,068	84,376	
	1,730	1,719	1,762	1,806	1,852	1,898	1,945	1,994	2,044	
	7,095	7,140	7,320	7,616	7,724	7,935	8,153	8,485	8,606	
<b>Total Current Assets</b>	<b>282,128</b>	<b>293,784</b>	<b>286,257</b>	<b>281,206</b>	<b>282,359</b>	<b>287,058</b>	<b>299,692</b>	<b>312,911</b>	<b>333,939</b>	
	88,986	89,864	90,743	89,621	85,801	85,325	86,762	89,099	81,843	
	3,989	4,085	4,179	4,276	4,375	4,477	4,581	4,687	7,559	
	7,332,553	7,372,143	7,410,972	7,445,822	7,478,547	7,509,097	7,537,422	7,563,926	7,589,564	
	5,411	3,291	1,703	1,703	1,703	1,703	1,703	1,703	1,703	
	449	451	463	482	488	502	516	537	544	
<b>Total Non-Current Assets</b>	<b>7,431,387</b>	<b>7,469,834</b>	<b>7,508,060</b>	<b>7,541,904</b>	<b>7,570,915</b>	<b>7,601,103</b>	<b>7,630,983</b>	<b>7,659,952</b>	<b>7,681,213</b>	
<b>TOTAL ASSETS</b>	<b>7,713,515</b>	<b>7,763,618</b>	<b>7,794,317</b>	<b>7,823,111</b>	<b>7,853,273</b>	<b>7,888,161</b>	<b>7,930,676</b>	<b>7,972,863</b>	<b>8,015,152</b>	
	78,882	80,160	81,483	83,675	84,729	86,490	88,307	90,834	91,195	
	17,090	17,597	18,087	18,530	19,455	19,931	20,420	20,820	20,820	
	26,822	30,235	30,917	34,235	36,059	35,883	38,379	42,860	46,360	
	60,199	58,843	57,499	55,900	54,434	52,259	52,463	51,771	51,079	
<b>Total Current Liabilities</b>	<b>182,993</b>	<b>186,836</b>	<b>187,986</b>	<b>192,339</b>	<b>194,212</b>	<b>195,088</b>	<b>199,080</b>	<b>205,884</b>	<b>209,454</b>	
	6,915	7,113	7,316	7,494	7,680	7,868	8,060	8,256	8,421	
	209,609	229,374	228,457	224,222	218,163	212,280	203,901	191,041	177,445	
	53,483	51,281	49,003	43,640	37,145	33,292	33,259	34,285	35,311	
<b>Total Non-Current Liabilities</b>	<b>270,007</b>	<b>287,768</b>	<b>284,776</b>	<b>275,356</b>	<b>262,989</b>	<b>253,439</b>	<b>245,219</b>	<b>233,583</b>	<b>221,177</b>	
<b>TOTAL LIABILITIES</b>	<b>453,000</b>	<b>474,604</b>	<b>472,762</b>	<b>467,696</b>	<b>457,200</b>	<b>448,527</b>	<b>444,300</b>	<b>439,466</b>	<b>430,630</b>	
<b>Net Assets</b>	<b>7,260,515</b>	<b>7,289,015</b>	<b>7,321,555</b>	<b>7,355,415</b>	<b>7,396,073</b>	<b>7,439,634</b>	<b>7,486,376</b>	<b>7,533,397</b>	<b>7,584,522</b>	
	7,068,728	7,097,228	7,129,768	7,163,628	7,204,286	7,247,847	7,294,589	7,341,610	7,392,735	
	191,787	191,787	191,787	191,787	191,787	191,787	191,787	191,787	191,787	
	7,260,515	7,289,015	7,321,555	7,355,415	7,396,073	7,439,634	7,486,376	7,533,397	7,584,522	
<b>Total Equity</b>	<b>7,260,515</b>	<b>7,289,015</b>	<b>7,321,555</b>	<b>7,355,415</b>	<b>7,396,073</b>	<b>7,439,634</b>	<b>7,486,376</b>	<b>7,533,397</b>	<b>7,584,522</b>	



**Cash Flow Statement**

**Central Coast Council**  
**10 Year Financial Plan for the Years ending 30 June 2030**  
**CASH FLOW STATEMENT - CONSOLIDATED**  
**Scenario: Baseline**

	Delivery Program												
	Actuals 2018/19	Current Year 2019/20	Operational Plan								2029/30		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28			
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000			
<b>Cash Flows from Operating Activities</b>													
Receipts:													
Rates & Annual Charges	361,262	329,788	337,086	345,082	355,439	365,507	374,660	384,037	393,588	403,460	413,537	421,275	
User Charges & Fees	159,019	146,325	148,152	152,425	156,644	160,565	164,418	168,380	172,440	176,598	180,857	183,473	
Interest & Investment Revenue Received	20,195	9,707	11,651	9,090	7,566	8,230	9,934	11,394	12,406	13,608	14,040	14,432	
Grants & Contributions	94,933	90,083	86,694	95,106	86,708	84,069	85,338	87,176	88,924	90,647	92,697	94,325	
Other	41,452	10,355	16,776	17,512	19,736	20,749	21,065	21,691	22,234	22,791	23,353	23,933	
Payments:													
Employee Benefits & On-Costs	(201,639)	(208,753)	(215,218)	(218,796)	(222,559)	(227,077)	(231,688)	(236,197)	(241,945)	(247,896)	(253,996)	(259,231)	
Materials & Contracts	(114,972)	(95,963)	(115,499)	(114,291)	(113,435)	(115,520)	(117,745)	(121,724)	(124,277)	(127,427)	(130,116)	(133,645)	
Borrowing Costs	(15,200)	(13,202)	(13,899)	(13,327)	(13,952)	(15,085)	(15,197)	(15,085)	(14,811)	(14,436)	(14,159)	(13,706)	
Bonds & Deposits Refunded	(5,246)	(390)	(395)	(401)	(407)	(413)	(419)	(426)	(432)	(438)	(445)	(452)	
Other	(135,554)	(101,744)	(105,342)	(106,550)	(105,787)	(108,194)	(117,112)	(118,988)	(119,318)	(118,462)	(123,504)	(124,272)	
<b>Net Cash provided (or used in) Operating Activities</b>	204,250	166,206	150,005	165,849	169,952	172,706	173,254	180,259	188,809	198,445	202,265	206,132	
<b>Cash Flows from Investing Activities</b>													
Receipts:													
Sale of Investment Securities	281,453	84,184	90,887	50,000	-	-	10,000	50,000	35,000	46,628	40,000	50,000	
Sale of Infrastructure, Property, Plant & Equipment	2,092	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	(288,706)	(12,733)	(248,261)	(24,005)	-	-	-	(17,671)	(12,334)	(33,223)	(31,909)	(8,469)	
Purchase of Infrastructure, Property, Plant & Equipment	(169,619)	(235,621)	(248,261)	(187,288)	(181,108)	(181,303)	(180,990)	(180,990)	(180,990)	(180,990)	(180,990)	(180,990)	
Purchase of Intangible Assets	(3,233)	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	24	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash provided (or used in) Investing Activities</b>	(187,969)	(164,171)	(157,374)	(161,293)	(181,108)	(181,303)	(170,990)	(148,662)	(158,324)	(167,585)	(172,899)	(139,459)	
<b>Cash Flows from Financing Activities</b>													
Receipts:													
Proceeds from Borrowings & Advances	-	30,000	50,000	50,000	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
Payments:													
Repayment of Borrowings & Advances	(31,704)	(46,574)	(45,247)	(34,906)	(26,822)	(30,235)	(30,917)	(34,235)	(36,059)	(35,883)	(38,379)	(42,860)	
<b>Net Cash Flow provided (used in) Financing Activities</b>	(31,704)	(16,574)	4,753	15,094	23,178	(235)	(917)	(4,235)	(6,059)	(5,883)	(8,379)	(12,860)	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	(15,443)	(14,539)	(2,616)	19,650	12,022	(8,852)	1,347	27,363	24,426	24,976	20,987	53,813	
plus: Cash, Cash Equivalents & Investments - beginning of year	59,502	44,059	29,520	26,904	46,554	58,576	49,744	51,091	78,454	102,879	127,855	148,842	
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>44,059</b>	<b>29,520</b>	<b>26,904</b>	<b>46,554</b>	<b>58,576</b>	<b>49,744</b>	<b>51,091</b>	<b>78,454</b>	<b>102,879</b>	<b>127,855</b>	<b>148,842</b>	<b>202,655</b>	
Cash & Cash Equivalents - end of the year	44,059	29,520	26,904	46,554	58,576	49,744	51,091	78,454	102,879	127,855	148,842	202,655	
Investments - end of the year	434,456	363,006	272,118	246,123	246,123	246,123	236,123	203,794	181,128	167,723	159,632	118,101	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>478,515</b>	<b>392,526</b>	<b>299,022</b>	<b>292,677</b>	<b>304,699</b>	<b>295,867</b>	<b>287,214</b>	<b>282,248</b>	<b>284,008</b>	<b>295,579</b>	<b>308,474</b>	<b>320,757</b>	



### B. Conservative

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

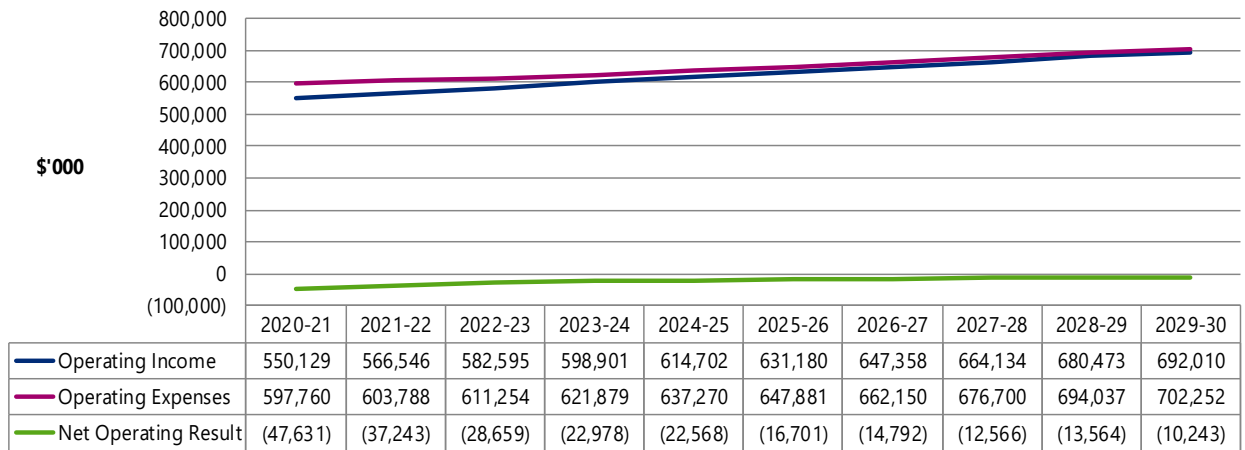
Waste levy costs are 10% higher as a result of State Government escalations

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

Inflation rates are 1% higher than expected

Staff turnover rate is 3% lower than planned

Scenario B - Conservative



### C. Optimistic

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

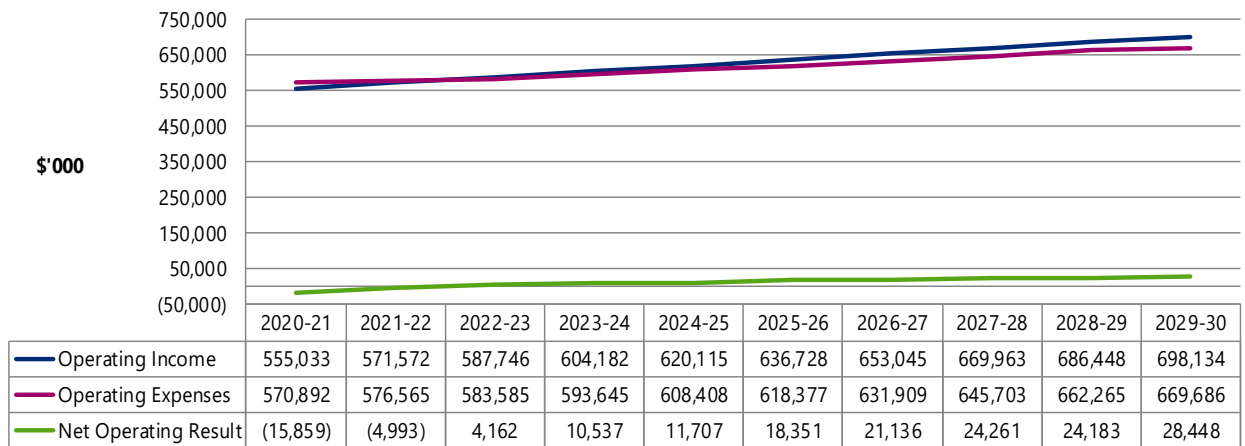
Waste levy costs are reduced as a result of implementation of alternative waste technology (estimated 20% diversion of landfill waste)

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

Inflation rates are 1% lower than expected

Staff turnover rate is 3% higher than planned

Scenario C - Optimistic



# Appendix 1: Financial Performance Ratios

## Methods of Monitoring Financial Performance

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

### Operating Performance Ratio

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

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

### Own Source Operating Revenue Ratio

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

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

### Unrestricted Current Ratio

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

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

### Cash Expense Cover Ratio.

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

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

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

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

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

### **Infrastructure Backlog Ratio**

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

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

### **Asset maintenance ratio**

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

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

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

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

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

### **Debt Service Cover Ratio**

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

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





# Statement of Revenue





# Statement of Revenue

## Overview

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



# Ordinary Rates and Special Rates

## Ordinary Rates and Special Rates

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

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

Under the *Valuation of Land Act 1916* Council is required to use the most current land values when calculating ordinary and special rates.

These values are provided by the NSW Valuer General (VG), the independent statutory authority responsible for determining land values in NSW. The latest values provided by the VG are being used for levying rates in and have a base date of 1 July 2019. These new valuations replace those with a base date of 1 July 2016.

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

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



## Categories

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

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

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

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

## Structure

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

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

## Ordinary Rates

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

Ordinary Rates 2020-21					
Category and Sub category	Former Gosford Local Government Area		Former Wyong Local Government Area		Forecast Income per category (\$)
	Ad Valorem Cents per \$ land value	Minimum (\$)	Ad Valorem Cents per \$ land value	Minimum (\$)	
Farmland	0.119365	554.00	0.245324	300.00	805,000
Residential	0.237541	554.00	0.386675	300.00	148,112,000
Residential – Flood Prone	0.280780	283.00	-	-	13,000
Business	0.418620	554.00	0.842869	300.00	19,946,000
Business – Major Retail	-	-	1.268047	300.00	1,328,000
Business – Local Retail	-	-	1.056697	300.00	137,000
Mining	-	-	14.889060	300.00	2,345,000

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

Unimproved Land Value at 1 July 2019	Ordinary Residential Rates	Unimproved Land Value at 1 July 2019	Ordinary Residential Rates	Unimproved Land Value at 1 July 2019	Ordinary Residential Rates
\$30,000	\$554	\$160,000	\$554	\$300,000	\$713
\$40,000	\$554	\$170,000	\$554	\$320,000	\$760
\$50,000	\$554	\$180,000	\$554	\$340,000	\$808
\$60,000	\$554	\$190,000	\$554	\$360,000	\$855
\$70,000	\$554	\$200,000	\$554	\$380,000	\$903
\$80,000	\$554	\$210,000	\$554	\$400,000	\$950
\$90,000	\$554	\$220,000	\$554	\$450,000	\$1,069
\$100,000	\$554	\$230,000	\$554	\$500,000	\$1,188
\$110,000	\$554	\$240,000	\$570	\$550,000	\$1,306
\$120,000	\$554	\$250,000	\$594	\$600,000	\$1,425
\$130,000	\$554	\$260,000	\$618	\$650,000	\$1,544
\$140,000	\$554	\$270,000	\$641	\$700,000	\$1,663
\$150,000	\$554	\$280,000	\$665	\$750,000	\$1,782



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

Unimproved Land Value at 1 July 2019	Ordinary Residential Rates	Unimproved Land Value at 1 July 2019	Ordinary Residential Rates	Unimproved Land Value at 1 July 2019	Ordinary Residential Rates
\$30,000	\$300	\$160,000	\$619	\$300,000	\$1,160
\$40,000	\$300	\$170,000	\$657	\$320,000	\$1,237
\$50,000	\$300	\$180,000	\$696	\$340,000	\$1,315
\$60,000	\$300	\$190,000	\$735	\$360,000	\$1,392
\$70,000	\$300	\$200,000	\$773	\$380,000	\$1,469
\$80,000	\$309	\$210,000	\$812	\$400,000	\$1,547
\$90,000	\$348	\$220,000	\$851	\$450,000	\$1,740
\$100,000	\$387	\$230,000	\$889	\$500,000	\$1,933
\$110,000	\$425	\$240,000	\$928	\$550,000	\$2,127
\$120,000	\$464	\$250,000	\$967	\$600,000	\$2,320
\$130,000	\$503	\$260,000	\$1,005	\$650,000	\$2,513
\$140,000	\$541	\$270,000	\$1,044	\$700,000	\$2,707
\$150,000	\$580	\$280,000	\$1,083	\$750,000	\$2,900

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

Based on 2019 Land Value of \$413,000		Annual Amount	Quarterly Instalment
<b>Ordinary Residential Rates</b>		\$1,029	
<b>Domestic Waste Management Charge*</b>		\$512	
Three bin waste and recycling collection services with 6 bulk kerbside collections. *\$512 Eastern area waste service or \$454 Western area waste service which excludes the garden vegetation bin service			
<b>Water Authority Charges#</b>		\$697	
Water, sewerage and stormwater drainage services as detailed in the table below			
<b>Total Annual Rates and Charges</b>		<b>\$2,238</b>	<b>\$551</b>

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

Based on 2019 Land Value of \$309,000		Annual Amount	Quarterly Instalment
<b>Ordinary Residential Rates</b>		\$1,202	
<b>Domestic Waste Management Charge*</b>		\$512	
Three bin waste and recycling collection services with 6 bulk kerbside collections. *\$512 Eastern area waste service or \$454 Western area waste service which excludes the garden vegetation bin service			
<b>Water Authority Charges#</b>		\$665	
(water, sewerage and stormwater drainage services as detailed in the table below)			
<b>Total Annual Rates and Charges</b>		<b>\$2,378</b>	<b>\$595</b>

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

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services - (separate user pays charges apply for water usage)	\$86.10	
<b>Sewer Service Charge</b> For the supply of sewer service	\$397.48	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.54	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.00	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.06 per kL)</b>	<b>\$697.12</b>	<b>\$174.28</b>

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

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
<b>Water Service Charge</b> For the supply of water services - (separate, user pays, charges apply for water usage)	\$86.10	
<b>Sewer Service Charge</b> For the supply of sewer services - (separate, user pays, charges apply for sewer usage)	\$365.11	
<b>Stormwater Drainage Service Charge</b> Provides funds to maintain and improve Council's drainage network	\$106.54	
<b>Sewer Usage Charge</b> Fixed usage charge	\$107.00	
<b>Total Service and Sewer Usage Charges (excluding water usage @ \$2.06 per kL)</b>	<b>\$664.75</b>	<b>\$166.19</b>

## Billing Methodology

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

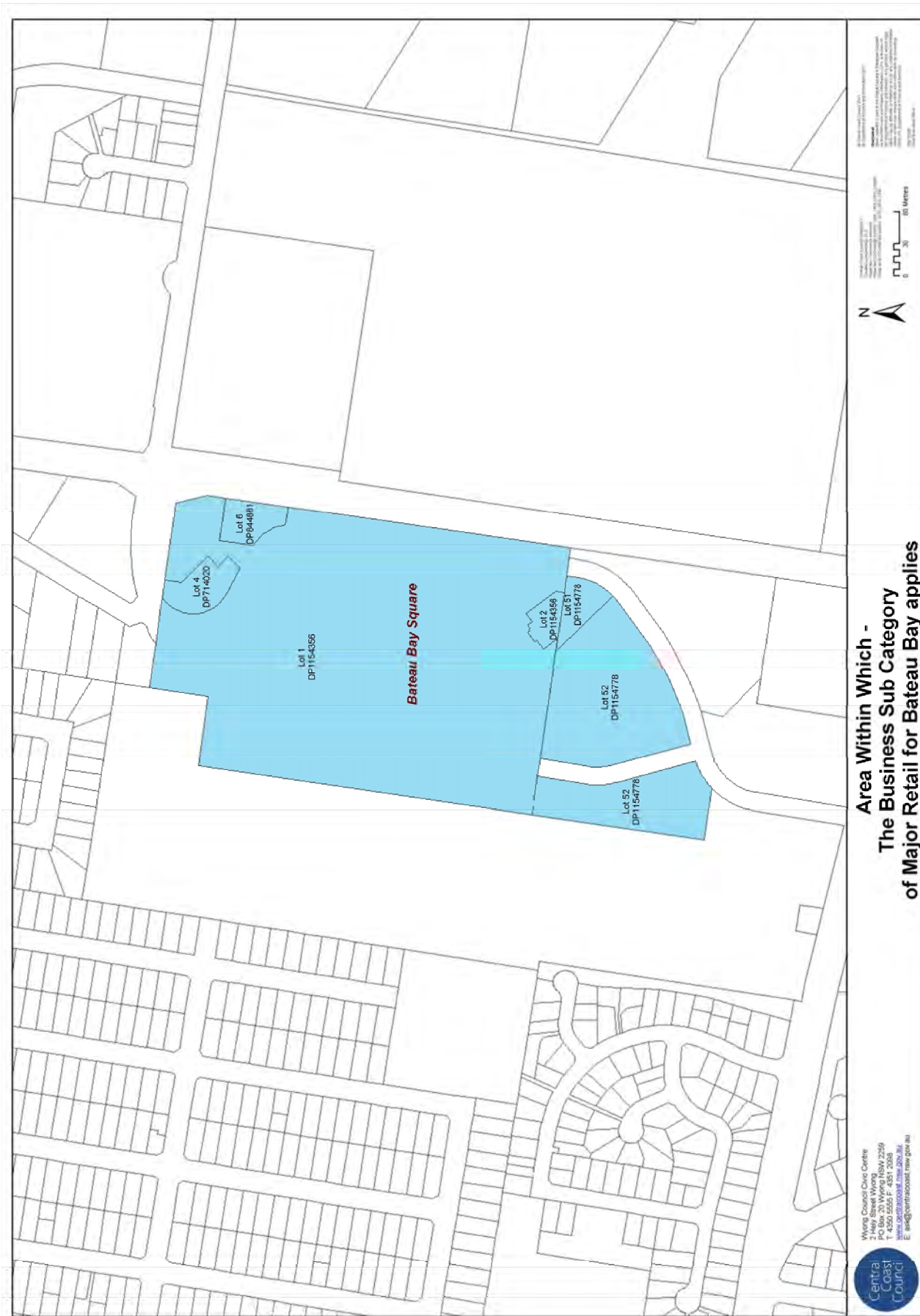
Current Billing Methodology former Gosford Local Government Area				
Rate or Service Charge	Legislation	Notice/Account	Billing Frequency	Payment Dates
<b>Ordinary Rates</b>	LGA	Annual Rates	July annually	In full by 31 August or four instalments due: <ul style="list-style-type: none"> <li>• 31 August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

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

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

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

# Map 1 - Business Major Retail - Bateau Bay




  
 Scale: 0 30 60 90 Meters

**Area Within Which -  
 The Business Sub Category  
 of Major Retail for Bateau Bay applies**

Woy Woy Coastal Care Centre  
 PO Box 20 Woy Woy NSW 2259  
 T: 4350 5555 F: 4351 2088  
[www.centralcoast.nsw.gov.au](http://www.centralcoast.nsw.gov.au)  
 E: [info@centralcoast.nsw.gov.au](mailto:info@centralcoast.nsw.gov.au)







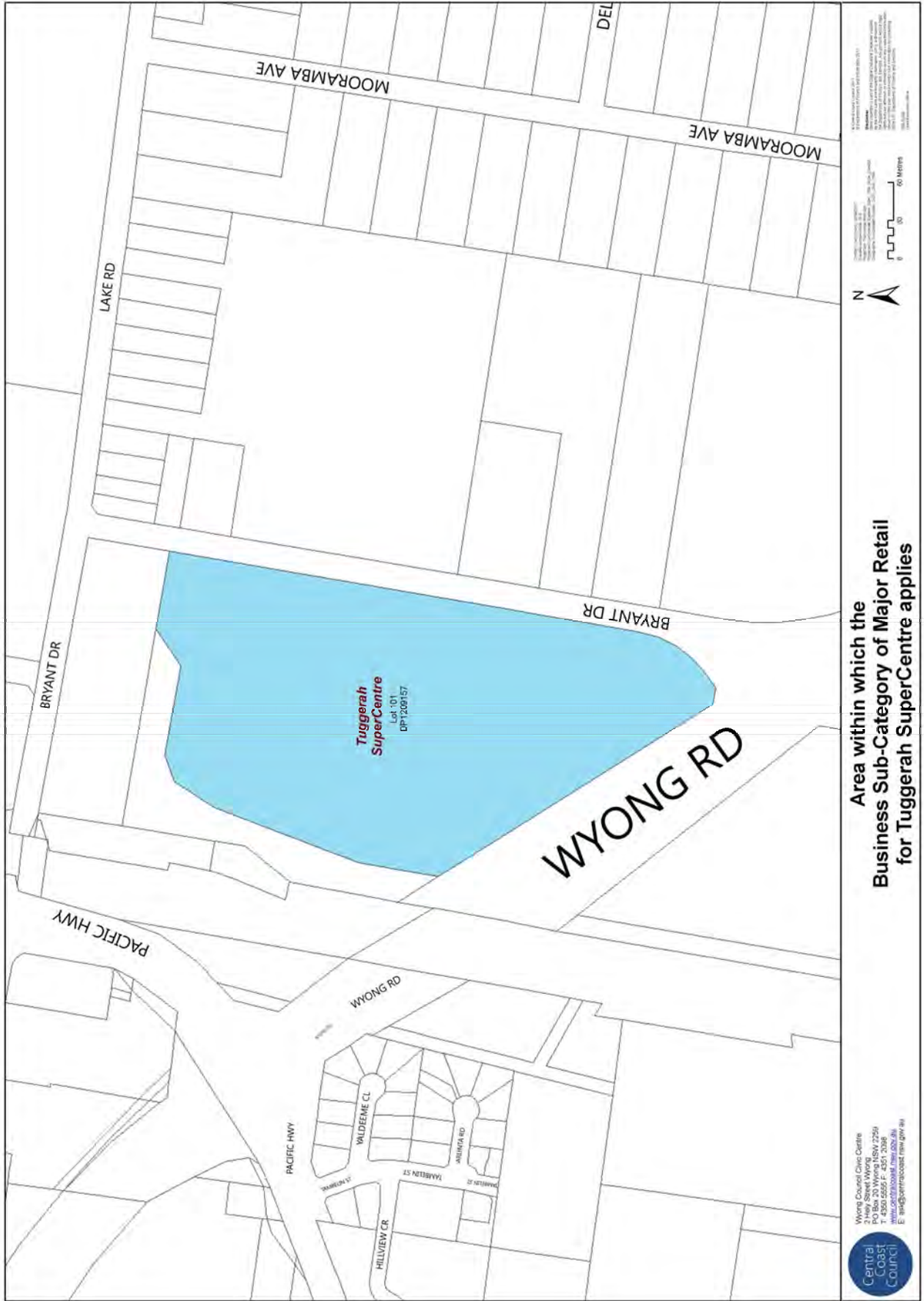
# Map 3 - Business Major Retail – Westfield Tuggerah



Area within which the  
**Business Sub-Category of Major Retail**  
 for Westfield Tuggerah applies

Wong Shire Council  
 PO Box 200 WYONG NSW 2259  
 T 4350 5525 F 4351 2988  
[www.wongshire.nsw.gov.au](http://www.wongshire.nsw.gov.au)  
 E [info@wongshire.nsw.gov.au](mailto:info@wongshire.nsw.gov.au)

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





# Map 5 - Business Local Retail – Chittaway Bay



Area within which the  
Business Sub-Category of Local Retail  
for Chittaway Bay applies

Wyong Council Civic Centre  
PO Box 20 Wyong NSW 2259  
T 4350 6552 F 4351 2069  
E [enquiries@wyong.nsw.gov.au](mailto:enquiries@wyong.nsw.gov.au)  
[www.wyong.nsw.gov.au](http://www.wyong.nsw.gov.au)

Central Coast Council



**Map 6 - Business Local Retail – Lake Munmorah**



**Area within which the  
Business Sub-Category of Local Retail  
for Lake Munmorah applies**

Wingah Council Civic Centre  
 100 Main Street  
 PO Box 2016  
 T 4350 5555 F 4351 2049  
[www.centralcoast.nsw.gov.au](http://www.centralcoast.nsw.gov.au)  
 E [info@centralcoast.nsw.gov.au](mailto:info@centralcoast.nsw.gov.au)



**Map 7 - Business Local Retail – San Remo**

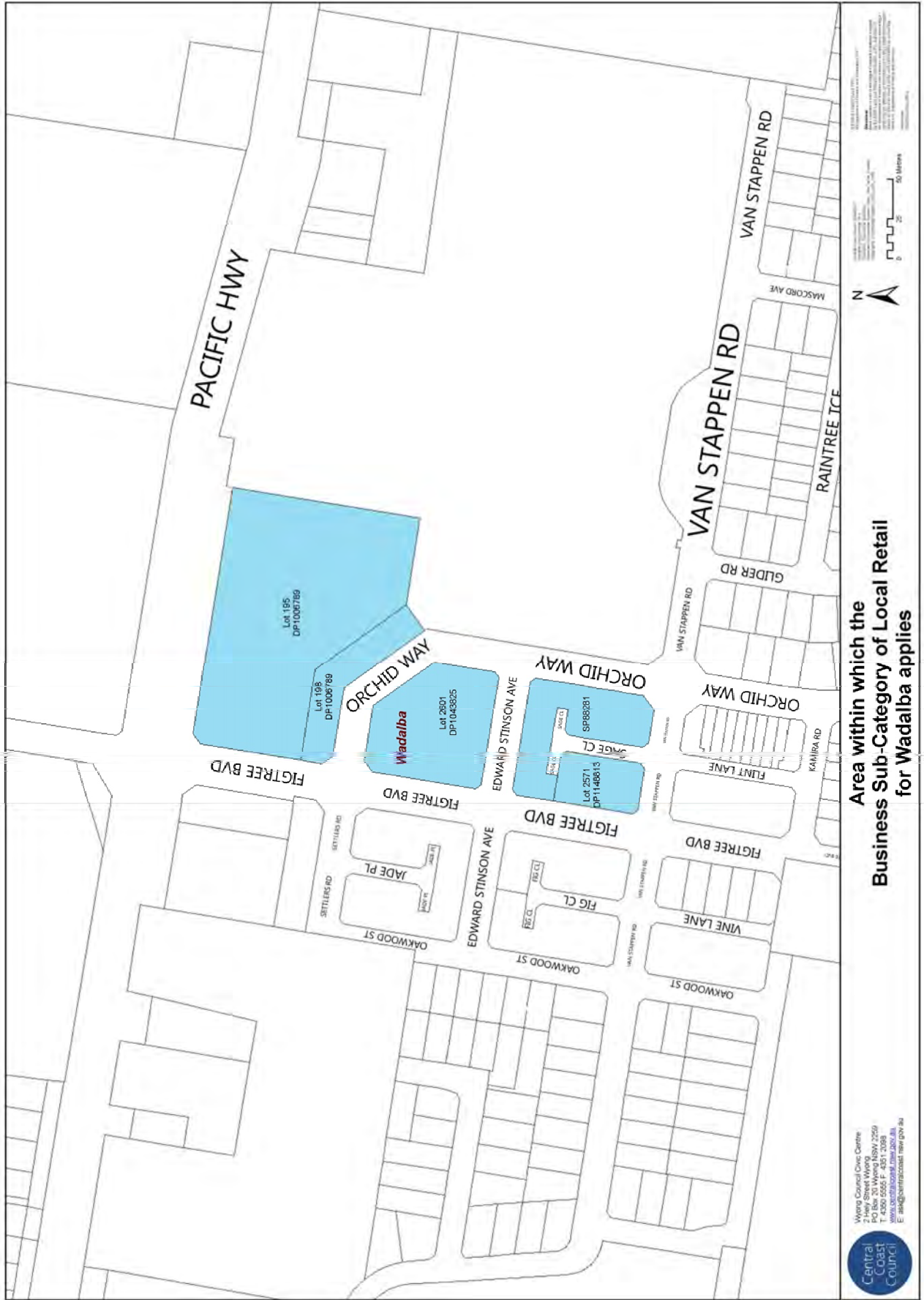


**Area within which the  
Business Sub-Category of Local Retail  
for San Remo applies**

Wyong Council Civic Centre  
2 Healy Street Wyong  
NSW 2269  
T: 4350 2500 F: 4351 2038  
www.centra.coast.nsw.gov.au  
E: info@centra.coast.nsw.gov.au



**Map 8 – Business Local Retail – Wadalba**



**Area within which the Business Sub-Category of Local Retail for Wadalba applies**

Wongah Council Civic Centre  
 PO Box 33 Wongah NSW 2259  
 T: 4350 5555 F: 4351 2088  
[www.wongah.nsw.gov.au](http://www.wongah.nsw.gov.au)  
 E: [info@wongah.nsw.gov.au](mailto:info@wongah.nsw.gov.au)



## Special Rates

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

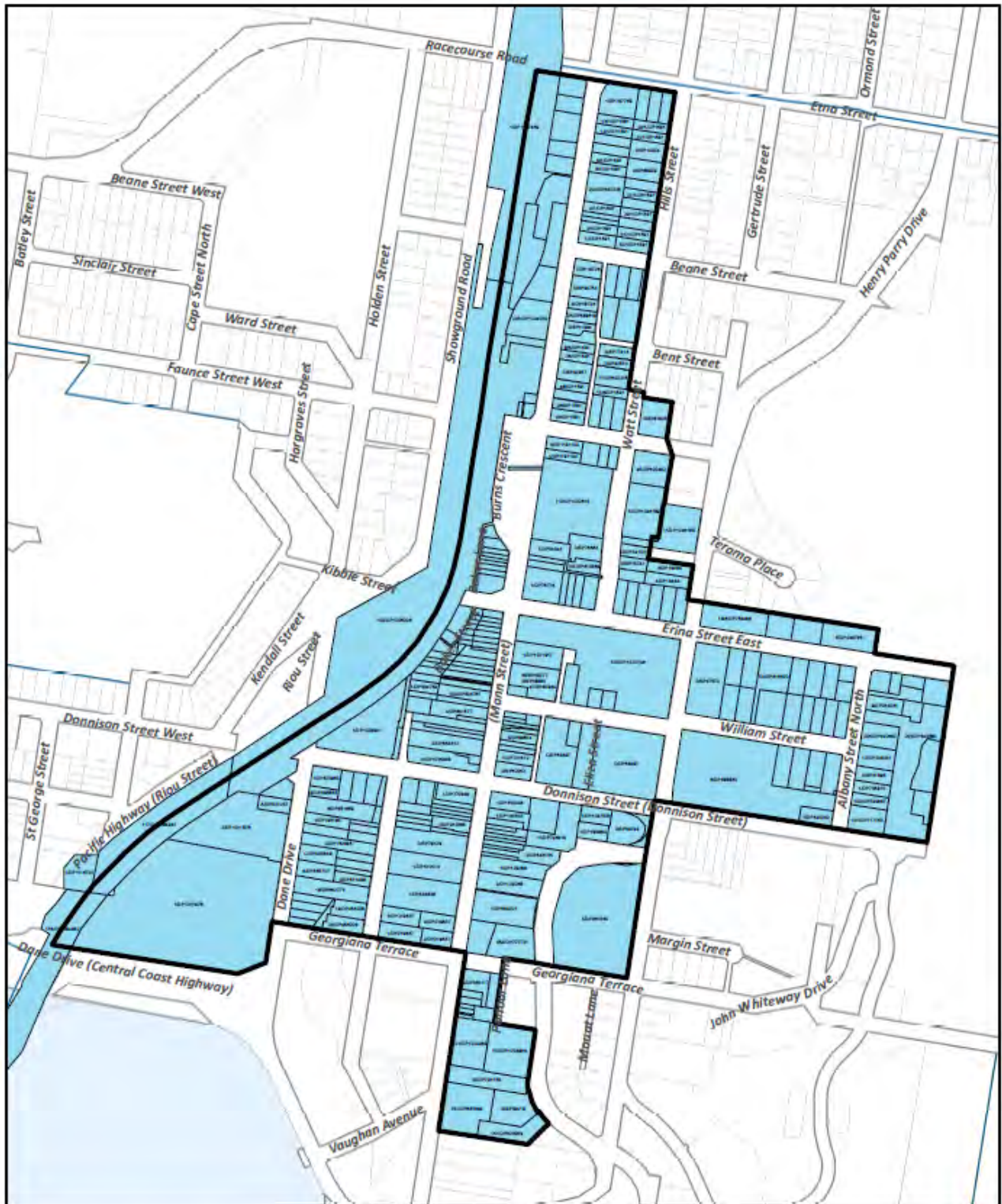
Special Rate	Properties Assessed	Base Amount	Ad Valorem Cents per \$ land value	Forecast income
<b>Gosford Parking Special Rate</b>				
<p><u>Purpose</u> Provide funding for the operation of the Baker Street Parking Station.</p> <p><u>Background</u> Introduced in 1978 as an ongoing rate.</p> <p>Refer to Map 9</p>	All properties categorised as Business, in accordance with s. 518 of the <i>Local Government Act 1993</i> , located within the Gosford Central Business District.	-	0.119339	\$199,000
<b>Gosford Central Business District Improvement Special Rate</b>				
<p><u>Purpose</u> Provide funding for works which will enhance the Central Business District and benefit business properties located in that area.</p> <p><u>Background</u> Introduced in 1994-95 as an ongoing rate</p> <p>Refer to Map 9</p>	All properties categorised as Business, in accordance with s. 518 of the <i>Local Government Act 1993</i> , located within the Gosford Central Business District.	-	0.311335	\$520,000
<b>Business/Tourism Development Special Rate</b>				
<p><u>Purpose</u> Provide funding for Business / tourism works across the former Gosford Local Government Area.</p> <p><u>Background</u> Introduced in 1994-95 as an ongoing rate</p> <p>Refer to Map 10</p>	All properties categorised as Business, in accordance with s. 518 of the <i>Local Government Act 1993</i> , within the former Gosford Local Government Area.	-	0.044300	\$958,000



Special Rate	Properties Assessed	Base Amount	Ad Valorem Cents per \$ land value	Forecast income
<b>The Entrance Area</b>				
<p><u>Purpose</u> Provide funding to The Entrance area to:</p> <ul style="list-style-type: none"> <li>Promote the economic development of The Entrance area</li> <li>Market and promote The Entrance area</li> <li>Organise and manage promotional events within and around The Entrance area for the purpose of improving the market penetration of The Entrance area and its traders.</li> </ul> <p><u>Background</u> Introduced from 1 July 1997, to fund activities in The Entrance area and to enhance the local business area.</p> <p>Refer to Maps 11 and 12</p>	<p>The Entrance Area Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>All land used for business purposes and categorised, in accordance with s. 518 of the <i>Local Government Act 1993</i>, in the suburb known as The Entrance</li> <li>Major Facilities servicing Tourists identified as all properties in the suburbs of Magenta, The Entrance North, The Entrance, Blue Bay, Long Jetty, Toowoona Bay, Shelly Beach and Bateau Bay being land predominantly used for purposes as defined in Council's current Local Environmental Plan (LEP) of; <ul style="list-style-type: none"> <li>Amusement centres</li> <li>Camping grounds</li> <li>Caravan parks</li> <li>Eco-tourist facilities</li> <li>Pubs</li> <li>Registered clubs</li> <li>Service stations</li> <li>Tourist and visitor accommodation</li> </ul> </li> <li>Identified as Town Centres in Council's current Retail Centres Strategy.</li> </ul> <p>These are properties that have been identified by Council as receiving a benefit through this special rate.</p>	\$95.00	0.321766	\$593,000
<b>Toukley Area</b>				
<p><u>Purpose</u> Provide funding to the Toukley area to market and promote the economic development of the Toukley area within which this special rate applies.</p> <p><u>Background</u> Introduced from 1 July 1997, following a request by the Toukley Chamber of Commerce to fund activities in the Toukley area to enhance the local business area.</p> <p>Refer to Map 13</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>All properties categorised as Business in the Toukley, Canton Beach, Norville and Norah Head areas.</li> </ul> <p>These are properties that have been identified by Council as receiving a benefit from the activities funded through this special rate.</p>	\$95.00	0.236237	\$181,000

Special Rate	Properties Assessed	Base Amount	Ad Valorem Cents per \$ land value	Forecast income
<b>Wyong Area</b>				
<p><u>Purpose</u> Provide funding to the Wyong area to promote the economic development of the Wyong area within which this special rate applies.</p> <p><u>Background</u> Introduced from 1 July 2005, following a request from the Wyong-Tuggerah Chamber of Commerce to fund activities in the Wyong area to enhance the local business area.</p> <p>Refer to Map 14</p>	<p>The Special Rate applies to the following properties:</p> <ul style="list-style-type: none"> <li>• All properties categorised as Business in the suburb known as Watanobbi.</li> <li>• All properties categorised as Business in the suburb known as Wyong bounded by the following; <ul style="list-style-type: none"> <li>- North of the Wyong River from Tacoma in the east to the M1 Pacific Motorway in the west</li> <li>- East of the M1 Pacific Motorway from the Wyong River to the suburb boundary between Wyong and Warnervale but to exclude Lot 32 DP 814964</li> <li>- South of the northern Wyong boundary to its intersection with the Pacific Highway and then south of the Pacific Highway to the intersection of Pollock Avenue, but to include Lot 400 DP 1114793 (this lot being to the north of the Pacific Highway)</li> <li>- Eastern boundary of the suburb of Wyong from Johns Road to Wyong River.</li> </ul> </li> </ul> <p>These are properties that have been identified by Council as receiving a benefit from the activities funded through this special rate.</p>	\$95.00	0.086428	\$82,000

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



**Area Within Which –  
The Gosford CBD and Gosford Parking Special Rate for Business in the Gosford CBD may apply**



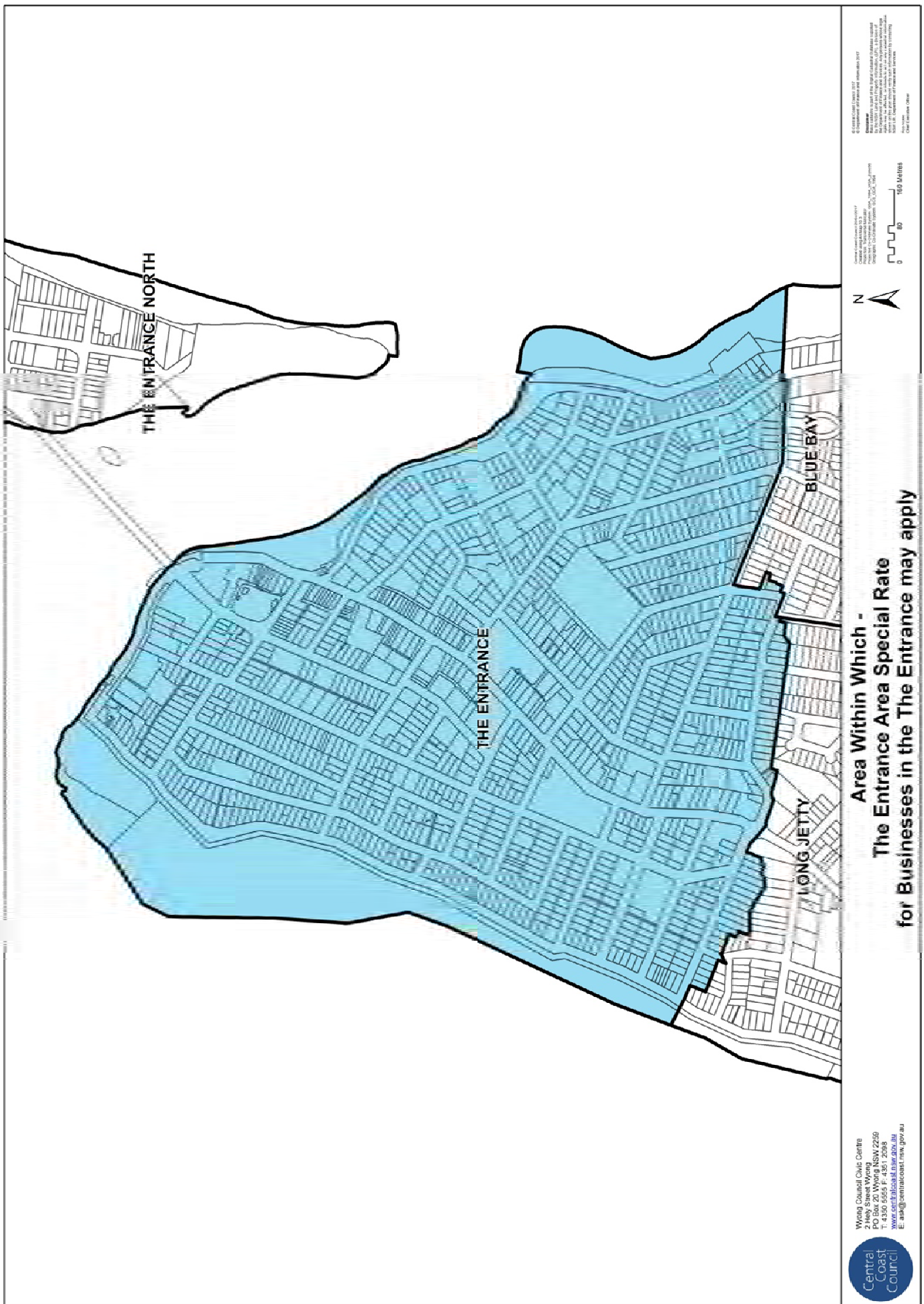
Source: Mapart System  
Date: 20/04/2017  
Source: Central Coast Council - Spatial Information Services  
Projection: GDA\_2011\_Mercator\_Auxiliary\_625\_624\_1000  
Created using ArcGIS 10.3.1 (Desktop)  
Published by the Central Coast Council  
Spatial Information Services  
Disclaimer:  
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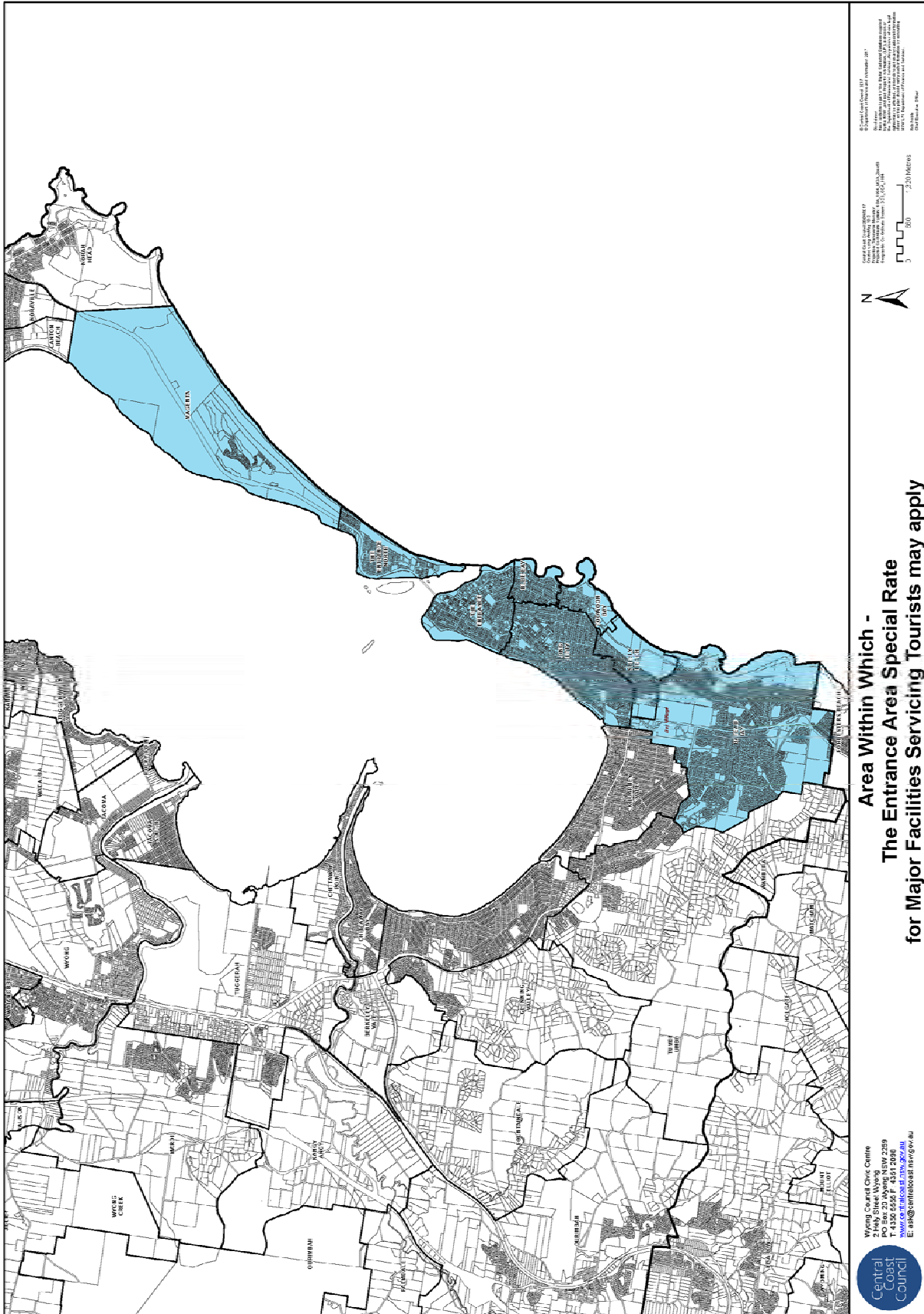




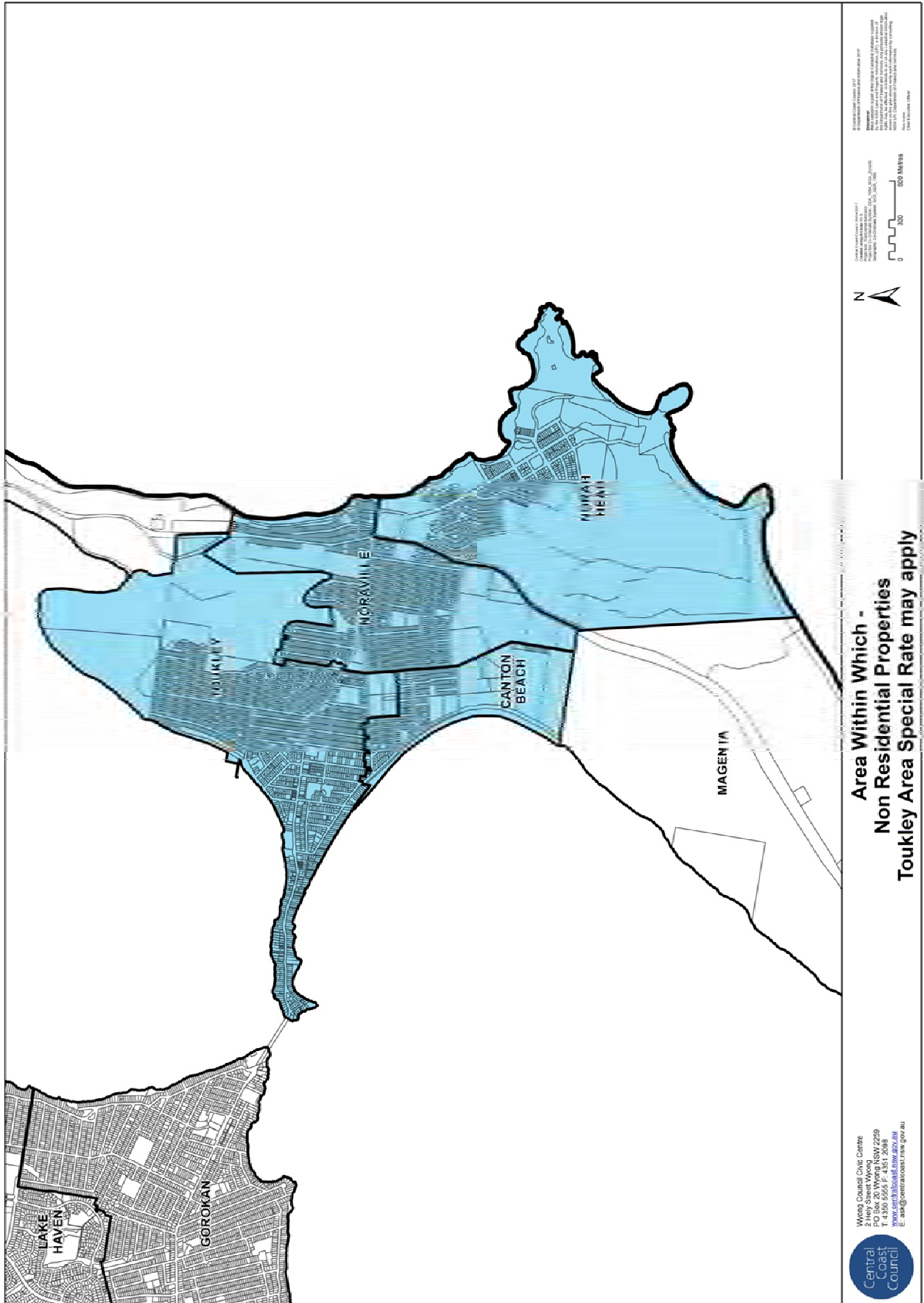
# Map 11 – The Entrance Special Rate – Businesses in The Entrance



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



# Map 13- Toukley Area Special Rate





# Map 14 – Wyong Area Special Rate







# Annual Charges

## Annual Charges for Services

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

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

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

## Domestic Waste Management Service Charges

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

Domestic Waste Management Service Charges	Annual Charge	Rate Per Week	No of Assessments	Forecast Income
<b>Domestic Waste Management Availability Charge</b>	\$71.00	\$1.37	2,623	\$186,000

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

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

Refer Map 15

<b>Domestic Waste Management Service – Eastern Area</b>	\$512.00	\$9.85	134,832	\$69,034,000
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Purpose: Cover cost of Council's three bin waste and recycling collection services plus the whole of life cost for managing waste including the remediation of landfills.

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

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

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

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



<b>Domestic Waste Management Service Charges</b>	<b>Annual Charge</b>	<b>Rate Per Week</b>	<b>No of Assessments</b>	<b>Forecast Income</b>
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below under *Domestic waste management service – upgrades and additional services*.

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

Refer Map 15

<b>Domestic Waste Management Service – Western Area</b>	\$454.00	\$8.73	3,619	\$1,643,000
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Purpose: Cover cost of Council’s two bin waste and recycling collection services plus the whole of life cost for managing waste including the remediation of landfills.

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

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

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

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

Refer to Map 15.





## Domestic Waste Upgrades and Additional Services

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

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

Service Upgrades and Additions	Annual Charge	Rate Per Week
140 litre domestic waste bin to 240 litre domestic waste bin upgrade	\$136.00	\$2.62
140 litre domestic waste bin to 360 litre domestic waste bin upgrade	\$272.00	\$5.23
140 litre domestic waste bin additional service	\$269.00	\$5.17
240 litre domestic waste bin additional service	\$407.00	\$7.83
360 litre domestic waste bin additional service	\$544.00	\$10.46
240 litre recycling bin to 360 litre recycling bin upgrade	\$34.00	\$0.65
240 litre recycling bin additional service	\$102.00	\$1.96
360 litre recycling bin additional service	\$136.00	\$2.62
240 litre vegetation bin additional service	\$110.00	\$2.12

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

## Additional Short Term Extra Service

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

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

## Additional Kerbside Collection Service

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

Additional Service	Rate Per Additional Service
Extra kerbside collection (Per 1m <sup>3</sup> )	\$83.00

## Other Waste Management Service Charge – Non Domestic

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

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

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

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

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

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

### **Pension Rebates - Ordinary Rates and Domestic Waste Management Charges**

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

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

The estimated total amount of pension rebates for ordinary rates and domestic waste management charges in 2020-21 is \$6,340,000, of which 55% is funded by the NSW Government with the balance funded by Council.

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

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

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

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

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

All prices for water, sewerage, drainage and ancillary services for 2020-21 are in accordance with IPART's final determinations issued on 24 May 2019 adjusted for the estimated CPI multiplier at 1.9% as the final determinations were made in 2019-20 dollars (\$2019-20). Council has assumed that the CPI multiplier as 1.9% as the CPI for the March quarter 2020 has not been released at the time of developing the 2020-21 budget. Once the CPI for the March quarter 2020 is released Council will calculate the CPI multiplier to apply to the 2020-21 annual charges and other charges in accordance with the final determinations and the operational plan will be updated before the adoption in June 2020.

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

**Water Supply Service Charges**

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

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

The water supply service charges for 2020-21 are as follows:

Basis of Charge Meter Size or Property Type	Annual Charge
Unconnected Property	NIL
Unmetered Property (Connected to the water supply system but not serviced by a meter)	\$86.10
20mm meter	\$86.10
25mm meter	\$134.54
32mm meter	\$220.42
40mm meter	\$344.42
50mm meter	\$538.15
80mm meter	\$1,377.68
100mm meter	\$2,152.62
Other Meter sizes	$\frac{(\text{Meter size in mm})^2 \times \text{Water supply access charge for a 20mm Meter for the applicable period}}{400}$

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

**Water Usage Charges**

In addition to the water supply service charge, all potable water consumed will be charged at \$2.06 per kilolitre.

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

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

Where a property is unconnected zero kilolitres will be charged. The expected total yield in 2020-21 from this charge is \$58,785,000.

**Sewerage Supply Service Charges**

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

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

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

#### Sewerage service charge in the Former Gosford Local Government Area

Basis of Charge	Annual Charge
Meter Size or Property Type	
Unconnected Property	NIL
Unmetered Property	\$529.97
20mm meter	\$529.97
25mm meter	\$828.07
32mm meter	\$1,356.70
40mm meter	\$2,119.86
50mm meter	\$3,312.28
80mm meter	\$8,479.45
100mm meter	\$13,249.15
Other Meter sizes	$(\text{Meter size in mm})^2 \times \text{sewerage access charge for a 20mm Meter for the applicable period}$ 400

Applying the fixed sewerage discharge factor of 75% for Residential Properties, the sewerage service charge for a Residential Property in the former Gosford local government area is \$397.48.

#### Sewerage service charge in the Former Wyong Local Government Area

Basis of Charge	Annual Charge
Meter Size or Property Type	
Unconnected properties	NIL
Unmetered Property	\$486.81
20mm meter	\$486.81
25mm meter	\$545.82
32mm meter	\$894.28
40mm meter	\$1,397.29
50mm meter	\$2,183.26
80mm meter	\$5,589.17
100mm meter	\$8,733.08
Other Meter sizes	$(\text{Meter size in mm})^2 \times \text{sewerage access charge for a 25mm Meter for the applicable period}$ 625

Applying the fixed sewerage discharge factor of 75% for Residential Properties, the adjusted sewerage service charge for a Residential Property in the former Wyong local government area is \$365.11.

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



## Sewerage Usage Charges

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

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

Exempt Land will be charged for sewerage usage charges. Sewage discharged into the sewerage network will be charged at \$0.86 per kilolitre.

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

## Recycled Water

Supply of reticulated tertiary treated sewerage effluent, except when covered by an individual agreement, will be charged at 50% of the potable water supply charge. This charge is \$1.03 per kilolitre for the 2020-21 financial year.

## Stormwater Drainage Service Charges

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

Currently there are two designated Drainage Areas in place under the *Water Management Act 2000*. The former Gosford drainage area covered the entire former Gosford LGA (refer to Map 16), while the drainage area for the former Wyong LGA included all properties within 1.5km and/or east of the M1 (refer to Map 17).

For the stormwater drainage service charge to apply throughout the Central Coast LGA, Council needs to apply to the NSW Minister for Water to have the entire Central Coast LGA declared a Drainage Area under the Water Management Act 2000 (refer to Map 18). Until this time, the stormwater drainage service charge will apply to the designated drainage areas for both former LGAs.

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

## Fixed stormwater drainage service charges

Basis of Charge	Annual Charge
Low Impact Property	\$106.54
Residential Property that is not part of a Multi-Premises	\$106.54
Each Property within a Residential Multi-Premises or Mixed Multi-Premises	\$79.91
Vacant Land	\$79.91

### Area-based stormwater drainage service charges

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

Property Area	Annual Charge
Small ( $\leq 1,000\text{m}^2$ )	\$106.54
Medium ( $> 1,000\text{m}^2$ and $\leq 10,000\text{m}^2$ )	\$159.81
Large ( $> 10,000\text{m}^2$ and $\leq 45,000\text{m}^2$ )	\$621.48
Very Large ( $> 45,000\text{m}^2$ )	\$1,811.17

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

### Pension Rebates - Water and Sewerage Service Charges

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

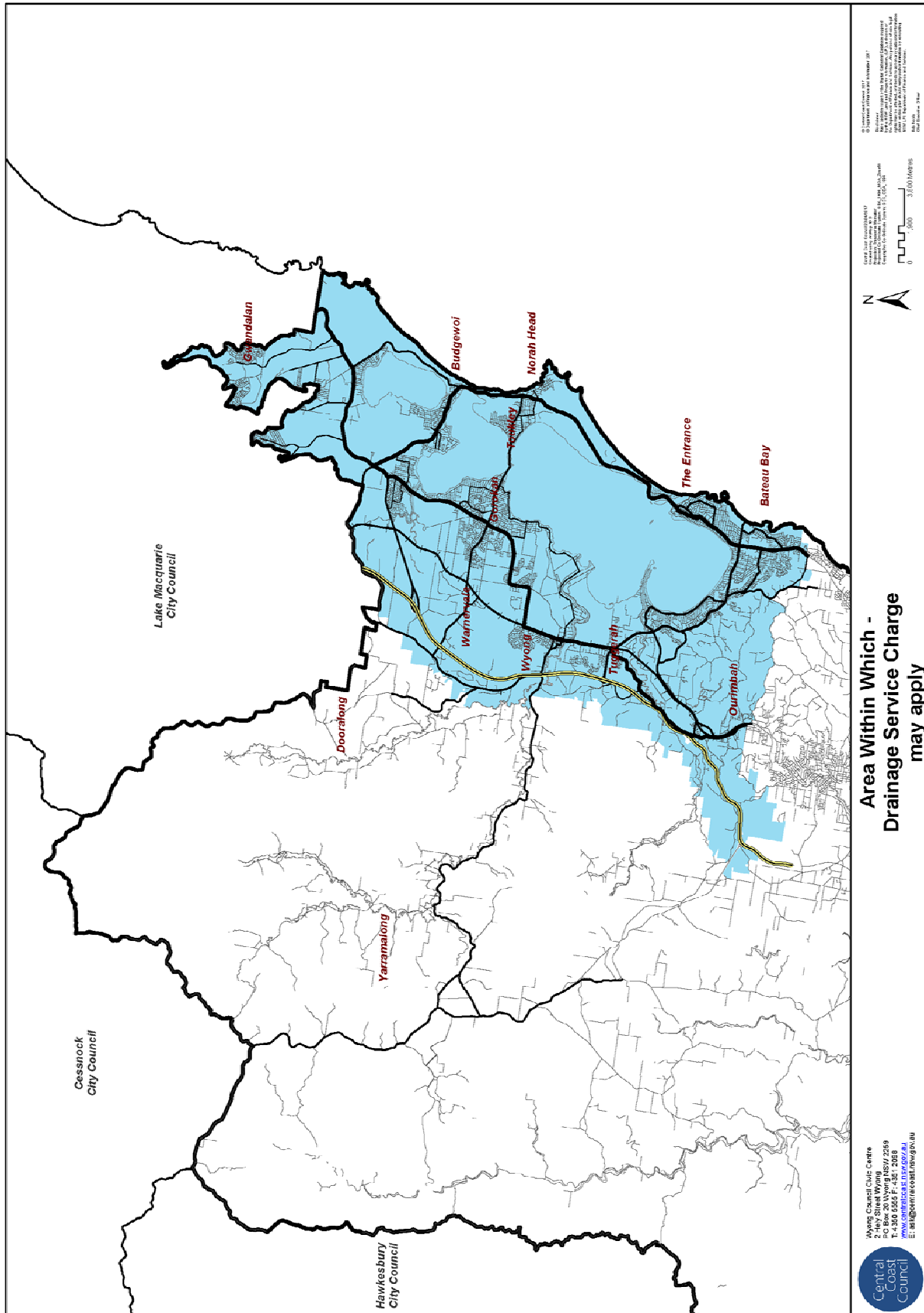
Of these reductions 55% is reimbursed by the NSW Government. The estimated total amount of the pension rebate in 2020-21 is \$3,451,000.

### Goods and Services Tax

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

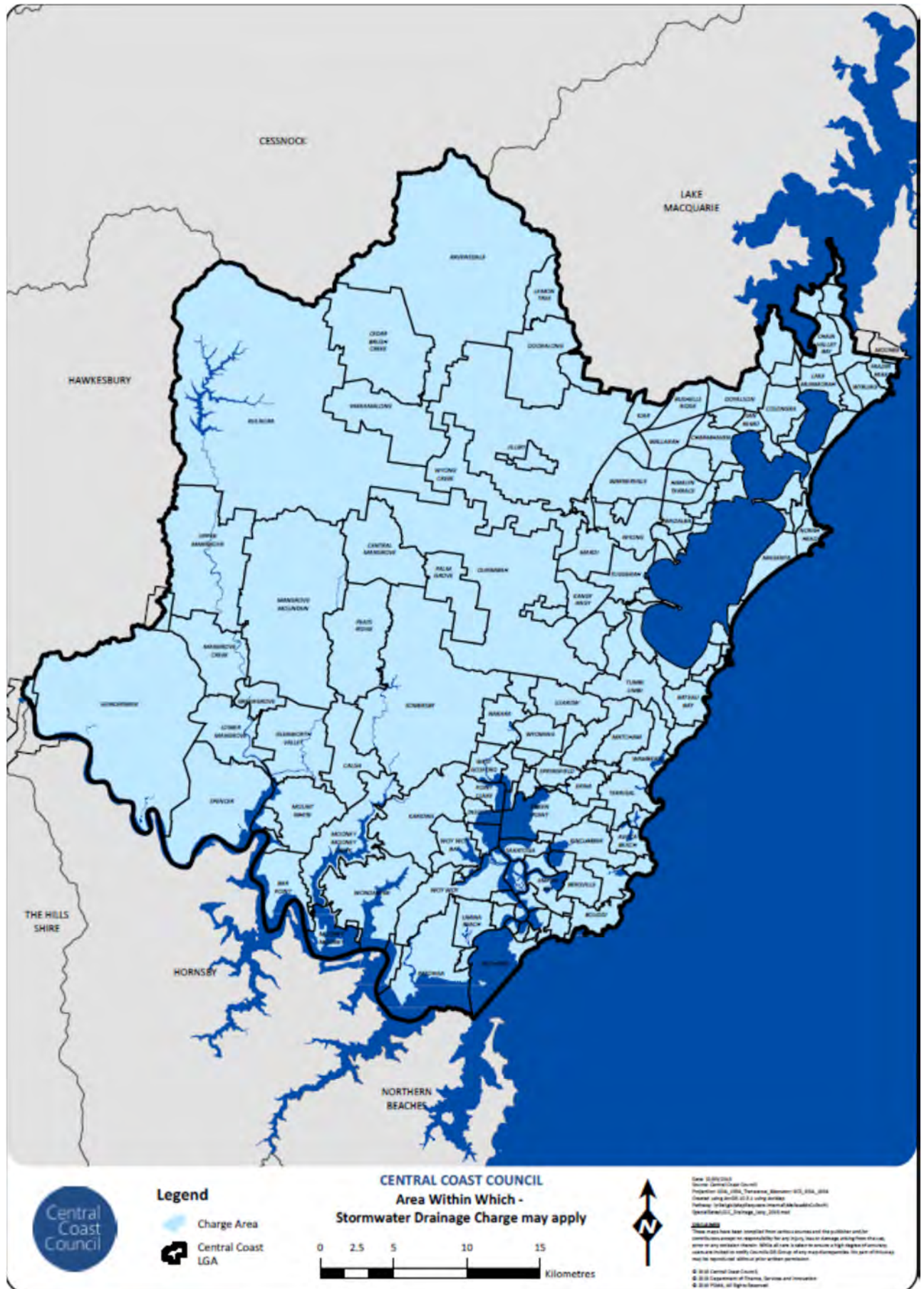


# Map 17 – Stormwater Drainage Service Charge Area (former Wyong Local Government Area)





# Map 18 – Proposed Stormwater Drainage Service Charge Area



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

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

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

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

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

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

## Liquid Trade Waste Charges

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

Council provides liquid trade waste services on a commercial basis, with full cost recovery through fees and charges. Four categories of liquid trade waste have been established for liquid trade waste charging purposes (Category 1, Category 2, Category 3 and Category 5). These charging categories and the charging components are as follows:

Liquid Trade Waste Discharge Category	Application Fee	Annual Trade Waste Fee	Reinspection Fee	Liquid Trade Waste Usage charge per kiloliter (kL)	Excess Mass charges per kilogram (kg)	Non-compliant Excess Mass charges per kilogram (kg)
<b>Category 1</b>						
Category 1 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring nil or minimal pre-treatment equipment and whose effluent is well defined and of a relatively low risk to the sewerage system. In addition, Category 1 includes dischargers requiring prescribed pre-treatment but with low impact on the sewerage system.	\$98.40	\$98.41	\$113.98	No charge	No charge	No charge
<b>Category 2</b>						
Category 2 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised.	\$124.57	\$357.20	\$113.98	Compliant \$1.81 per kL Non-compliant \$15.42 per kL	No charge	No charge
<b>Category 3</b>						
Category 3 liquid trade waste dischargers are those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (over 20 kL/d) of liquid trade waste to the sewerage system. Any Category 1 or Category 2 discharger whose volume exceeds 20 kL/d may be categorised as a Category 3 discharger.	\$2,243.69	Former Gosford LGA- \$1,597.94 Former Wyong LGA - \$1,131.54	\$113.98	No charge	Refer attached Schedule of Fees	Refer attached Schedule of Fees



Liquid Trade Waste Discharge Category	Application Fee	Annual Trade Waste Fee	Reinspection Fee	Liquid Trade Waste Usage charge per kiloliter (kL)	Excess Mass charges per kilogram (kg)	Non-compliant Excess Mass charges per kilogram (kg)
<b>Category S</b>						
Category S dischargers are those conducting an activity of transporting and/or discharging septic tank, chemical toilet waste, ship-to-shore pump out or pan content waste into the sewerage system. Council does not deal directly with residential customers under Category S.						
	Non-residential \$171.28 Includes one inspection	Non-residential \$155.72	\$113.98	Category S \$18.11 per kL Category S (Septic effluent unable to discharge onsite) \$1.81 per kL	No charge	Charged to private pumping stations only – in accordance with attached Schedule of Fees

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

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

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

The estimated total yield in 2020-21 from trade waste charges is \$1,992,000.

## Interest on Overdue Rates and Charges

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

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

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

- If payment is made in a single instalment, the instalment is payable by 31 August 2020
- If payment is made by quarterly instalments, the instalments are payable by 31 August 2020, 30 November 2020, 28 February 2021 and 31 May 2021

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

In accordance with s. 566(3) of the Local Government Act 1993, the Minister for Local Government has determined that the maximum rate of interest payable on overdue rates and charges levied under the Local Government Act 1993 for the 2020-21 rating year will be 6.75%.

The methodology used to calculate the interest rate is the Supreme Court methodology (the Reserve Bank cash rate plus 6%), rounded to the nearest half per cent. The current Reserve Bank cash rate of 0.50% has been effective since 4 March 2020.

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

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

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

# Developer Contributions

## How Developer Contributions are Levied

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

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

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

# Works on Private Land

## Charges for Works on Private Land

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

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

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

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

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

# Statement of Borrowing

## Proposed Borrowing for 2020-21

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

In 2020-21 Council does expect to require borrowings from external financial institutions to refinance the maturity of current existing borrowings with material balloon repayments and to fund Council's increasing capital works budget.

It is expected that Council will seek expressions from NSW TCorp and external major banks to procure the lowest cost of funding for terms of up to 10 – 20 years. Whilst Council will continue to review funding requirements annually, it is currently planning to borrow \$50m per annum for 2020-21 – 2022-23.



## Operational Plan 2020-21

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MARCH 2020